

Effect of Hybrid Work Model on Employee Job Performance in the County Government of Kakamega, Kenya

Brenda Nekesa Waliaula^{1*}, Dr. Victor Lusala Aliata², Prof. Kadian Wanyonyi Wanyama¹

¹School of Business and Economics, Kibabii University

²School of Business, Economics & Humanities, Mama Ngina University College, Gatundu, Kenya

*Corresponding author: Brenda Nekesa Waliaula

| Received: 02.05.2026 | Accepted: 22.06.2026 | Published: 01.07.2026 |

Abstract: The hybrid work model has emerged as an important human resource management practice due to rapid technological advancement and changing workplace expectations. Although previous studies have reported positive outcomes of hybrid work arrangements, existing evidence has largely focused on private organizations and educational institutions, with limited empirical attention given to county governments in Kenya, particularly the County Government of Kakamega, where unique administrative and service delivery contexts exist. This study examined the effect of the hybrid work model on employee job performance in the County Government of Kakamega, Kenya. Guided by the Ability, Motivation and Opportunity (AMO) Theory, the study adopted a correlational research design. The target population comprised 242 employees, from which a sample of 151 respondents was selected using stratified random sampling. Data were collected using structured questionnaires. Content validity was established through expert review, while reliability was confirmed using a Cronbach's alpha coefficient of 0.841 for the hybrid work model construct. Of the 151 questionnaires administered, 138 were returned and found suitable for analysis, representing a response rate of 91.4%. Data were analyzed using descriptive statistics and simple linear regression analysis with the aid of SPSS version 22. The findings revealed that the hybrid work model had a positive and statistically significant effect on employee job performance ($\beta = .621$, $p < .001$), explaining 38.5% of the variation in employee job performance ($R^2 = .385$). The study contributes to the human resource management literature by providing empirical evidence on the application of hybrid work arrangements within a devolved public sector setting in Kenya. The findings demonstrate the practical importance of strengthening technological infrastructure, communication systems, and managerial support mechanisms to enhance employee productivity and service delivery in county governments. However, because the study focused on a single county government and employed a correlational research design, the findings should be interpreted within the context of the study and may benefit from further validation in other county government settings and through studies employing causal research designs.

Keywords: Employee Performance, Human Resource Management, Hybrid Work Model, Public Sector, Workplace Flexibility.

INTRODUCTION

Organizations across the world are increasingly embracing flexible work arrangements as a response to technological advancements, changing workforce expectations, and the need to enhance organizational efficiency. One of the most notable developments in contemporary human resource management is the hybrid work model, which combines remote work and traditional office-based work. The adoption of hybrid work arrangements accelerated significantly following the COVID-19 pandemic, compelling organizations to redesign work processes and employee management practices (Golden *et al.*, 2021).

Hybrid work arrangements provide employees with flexibility regarding where and how work is performed. Studies have suggested that flexible work arrangements enhance employee satisfaction, work-life balance, engagement, and productivity (Sharma *et al.*, 2021). Employees are often able to manage their responsibilities more effectively while organizations benefit from improved workforce efficiency and operational continuity.

In the public sector, the adoption of hybrid work arrangements remains relatively recent. County governments in Kenya continue to face challenges associated with employee productivity, service delivery,

Quick Response Code



Journal homepage:
<https://www.easpublisher.com/>

Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

Citation: Brenda Nekesa Waliaula, Victor Lusala Aliata, Kadian Wanyonyi Wanyama (2026). Effect of Hybrid Work Model on Employee Job Performance in the County Government of Kakamega, Kenya. *Cross Current Int J Econ Manag Media Stud*, 8(4), 35-37.

technological adaptation, and workforce management. The County Government of Kakamega has implemented various human resource management initiatives aimed at improving employee effectiveness and service delivery. However, limited empirical evidence exists regarding the effectiveness of hybrid work arrangements within county government settings.

Previous studies conducted in the Philippines, Nigeria, and other countries have reported positive associations between hybrid work arrangements and employee productivity (Castaneda *et al.*, 2022; Igomu *et al.*, 2023). Nevertheless, these studies focused mainly on private organizations and educational institutions. Consequently, there remains a knowledge gap regarding the effect of hybrid work arrangements on employee job performance within devolved public sector institutions in Kenya. This study therefore sought to determine the effect of the hybrid work model on employee job performance in the County Government of Kakamega.

LITERATURE REVIEW

The study was anchored on the Ability, Motivation and Opportunity (AMO) Theory developed by Appelbaum *et al.*, (2000). The theory posits that employee performance is enhanced when organizations strengthen employee abilities, improve motivation, and provide opportunities for effective contribution. Hybrid work arrangements contribute to the opportunity dimension by providing flexibility and enabling employees to organize work in ways that support productivity and performance.

Golden *et al.*, (2021) reported that hybrid work arrangements improved employee satisfaction, flexibility, and job performance by enabling employees to balance professional and personal responsibilities more effectively. Similarly, Sharma *et al.*, (2021) established that hybrid work models positively influenced employee wellbeing and productivity during the COVID-19 period.

Castaneda *et al.*, (2022) examined the effects of hybrid work arrangements on employee productivity in higher education institutions in the Philippines using a descriptive research design. The study established that employee productivity under hybrid work settings depended on organizational support, collaboration, and employee wellbeing.

Igomu *et al.*, (2023) investigated the effect of hybrid work models on employee productivity among employees of Hewlett-Packard in Abuja, Nigeria. Using a descriptive research design and Partial Least Squares Structural Equation Modelling (PLS-SEM), the study found that hybrid work arrangements significantly enhanced employee productivity and work efficiency.

In Kenya, Waweru and Muturi (2021) found that hybrid work arrangements enhanced flexibility and

continuity of service delivery within county governments. However, challenges relating to internet connectivity, supervision, communication, and collaboration were identified as key barriers affecting effective implementation.

Based on the reviewed literature, the study hypothesized that:

H01: The hybrid work model has no statistically significant effect on employee job performance in the County Government of Kakamega.

MATERIALS AND METHODS

The study adopted a correlational research design. The design was considered appropriate because it enabled the examination of the relationship between the hybrid work model and employee job performance. The study was conducted in the County Government of Kakamega.

The target population consisted of 242 employees drawn from various departments of the County Government of Kakamega. A sample size of 151 respondents was determined using Slovin's formula and selected through stratified random sampling. Data were collected using structured questionnaires. The reliability of the hybrid work model construct was confirmed through Cronbach's alpha coefficient of 0.841, which exceeded the recommended threshold of 0.70.

Data were analyzed using descriptive statistics and simple linear regression analysis. The regression model used was:

$$Y = \alpha + \beta X + \varepsilon \quad (1)$$

Where:

Y = Employee Job Performance

X = Hybrid Work Model

α = Constant

β = Regression coefficient

ε = Error term

RESULTS AND DISCUSSION

The findings indicated moderate employee perceptions regarding hybrid work arrangements. Respondents acknowledged the existence of some support structures for remote working. However, concerns were reported regarding technological connectivity, communication effectiveness, and access to digital infrastructure. Employees expressed uncertainty regarding whether remote work arrangements consistently improved productivity levels across different work environments.

The findings further revealed that employees did not strongly support or reject hybrid work arrangements. This suggested that hybrid work implementation within the County Government of Kakamega remained at a developmental stage and required additional organizational support.

Table 1: Regression Results for the Effect of Hybrid Work Model on Employee Job Performance

Variable	β	t-value	p-value
Hybrid Work Model	0.621	8.818	0.000
R	0.621		
R ²	0.385		
F-value	77.764		0.000

The regression results revealed a positive relationship between the hybrid work model and employee job performance ($R = 0.621$). The coefficient of determination ($R^2 = 0.385$) indicated that the hybrid work model explained 38.5% of the variation in employee job performance. The ANOVA results showed that the regression model was statistically significant ($F = 77.764$, $p < 0.001$). The findings further established that the hybrid work model had a positive and statistically significant effect on employee job performance ($\beta = 0.621$, $t = 8.818$, $p < 0.001$). These results imply that improvements in hybrid work practices lead to corresponding improvements in employee performance.

The findings support those of Golden *et al.*, (2021), who reported that hybrid work arrangements improve employee satisfaction and performance through increased flexibility. The results also corroborate Igomu *et al.*, (2023), who found that hybrid work arrangements enhance employee productivity and efficiency. Similarly, Castaneda *et al.*, (2022) established that organizational support and employee wellbeing contribute significantly to productivity within hybrid work environments.

The findings also support the AMO Theory. Hybrid work arrangements provide employees with greater opportunities to organize their work, thereby enhancing productivity and performance outcomes. However, the findings suggest that successful implementation requires adequate technological infrastructure, communication systems, and managerial support.

CONCLUSION

The study established that the hybrid work model has a positive and statistically significant effect on employee job performance within the County Government of Kakamega. Hybrid work arrangements contributed substantially to employee productivity and effectiveness by providing flexibility and supporting employee work processes. The study demonstrated that organizations that effectively implement hybrid work arrangements are likely to achieve improved employee performance outcomes. Nevertheless, successful

implementation depends on the availability of adequate technological infrastructure, communication systems, and organizational support mechanisms. Although the hybrid work model explained a substantial proportion of employee performance variation, additional factors beyond hybrid work arrangements may also influence employee performance and should be investigated in future studies.

RECOMMENDATION

The County Government of Kakamega should develop a structured framework for implementing hybrid work arrangements. Such a framework should address technological infrastructure, communication protocols, employee support mechanisms, performance monitoring systems, and managerial training. Particular emphasis should be placed on improving connectivity and communication systems that support remote work. A well-implemented hybrid work model would enable employees to benefit from workplace flexibility while maintaining productivity and service delivery standards.

REFERENCES

- Castaneda, J. M., Japos, G. V., & Templonuevo, W. R. (2022). Effects of hybrid work model on employees' and staff work productivity. *International Peer Reviewed Journal*, 50(4), 159–178.
- Golden, T. D., Veiga, J. F., & Simsek, Z. (2021). Hybrid work arrangements: An exploration of key dimensions and their antecedents. *Journal of Business and Psychology*, 36(4), 683–699. <https://doi.org/10.1007/s10869-021-09757-6>
- Igomu, M. D., Ozah, J. P., & John, F. (2023). Hybrid work models and employee productivity in Hewlett-Packard regional office Abuja, Nigeria. *Nigerian Journal of Management Sciences*, 24(2), 222–230.
- Sharma, D., Gera, R., & Gera, A. (2021). Hybrid work model: A boon or bane for productivity and wellbeing? A study during COVID-19 pandemic. *Indian Journal of Industrial Relations*, 57(4), 788–799.
- Waweru, J., & Muturi, W. (2021). Teleworking and employee performance in county governments in Kenya. *International Journal of Human Resource Studies*, 11(3), 88–104.