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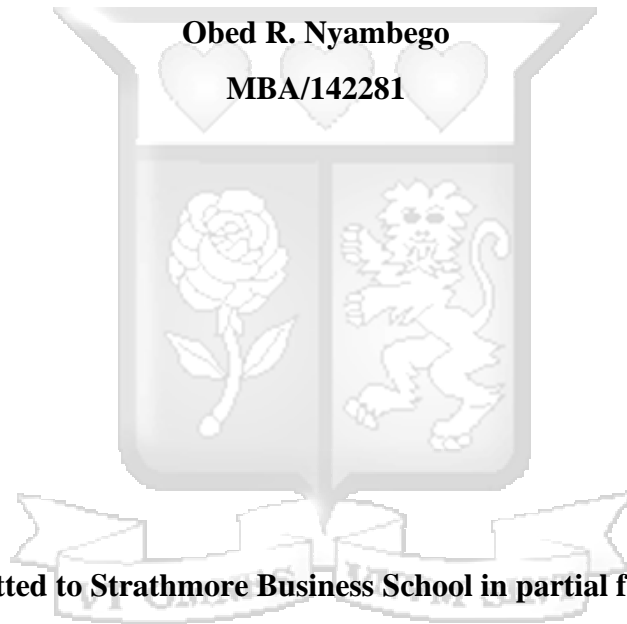
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Impact of hybrid working systems on employee wellbeing in professional services firms: A case study of PricewaterhouseCoopers in Nairobi, Kenya.

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MBA/142281



A thesis submitted to Strathmore Business School in partial fulfilment of the requirements for the award of a degree of Master of Business Administration of Strathmore University

May, 2024

DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made.

NAME: **OBED R. NYAMBEGO**

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Signature



Date: May 31st 2024.

Approval by Supervisor

This thesis has been submitted with my approval.

Sign:



Date: ...1st June 2024...

Prof. Joseph O. Onyango PhD

Associate Professor, Strathmore Business School, Kenya

DEDICATION

I wish to dedicate this thesis to my dear parents, Mzee Robinson Nyambego (late) and Mama Wilter Nyabwari for their unqualified, enduring, and pure love. Their legacy and hard work laid a firm foundation for my educational and professional success. I miss you dad!



ACKNOWLEDGEMENTS

First, I wish to thank the almighty God for his grace and blessings in my life. Secondly, I sincerely appreciate my loving and lovely wife Belydah for her love and support during my course, together with my awesome children Gavin, Emma-Lynn and Ryan – they give me so much happiness and a purpose in my life! I also thank my MBA classmates at Strathmore Business School for their teamwork and encouragement throughout the course. Finally, I sincerely thank my Supervisor Prof. Joseph O. Onyango for his dedication and guidance in writing this thesis.



ABSTRACT

The maintenance of a safe and healthy work environment for all the employees and the organization itself, as well as the people working for the organization, contributes to sustainability of organizations. Organizations that have embedded employee wellbeing at the workplace have chronicled the business success as well. For individuals, workplace wellbeing stands for a full, non-stop duty for both the employer and employees. Hybrid working system is an adaptable mode of implementation that, besides working in an office environment, also gives the option of working remotely. Flexibility is different depending on the hybrid working environment, thus giving rise to a different range of schedules. Companies may design their hybrid work model to create a more comfortable working environment that gives a better work-life balance to the employees. It becomes a source for new ideas and active dialogue which in turn lead to productivity and employee engagement at work. The study was to assess the impact of hybrid working systems on employee wellbeing in professional services firms: A case study of PricewaterhouseCoopers in Nairobi, Kenya with specific objectives being; To establish the influence of hybrid working systems of professional services firms: a case of PwC in Nairobi, Kenya; to investigate the effect of building flexible infrastructure on employee well-being in professional services firms in Nairobi Kenya, PwC; to establish the impact of physical working environment on employees wellbeing of professional services firms in Nairobi Kenya, PwC; and to establish the impact of remote working on employees well-being of professional services firms in Nairobi Kenya, PwC. Through the assessment of this topic and the variables there was fulfillment of the mission aligned with hybrid work practices such as infrastructure building, tie-in of human resource and information technology, the creation of a correct work environment, and connecting offsite and onsite employees. The study adopted Job Demand resources theory and Self-Determination theory constituting, of the basis upon which the study was grounded. The study targeted all the employees of PwC in Nairobi, Kenya as the target population. The study applied a research philosophy of positivism and a descriptive cross-sectional survey was used as the research design. Data collection instrument used was questionnaires which consisted of both open and close questions, and the procedure adopted was a handed out in a drop and pick technique. Collected data was subjected to descriptive and inferential statistics analysis, while qualitative research was gathered using interviews which was further analyzed using NVivo using thematic approach. In establishing the relationship between the variables the study used multiple regression model. The study utilized both qualitative and quantitative data approaches to help identify the key findings. The results, after careful analysis and examination, revealed that flexible work environment, physical work environment, and remote working impact on employee well-being within professional service firms. The results yielded crucial insights into optimizing workplace conditions for enhanced employee satisfaction and productivity. The findings underscore the multifaceted nature of employee well-being, elucidating how various aspects of the work environment contribute to overall satisfaction and fulfillment. With a notable portion of the variability in employee well-being explained by these factors, it becomes evident that organizations must prioritize creating conducive work environments that cater to the diverse needs and preferences of their workforce. The study suggested a future research to be conducted in the same area but employing a longitudinal or experimental designs, utilize multi-source data collection methods, incorporate qualitative approaches, conduct comparative studies across industries and geographic regions, implement intervention studies to evaluate the effectiveness of specific interventions, and explore mediation and moderation analysis to uncover underlying mechanisms and boundary conditions influencing the relationships under investigation. Addressing these limitations and pursuing further research in these areas would contribute to a more comprehensive understanding of the complex interplay between work environment factors and employee well-being in professional services firms.

LIST OF ABBREVIATIONS AND ACRONYMS

CA	Communications Authority
CFOs	Chief Finance Officers
CIPD	Chartered Institute of Personnel Development
EWB	Employee Wellbeing
ICT	Information and Communication Technology
KPMG	Klynveld Peat Marwick Goerdeler
NSE	Nairobi Securities Exchange
PSFs	Professional Service Firms
PWB	Personal Well-Being
PwC	PricewaterhouseCoopers
QWL	Quality of working Life
SPSS	Statistical Package for Social Sciences
SWB	Subjective wellbeing
WF	Work Flexibility
WFH	Working from Home

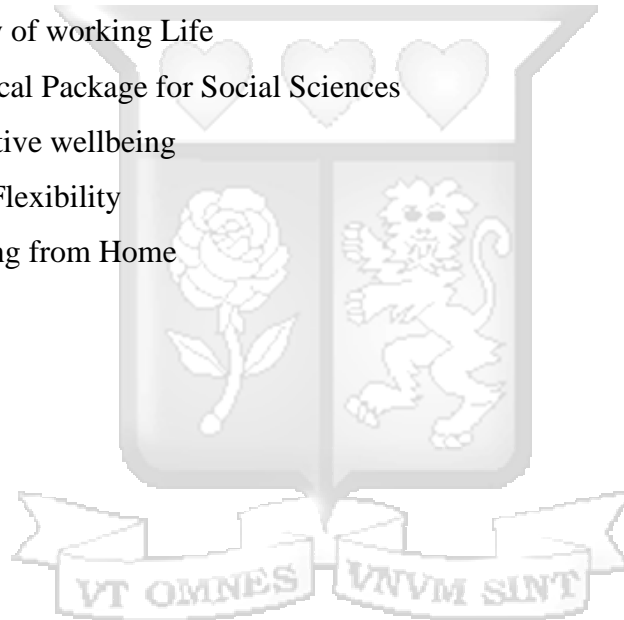
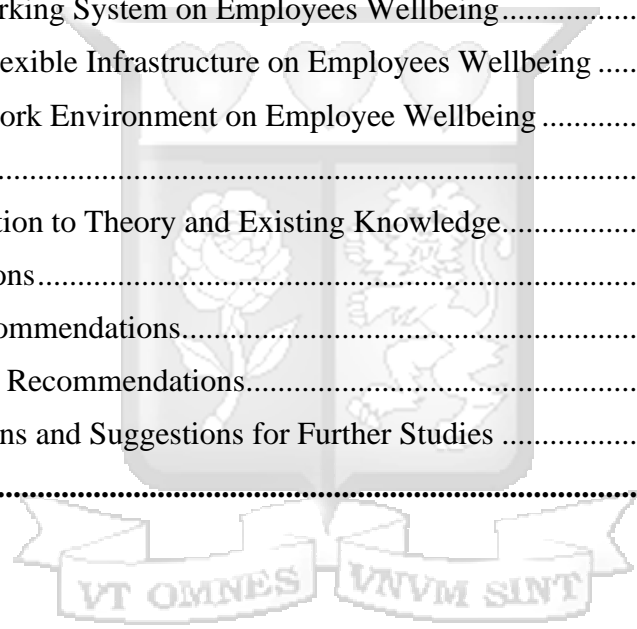


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DEFINITION OF KEY TERMS

Flexible Working: Flexible working indicates any working mode including all possible changes from usual routine. This is the context for today's briefing. Employees' needs considered various options, like working from home or setting up their time table by themselves (Dobbins, 2021).

Home office is a defined name for occasional work from home or as a flexible benefit (Nilles, 1984).

Hybrid working system: This can be defined as a combination of the physical work arrangement and the remote work system (Cook *et al.*, 2020).

Professional Service Firm: This could simply be described as an organization where the majority of income-generating staff are members of an established profession (Von Nordenflycht, 2010).

Subjective Wellbeing at Work: Subjective well-being is not just feelings of well-being. It is a mix of positive judgments about the self, other people, one's life, experiences of positive and negative affect (Fisher, 2014).

Wellbeing: The New Oxford Advanced Learner's Dictionary (7th ed. revised 2005) puts across the expression 'well-being' denotes a condition of being comfortable, healthy and happy.

Workplace well-being: One of the features is the generation of positive emotions which help mobility of these workers within their organization by increasing their productivity (CIPD, 2017).

Work from home: is known as home-based telework, which encompasses temporary and alternative working arrangement (ILO 2020b). The term also refers to working at a home office. It represents the form in which an employee works from home utilizing ICTs (information and communication technologies).

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The Cisco Global Hybrid Work Study report (2022) revealed that, in the aftermath of Covid 19, employees have become reluctant about being pushed into either full office work or working remotely - they prefer a middle ground that offers flexibility to achieve their own personal version of work-life integration that works for them and their employer. Hybrid is working for employees and it can work for employers too. As a result, there are several key changes employees want to see including even more flexibility and greater emphasis on employee well-being and work-life balance. The study showed that 77.9% of respondents believed that remote and hybrid working has improved their overall well-being.

Working remotely has not been an option for most blue-collar workers (Damen, Detaille, Robroek, Engels, & De Lange, 2023). However, researchers have linked it to some benefits. For example, Senthil and Lokesh, (2021), showed that employee well-being was linked to the performances of the employees and the employee behavior towards their working conditions and environment. These findings were supported by Wappula (2022) who also revealed that hybrid working increases employee wellbeing.

Personal matters outside of the workplace can influence workplace wellbeing on an individual or team level and since environment keeps on changing, it requires a flexible working condition (Olsen, Brown, Kolbe-Alexander, & Burton, 2018). Good employee wellbeing has great, positive outcomes on happiness, health, and work engagement (Lojeski, & Reilly, 2020). These studies present a need to evaluate the same concepts to establish their relevance in contemporary society.

1.1.1 Hybrid Work Systems

Hybrid work or the commingling mode is an adaptable model that allows mixing of office-based, mobile, and remote workers. It asserts value to workers by permitting them to choose a place and a mode to work where best they can be productive. Iqbal, Khalid and Barykin, (2021), have pointed out that this workplace is one of the most topical thing in every industry trend all over the world currently. They were taken by surprise and came in for a rude shock following the outbreak of the Covid-19 pandemic, they had the lesson of a life-time on preparedness and planning. Some are currently combining learning modes like this, and some others have gone entirely remote. It has been observed by Cook *et al* (2020), that in the real sense, hybrid work

system is usually made by some staff who work physically at the business or the organization's site, and others who are able to work remotely due to technology. That pattern may be either performed by the same party of people through a weekly basis onsite of their company and the rest of the week who work remotely on location.

This hybrid system of working provides an advantage to the organizations using the system because of the benefits that it reaps from the remote working system (Trede *et al.*, 2019). They are accompanied by a number of other advantages that include the flexibility in work, a reduction in labor cost, a satisfaction vested onto the workers, and a better environmental experience.

According to the research led by Yang *et al* (2019), the combination of work from home and office systems facilitates maximizing the productivity from the workers and employees. Employees who need to be in office consumes their time commuting to work and this paves the way to save money on transportation costs, and the same goes for employers who seem to focus on saving facility costs (Krajčák, Schmidt & Baráth, 2023). Those who are already on a reduce-manual-work load or have become content with same-routine tasks will actually appreciate the opportunity for the increase of the excitement and the challenge that the new mode involves (Lahti & Nenonen, 2021). Hybrid work place gives comfort and with working from home it is a game changer regarding effectiveness but also brings fitness to employees (Garg, 2022; Wilson, 2021).

Indeed, it was a dilemma for many employers whether this thing called 'hybrid work' (accessing work from home while still retaining work environment) leads to higher efficiency and productivity for an individual. Then again, the notion was hard to grasp as a lot of people think that it is about a person who is lazy and the only thing he does is to sleep all day with the laptop on the bed and lie on the couch all day long. There is a widespread feeling that the order of input value could be compromised as a result of lazy workers as employers completely work around this feeling to ensure that they do not lag behind in productivity.

According to the authors (Krajcik *et al.*, 2023) employees work situation has been radically changed because of WFH (working from home). Teleworking is an employee preference, yet they limit it and consider it just a temporary exponent. Wang *et al* (2023) came to the conclusion that with home working, employees go to work from home, where they are simultaneously at home with all family members, and where their rights and welfare are almost impossible to guarantee effectively. It is a telework support issue which may be hard to overcome.

The concept of the future of work has been put to the appetite of the world. Prophecies of development occur constantly in view of emerging markets and the evolution of technology for the last decade. All are eager to know what is going to happen in the face of this new challenge, and how much lives of people will be affected, useful for asset and liability management, trading risk models, and venture capital risk assessments. Discovering the much evident Covid-19 pandemic will be the eye opener even to bring everyone the appreciation that lies in the reality of the future of work (Iqbal & Barykin, 2021).

Now that almost everyone is forced to work from home, some employees may sooner recognize these benefits than others, thus moving them closer to wanting to continue working remotely while others may gladly go back to their own workplace. It plays a key role to understand employees' needs about work time and place since it can only survive through the workplaces that are done based on employees with high organizational resiliency to compete in the globalized future and keep the productivity levels high as well as employee performance and satisfaction.

Research by Cisco Global Hybrid Work Study (2022) showed that employee fears are largely unfounded: over the last two years, as employees and organizations got used to remote working also, about 6 out of 10 (61.4%) feel their quality of work has been improved, and they are 60.4% productive as they were pre-pandemic. Investigation finds that hybrid work has an attractive character for most workers which they want to maintain in the future. According to data from UKHLS COVID-19 study, 88% of employees working at home in January, 2021 are in favor of a reduction in work location as well as possible complete lifting of the pandemic restrictions (Mutebi & Hobbs, 2022).

A 2021 report from KPMG on the exact future of the work environment in Ireland showed clearly the benefits of WFH were shrinking. Virtual fatigue, WFH burnout, and social secession are to a great extent leading to office visits by these troublesome employees. They gained this knowledge however, not all at once and rather, they concluded that work from home was no more just a choice but a necessity as well. To add to that, the study from Gartner (2020, Forbes, 2020) has found that about 74% of the CFOs are looking into making a section of their workforce permanent remote from the previous time when Covid- 19 ended. Thus, the initiator of this shift is predominantly the management boards of companies that describe among the advantages of their employees' productivity improvement (BCG Global, 2020; Forbes, 2020b; Maurer, 2020) and significant financial savings keeping in mind the fixed costs reduction of the business. Wigert and White (2022) observed that the greatest advantages of hybrid work to date are: better work-life balance, more effective time management, the flexibility of doing the

job anywhere at any time, lesser chance of work-related stress and anxiety, and higher than normal productivity. On the one hand, it was a source of frustration to have the right tools to work when you don't work from the office because it made the worker feel more disconnected from the culture of the organization, and in addition, there were restrictions when it came to collaboration and work relationships and disruptions of the work processes too. Hybrid work can be introduced in two key ways: optimizing strengths, and minimizing weaknesses.

Paulise (2021) showed that remote working itself is only possible due to technology that allows for cooperation without being in the same space. This is an important tool for many remote workers, but also a cause for fatigue. The many variations of hybrid working also make it possible for companies to try and figure out the best models for them, whether it is having set office days or complete freedom in choosing where to work (Mitchell, 2021). Employees generally enjoy the possibility to work flexibly whereas managers commonly prefer people working in the office (Duval, 2021). The work spaces became smaller as there was less employees present simultaneously due to hybrid working (Koutonen, 2020).

1.1.2 Employee Well-Being

Employee well-being under consideration encompasses phenomenology of employees related to their jobs that includes workplace interventions as well (Juniper, Bellamy & White, 2011). Concerning the way the employees are feeling during the working day, from one side, Sirgy (2012) refer to life at work, while, on the other hand, according to Page and Vella-Brodrick (2009), it is matters of workplace well-being within the influence of mental health. Wright, Cropanzano and Bonett (2007), define the employee psychological well-being (PWB) as overall intenseness in their studies.

According to Ngamaba, K. H. (2017), employees wellbeing has been impacted either positively or negatively as far as the remote working is concerned. Working remotely has many advantages as well as disadvantages. Some of the advantages includes; work-life balance where employees can balance their working scope as well as considering investing of family or societal issues and the achievement of the equilibrium then job satisfaction is realized. Remote working is also associated with some negative effects, not limited to increase in stress, anxiety, and loneliness all this calls for urgent address since they dig deeper to and affects Psychological wellbeing (Scharbert, Humberg, Kroencke, Reiter, Sakel, Ter Horst & Back, 2024), Social wellbeing employees will have to balance between the social aspect of life and the job, through remote working, employees will have to consider improving his new workplace setup which subsequently affect workplace wellbeing. The remote working also influences how they

conduct their own life and the time available for them while working remotely which is the Subjective wellbeing (Wicker, Coates & Breuer, 2015).

The investigation on the welfare of the employees is proved out as an indisputable fact in organizational studies. Nevertheless, the comprehensive scientific clarification of the notions and improved employee well-being remain obscure and dissatisfactory (Diener et al., 1999; Forgeard et al., 2011; Keyes et al., 2002; Seligman, 2011). As Pradhan and Hati (2019) put it, employee well-being has always been seen as a sufficient factor for organizations' growth and for influencing the lives of their workers, which in turn led the researchers to the study of this particular area in investigations into organizations' performance. This rising involvement in employees' wellbeing among the members of society seems to be sign of a transformation of the traditional approach from our society towards the health of the workers. These results, to a certain degree, stimulate the interest in academic setting which shows that employees with high well-being are more productive and engaged in work (Bryson, Forth, and Stokes, 2014; Lockwood, 2007; SHRM, 2015).

Emotional well-being is multidimensional since it can manifest in various levels of functioning. These include job security, accrual of character strengths/virtues, a fulfilling vocation and integration of spirituality at the workplace (Milliman, Czaplewski and Ferguson, 2003). There is strong evidence that compared to losing employees, great status of employees leads to benefits to the employer's side. One specific area and one particular aspect is individual job satisfaction studies which was linked to individual performance level (Judge et al., 1997).

Some research points out that some workplace conditions either maximize or assist healthy productivity functioning of work. The in-control and support at work to the well-being at work and vice versa (Stansfeld et al., 2013); and positively emphasized workplace practices and interventions seem to be a guarantee to the well-being at work (Czabala & Charzynska, 2014; McDaid & Park, 2014). The association between the quality of employees' well-being and their productivity has been the key investigation in psychological and business studies in the recent years (Currie, 2001; Economic and Social Research Council, 2006; Kersley et al., 2006; Warr, 2002).

Burnett et al (2017) put that one who is satisfied with their life will definitely look for the other people with whom he or she is comfortable enough and also willing to give as much as offering such support. It is an intrinsic one and it's about the capacity to achieve a life that is defined as purposeful and meaningful. The well-being may be attained separately in different dimensions of life, or it can be realized in time or in other areas of life.

Well-being at work means the tasks that employees have to deal with every day. At first order it deals mainly with the emotions of the workers about the job then there comes the pressure, expectations, relationships which are of the utmost importance and create the work environment itself (Cacoveanu, 2022). Concern about workers' health and wellbeing had grown to be one of the main strategic areas applicable to organizations and individuals and it had become an object of research (Bohan, 2022). The paradox is that the adult person spends one-fourth of his life in the workplace in which, for many of us, work becomes a great career goal. As such, happy feelings and good experience at work are considered critical for an individual's psychological wellbeing. Feelings of high wellbeing are linked with positive organizational attitudes many researchers have endorsed (Keeman et al, 2017).

Work from home arrangements and the different stages of strict administration of Covid-19 imposed heavier restrictions, making it hard for employees to find relief from being in the same location, away from their home offices. Because of it, many of them have worked more hours than scheduled in their employment contracts and have not been paid well, which has severely impacted their health and productivity (Krajčík, Schmidt, & Baráth, 2023). Further, this has caused mental tension, burnout or even accidents (Como et al. 2021).

Data indicate that the workers' health and wellbeing can be looked upon in a positive and negative way as the truth or facts demonstrate the tendency. Content of the study by Mutebi and Hobbs (2022) demonstrates that in February 2022, about half of individuals who work either entirely or in part from home reported that they experienced improved wellbeing (47%). Applying remote and hybrid working models can augment physical and mental wellness by ameliorating time spent on commute and reducing economic expenditure, provision of flexible schedule and improving work-life balance. CIPD's (2022) yearly health and wellbeing at work survey showed the outlook of the 804 HR professionals taken from private, public and voluntary sectors for a total number of employees of 4.3 million, based on the results of the surveys conducted from November/December 2021. The findings are mostly consistent with previous studies with stress again ranking high both for short- and long-term absences, stress being one of the main causes of stress and work-related demands due to the shift to home working being one of the most common causes of workplace stress. 25% of respondents from the survey expressed as "extremely concerned" and 41% showed up as "moderately concerned" about the mental health effect of Covid-19 on employees.

As for data on Cacoveanu (2022), out of 12% of companies they surveyed said they were ready to take into account the wellbeing of their staff over the following 12-18 months. According to Deloitte's survey of 2020, which was conducted among 80 % of companies whose executives

agreed that having the employees' well-being offered them a competitive edge. Ma *et al* (2024) discovered that although the professional borderless model can offer a wide variety of benefits, with the growing issue of the potential workplace problems such as reduced productivity, life-work balance, employee dissatisfaction and attrition, the organizations have started to ensure the well-being and health of their employees.

1.1.3 Professional Services Firms in Kenya, PwC

The highly infectious coronavirus disease 2019 (COVID-19) has greatly impacted many organizations globally, including professional companies both public and private. The pandemic has plagued the system of service delivery, added to the workload employees training scope, since most governments all over the world had to force many organizations to remain closed or operate with minimal resources to minimize the risk of employees' infection (Verma, Venkatesan, Kumar & Verma, 2023). Most organizations were forced to close during the consecutive COVID-19 lockdowns. As a result, most companies all over the world implemented emergency remote working, and created employee' online working platforms which had to rely heavily on digital technology support. Although online and remote working environment is familiar at organizational level, this was a new and sudden experience for professional organizations who usually attend face-to-face meeting with their clients. (Bloom, Han, & Liang, 2022). The shift to online working was a challenge for many organizations. In addition, transforming online working platform has been a major challenge, especially for client seeking companies where collaboration and building social meaning are essential (Grzegorzczak, Mariniello, Nurski & Schraepen, 2021)

According to Hopkins and Bardoel (2023), the issue has intensified and most organization came up with the strategy of blending remote and office working making the state of future of work more remote which is helpful to most professional firms. In times of crisis, professional firms must be resilient. Resilience is the ability to overcome obstacles and challenges—trauma, tragedy, and crises and emerge stronger, wiser, and more powerful than before (Richter, & Richter, 2024). Professional Services Firms (PSF) had to adapt to the drastic change and employees being used to the flexibility of their work set-up in their respective offices were in need of more comfortable structures especially when working from home affecting PSFs.

PSFs' effect on the global economy is not only dependent on their size; their impact extends beyond them too. It is also discussed by Sharma (1997) that “PSFs provide a crucial operating capital for business”. This is a result from the fact that PSFs provides a basis for human capital

development, start and development of innovative business services, reform government systems, set professional standards and the requirements for legal, accounting and other structures. Their large wages is one of the reason these firms are able to snatch the most skillful graduates. PwC, McKinsey, Arup and other consultancy firms, are reckoned to be among the most beloved graduate employers, and they do top such lists in most cases. But as occupational pipelines channels professional recruitment and promotion through patterns of social stratification, it can lead to both stratification and challenge (Ashley & Empson 2013; Sommerlad *et al.* 2010). Over time, the PSFs have hence used their role to be the means of the dissemination of the innovations and more often the ones followed by the revolutionary business systems.

Even more critically, PSFs are equally involved in various cases of corporate misconduct as revealed in the stellar utterances of Coffee (2006), Gabionetta *et al.* (2013) and (2014). The cases of cyber-attacks and employee misconduct among the big four have clearly shown that lately in endeavoring to develop a competitive edge, the PSFs have forgotten their traditional risk assurance role and are no more seen as trusted objective advisors to their clients. Besides from being actual field study settings, PSFs are also a field that is worth studying because of the underlying theoretical significance and the future perspectives they may entail regarding the problems that knowledge-based organizations have today.

In creating a completely separate theory of the organizations, PSFs were destroyed for many years, although they still have the most impact and theoretical uniqueness. This is marked by an appreciable deterrent for recent data acquisition on the scope of the industry.

There are four major global audit firms namely, PwC, KPMG, Deloitte and Ernst and Young. These are referred to as the “Big 4”. They operate in many countries, employ many people and audit many companies across the globe including those listed in the New York and London stock exchanges. In Kenya, they audit over 80% of the companies listed in the NSE (see appendix IV) hence they play a critical role in the economy. PricewaterhouseCoopers (PwC) provides professional services to their clients through client-facing staff who are mapped to three lines of services, namely Assurance, Tax and Advisory. There are also non-client facing staff mapped to the internal firm services division. Assurance services supports clients to enhance their financial performance as well as improve on their external financial reporting obligations and adoption of new regulatory requirements. The tax services division comprises tax advisory services and tax compliance services through which they assist their clients in complying with tax laws and regulations, hence they save costs. It leverages its knowledge and

expertise in cross borders to offer both domestic and international multi-tax services to clients. The advisory services division provides trusted advice to the firm's clients drawn from corporations, government bodies and intermediaries to enhance the performance of their businesses based on the firm's deep financial, analytical and business process skills. Lastly, the internal firm services by the non-client facing staff provides strategic and operational support to the firm on areas such as human capital, IT, finance, and office facilities. PwC, being one of the "Big 4" global audit firms, has similarities with the other three, both in size, structure and client portfolios. It audits about one third of the entities listed in the NSE. Hence it has been selected as the basis of the case study.

1.2 Statement of the problem

Globally, work takes up a significant portion of people's time, so if it hinders you from your hobbies and free time, it leads to imbalance between work and life because glut of work interferes with the possibility of leisure activity and enjoyment. In the job where the stress related to the work may lead to reduced productivity and employee satisfaction within the organization and may give arise to social problems. The nature of living beings is investigated by different researchers from many approaches. Ehrlich et al (2022) selectively assessed the well-being programs of the hybrid workers and exclusively gave ideas on the enhancement of subjective well-being (happiness). Sivaprakash and Venkatesh (2023) are not withheld from looking at the situation of remote working and getting of their employees by comparing pre and post Covid-19 eras. In their research, Wappula (2022) pointed out that hybrid working often puts workers in a favourable position and has great benefits, nevertheless, not everyone gets the same profits leading to even more difficulties as workers inequality increases. The difficulty was how Hardley et al (2023) evaluate such spaces to affect employee well-being. There has been a concern such as questioning how to implement the working standards of the hybrid work to the greatest advantage of both the employees and the employers.

Castaneda et al (2023) conducted a review of literature as the basis for their hybrid work model and its impact on employee productivity. Saini and Roulet (2022) argued that remote working and employee well-being relationship is a two-way road. They also observed that there has been extensive research on the connection between employees' health & job-productivity. However, research in the remote working setting is limited and not clear enough. In the case of remote working, employees utilized it as a choice rather than an only option. It was usually those that liked working from home that chose to do so. Hence, literature that is widely known at this time is probably affected by a gap between daily monotonous remote worker and daily

irregular worker (Wang et al, 2021). This is made a bit trickier because more studies need to be done in order to come up with broader concepts of their connection.

Regionally, despite the fact that there has been a paucity of research in Kenya on hybrid working and employee wellbeing, promoting the integration of these two key areas is a critical agenda in the long term national developmental plans. Sungeno and Muathe (2014) have conducted a review of relevant literature which centered on employee wellness programs. Kitali (2021) focused on how employee wellness programs impacted employee commitment in the case of a worker at KCB bank, Njeri (2021) examined the effects of workplace environment on the performance of workers, while Muriithi (2023) targeted the productivity of employees when managing hybrid work setup at the Communications Authority of Kenya.

While existing literature has delved into aspects of employee well-being, there remains a gap in understanding the nuanced relationship between hybrid work models, employee well-being, and productivity, especially in the Kenyan context. Despite some studies by Ngeno and Muathe (2014), Kitali (2021), Njeri (2021), and Muriithi (2023) addressing aspects of employee wellness and productivity, the overarching focus on employee well-being in the context of evolving work arrangements remains largely unexplored. Therefore, this study aims to bridge this gap by providing a comprehensive exploration of the relationship between hybrid work systems and employee well-being, particularly in the Kenyan context, offering insights that can benefit both individuals and organizations from a professional services firms perspective. The studies present a contextual and conceptual gaps since they have hardly addressed themselves to employee wellbeing despite literature suggesting that this can be a problem for both individuals and organizations. This gap is what the current study sought to fill.

1.3 Research objectives

The main objective of this study was to determine the impact of hybrid working systems on employee wellbeing at PwC in Nairobi, Kenya.

The specific study objectives are as follows:

- i. To establish the influence of hybrid working systems on employees well-being of professional services firms in Kenya, PwC.
- ii. To investigate the effect of building flexible infrastructure on employee well-being in professional services firms in Kenya, PwC.

- iii. To establish the impact of physical working environment on employees wellbeing of professional services firms in Kenya, PwC.
- iv. To establish the impact of remote working on employees well-being of professional services firms in Kenya, PwC.

1.4 Research questions

- i. What is the influence of hybrid working systems on employees well-being of professional services firms in Kenya, PwC?
- ii. In what ways would building flexible infrastructure impact employee wellbeing in professional services firms in Kenya, PwC?
- iii. Does the physical work environment affect the employees wellbeing in professional services firms in Kenya, PwC?
- iv. To what extent would remote working affect employees well-being in professional services firms in Kenya, PwC?

1.5 Scope of the study

Simon and Goes (2013) clarify with the scope of the study the borders of operations within which the study was used. The defining feature of this type of research is that the investigator should clearly and precisely define the domain of the study to be undertaken and establish what the research is about at the beginning of the study (Simon & Goes, 2013). The clarification of the research topic, including the range of the issues that the research covered, the methodology (the concepts and weapons the research used), and time frame of the study are all of utmost importance for a relevant study setting. Overall, the study area was an in depth analysis and evaluation of the study as a way of assuring the examination scope is compatible enough to answer the study objectives. This study was guided by four main areas including information communication technology, maintaining a balance between physical presence in the office and remote working, working with global teams and talent management practices. It was carried out among the staff of PwC in Nairobi, Kenya as a case study and involved a population of client and non-client facing employees whose job demands may require that they sometimes work outside the office. The study was carried out in the months of April and May 2024 and the participants were informed of this timeline at the time of seeking consent. A copy of the study report was provided to the PwC Kenya Human Capital leader at the conclusion and approval of the study by the university.

1.6 Significance of the study

1.6.1 Significance to Practice

In the highly competitive landscape of professional services firms, the research would provide insight on hybrid working systems as a strategic tool for managing the wellbeing of workers within the sector. This may provide the management of such institutions with the knowledge they need to make important decisions regarding the effective harnessing of their staff skills without compromising their quality of work.

1.6.2 Significance to Policy

For organizations which utilize professional staff quite a lot, the outcomes of this research could get them to recognize that blending working from home with office work, can be an option they can use in order to increase the satisfaction of their staff. The study will further give the policymakers a deep and wider understanding of the practices they should employ to be able to bring about the desirable changes on issues to do with work.

1.6.3 Significance to Theory

The current study initially uses a comprehensive literature review to obtain such information regarding recent practices that promote wellbeing in Kenya and the world at large and advance the theory that the present study will provide empirical evidence in the area. The explored research not only fills in gaps in the common literature that concern the subject and the Business Management disciplinary area but also provides empirical data for future researchers in the field of hybrid working systems and employee wellbeing.

1.6.3 Significance to future Researcher

Researchers may benefit immensely from the findings of this study as it is deemed helpful in developing extra literature needed in improving the success of hybrid working system and employees wellbeing. The study findings were deemed also beneficial to PwC in putting in place policies that promote successful remote working policies.

1.7 Chapter Summary

This chapter has highlighted the various concepts on which the study is based from a literature and theoretical perspective. It has explained the study background, statement of the problem, objectives, scope and significance of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines the literature that informed the current study. It discusses the theoretical framework and links the Job Demand Resource theory to Independent variable and Self-Determination theory to the Dependent variable. The chapter further reviewed the literature and discusses variables analytically, conceptual framework drawn to show the relationship between one variable to the other, the chapter also discusses the empirical review, and research gaps. It concluded by presenting a summary of literature reviewed in the entire section. The section highlights, through the eyes of previous studies, how the current problem has previously been addressed and understood.

2.2 Theoretical framework

A theory is a presumption presenting a systematic view of a phenomena through interactions among variables to explain and predict phenomena (Cooper & Schindler, 2011). Grant and Osanloo (2014) define theoretical framework as a structure holding and at the same time supporting a theory of a research study. Ravitch and Carl (2016) asserts that the theoretical framework assists researchers in situating and contextualizing formal theories into their studies as a guide. The theories adopted in this study were the Job Demand resources theory and Self-Determination theory which was discussed and linked to the study variables as follows.

2.2.1 The Job Demand Resources Theory

The theory was developed by Bakker and Demerouti (2006). JD-R theory is a unifying job design theory that integrates various job stress that subsequently affect the Psychological wellbeing, Social wellbeing, Workplace wellbeing and Subjective wellbeing and the motivational perspectives of employee well being in general (Bakker & Demerouti, 2017, Van Veldhoven et al.2020). In short, the theory explains how job demands and resources influence job performance through employee well-being (including burnout and work engagement) and how employees use proactive as well as reactive work behaviors to influence job demands and resources (Bakker & Demerouti, 2017, Bakker et al.2014).

Whereas previous job design models have claimed a limited and fixed set of job characteristics as crucial predictors of job stress and/or work motivation, few of the design model reflects the theoretical perspective of employees wellbeing. JD-R theory is flexible and able to integrate a wide variety of job characteristics. A core assumption of all job design theories is that certain

physical, social, or psychological facets of the job and the organizational environment influence employee well-being and may indirectly affect employee health, behavior, and performance.

Although all organizations are unique and their jobs may have different characteristics, the first proposition of JD-R theory is that all these job characteristics can be modeled using two distinctive categories, namely job demands including the hybrid working systems and job resources that leads to the satisfaction of the employees wellbeing (Demerouti *et al.*2001). Job demands are defined as the physical, psychological, social, or organizational aspects of the job that require sustained physical, cognitive, and/or emotional effort which can only be achieved through the use of hybrid working system and are therefore associated with certain physiological and/or psychological costs (Demerouti *et al.* 2001). In contrast, job resources are defined as the physical, psychological, social, organizational aspects of the job that have motivating potential, that are functional in achieving work goals. This includes building flexible infrastructure, promoting a healthier physical working environment and encouraging remote working services which are essential part of job demand for the benefit of improving the employees wellbeing, and thus stimulate learning and personal growth (Bakker & Demerouti 2017). This theory is relevant and addresses hybrid work systems being the independent variable in this study.

2.2.2 Self-Determination Theory (SDT)

Self-Determination theory was developed by Ryan and Deci, (2000). The theory discusses importance of human personality and motivation leading to the improvement of employees wellbeing; how individuals interacts with one another depends on the social environment. SDT expound more on intrinsic and several types of extrinsic motivations developed to improve individual wellbeing and outlines how these motivations influence situational responses in different domains, as well as social and cognitive development and personality.

The theory's limitation is that in most cases it does not account for the social and cultural factors that impact the individual wellbeing, and how they influences motivation and behavioral aspect of employees engagement. In addition, Self-determination theory has been criticized for placing too much emphasis on individualistic cultures and neglecting the role of collectivist cultures in shaping motivation and behavior which is a major aspect of employee wellbeing in the organization (Luarn, Chen, & Chiu, 2023).

According to Wikaningtyas, Tjahjono and Suprihanto (2023), SDT is centered on the basic psychological needs of autonomy, competence, and relatedness and their necessary role in self-determined motivation, well-being, and growth. Finally, SDT describes the critical impact of the social and cultural context in either facilitating or thwarting people's basic psychological wellbeing, social wellbeing and subjective wellbeing leading to perceived sense of self-direction, performance, and well-being. The theory addresses employee wellbeing which is the dependent variable in this study.

2.3 Empirical Review of literature

Saini and Roulet (2022) noted that while extensive research has been done to understand the relationship between employees' well-being and job-effectiveness, the research is limited and inconclusive for a remote-working context. The demand for and adoption of flexible and remote working have been steadily rising over the last decade. Some of the preliminary studies have highlighted possible risks to remote workers' well-being (Carnevale & Hatak, 2020; University of Exeter, 2020). Several studies are reviewed in the following paragraphs.

2.3.1 Hybrid working systems and Employee Wellbeing

Hybrid work, where employees spend some of their workdays in the physical office and the rest of their workdays working remotely, is emerging as a novel form of organizing knowledge work globally (Teevan, 2021; Cutter, 2021). Barerro *et al.* (2022) estimates that 20 percent of full workdays supplied from home after the pandemic ends, compared with just five percent before. Choudhury *et al.* (2022) observed that while some companies and employees are considering more limited work-from-home (WFH) plans that allow workers to WFH for a day or two days a week, other companies have announced plans for greater flexibility.

Divya (2022) also noted that organizations are forced to implement the hybrid model to meet the changing needs of the business to ensure the business runs on its own and employees are performing at their best. The digital transformation has become the medium of choice for organizations to integrate the office workplace and flexible working hours. Employees nowadays prefer to work from home because technology allows them to work from anywhere while still having time to care for their families. This was the least preferred for employers before the pandemic, and after the pandemic, the employee's choice has become the liberal working style.

In a research survey carried out in 2019, 5.4% of workers in the EU usually worked from home, and 9% of workers worked from home at least sometimes (EC, 2020). According to the survey report on the International Labor Organization (ILO, 2021), by the second half of 2020, 17.4%

of the global workforce was already working from home. It also says that not every job can be functional from home as majority of the jobs demand organizational functioning (Dingel & Neiman, 2020; OECD, 2021).

In their study, Bhatt *et al* (2023) examined the performance management for IT companies which emphasizes on the effect of technology in HR practices. They noticed that staffing, employee engagement, and other delicate responsibilities such as compliance and payroll is being dramatically redefined by technology. But the risks of data loss resulted from constantly changing technology are also big challenges.

The findings by Cassidy, Griffin and Wray (2020), also showed that monitoring the activity is appropriate for HR, which is the ethical method for measuring employee activity, but from the employees' perspective, it appears that there is a lack of trust in the employees, which causes them to feel insecure and engage in unethical behaviour. It aids in knowing the productivity of employees at work and monitoring the same for performance management. The study's gap is having a policy for everyone because currently, the new generations of employees know how to gather data without being discovered by the company.

Sahay (2023) noted that the year 2020 required organizations to employ technology which had an impact in both positive and negative ways. With the help of technology, HR used various new technologies to improve the organization's operations. This helped to understand the benefits and acceptance of technology in human resources as well as the challenges that HR faces. The study's gap was that organizations had all of the information on the ICT tools but were concerned about losing their data and not having a backup of the same.

Karanja (2016) studied integration of ICT in human resource management: situations in Kenya's Higher Education. It is apparent that majority of the educational institutions that offer higher education (HEIs) have undergone some transitions because of the challenges that are required to be integrated into the use of ICTs in their internal management. The research showed that operators of these systems enjoy an upper hand in the market as compared to their counterparts that do not.

Radonji and Reuben (2019) carried out an analysis that connected the impact of human resource development and ICT policies on the performance of telecommunication sector providers in Kenya. The experimental design used was descriptive survey type and stratification was the sampling technique. Staff members' data from UNITEL services limited were in non-formal way by means of questionnaire. Besides, the staff sample was being taken and 30 valid questionnaires were sent back. On ICT Human Resource Development which is a factor, above 48% respondents strongly agree that ICT skill knowledge, ICT relevant working

experience, technology adoption and induction of new employees would improve productivity. According to the study the organizations training policy should aim at enhancing its employees' skills in order to upgrade their competencies.

Balasubramaniam, Kauppinen, Rannisto, Hiekkänen and Kujala (2023) reviewed the position of ICTs in strategic human resource management and focuses on identifying how HR information systems influence the performance of integral strategic HR tasks by HR professionals and managers in various organizations, and then secondly, on understanding the impact of HRIS on the job roles of HR professionals and managers in different industries. The study reveals that the usage of HRIS plays a vital role in improving the professional standard of the employees irrespective of the size of the sector. The role played by HRIS helps to better perform the strategic HR tasks.

2.3.2 Building Flexible Infrastructure and Employee Wellbeing

Krajčák et al., (2023) studied Hybrid work model: an approach towards creating an environment for work life balance under a changing set of circumstances. Teleworking may have shown to be a desired employee benefit for employers, but it still appears as a temporary "solution" that ensures business continuity. A web-based closed-ended questionnaire survey as a quantitative research method was adopted. The data collected in Slovakia and Kuwait were a basis for the research. The research shows that employees highly regard time flexibility, whereas flexibility for localization is fast becoming crucial as well. A blended work schedule that suits best the employees also looks like the best possible solution, according to the findings. In the research of flexible work and personal digital infrastructures conducted by Jarahi *et al* (2021), they identified the potential problems and risks that may arise from decentralized work and personal digital infrastructure. Access to the flexibility of work advance does more likely take shape in forms of work schedules like flextime or co-working among higher-skilled workers. Indeed, the recent decade also witnessed a boom in some other new types of work as online freelancing, digitally enabled crowd work, independent contractors, digital nomadism, and on-demand platform labor work schedules based on flexible arrangements are likely to diminish the overall commuting and that which might be family care services. Young workers to a larger extent value time and work when looking for a job with an employer. While the accepted work structures marginalize others, the hybrid work has arisen leading to transformation of work structures, performance expectations and employee-employer relationships, presenting employees with both opportunities and risks. The concept of personal

digital infrastructures (PDIs) guarantees the employees easy access to the advantages of flexible work and help them to avoid working precariously.

According to a CIPD Report (2022) entitled an update on flexible and hybrid working practices indicated that there had been an increase in employers supporting and already providing a day one right to request flexible working (FW). Over half of organizations (56%) believe that it is important to provide flexible working as an option when advertising jobs. They see this as a key way of attracting staff and addressing skill or labour shortages. More than a third (37%) of organizations have seen an increase in requests for FW in the last six months.

Dobbins (2021) addressed flexible working: remote and hybrid work. It is the fact that there is a balance of advantages and disadvantages licensing in person, distance and half-time are personally to people, related to the situation. The fact is the same though, as in the case employees may have opportunities for increased autonomy on the workplace and for time scheduling control at the same time as it may lead to hardening of workload intensification and the blurring of the borderlines between professional and private life. It is the negotiation that is key for labor and wages. The union which is typically affiliated with the workers and employers needs to ensure a balanced bargaining so that the power shift does not drastically favor one party only. This is evidently vital in consonant with the fact that people get jobs which is considered to be an inward investment, or many benefits are derived.

2.3.3 Physical Working Environment and Employee Wellbeing

According to Chandrasekhar (2011), the attention in the workplace environment is of rising concern because most employees spend at least fifty percent of their lives within indoor environments which influences their cognitive and emotional states, concentration, behavior, actions, and abilities and by extension performance. The environment, according to Ajala (2012), is man's immediate surrounding which s/he manipulates for his existence.

Gabriel and Asawo (2017) revealed that conducive physical workplace environment predicts employee engagement, especially because one's environment affects one's cognitive, emotional and physical well-being. The paper concludes that a conducive and properly designed user-friendly physical workplace environment is central to employee engagement and consequently organizational success.

Iqbal *et al* (2021) studied hybrid workplace: the future of work through the lens of its impact on workers' livelihoods and the economy. They indicated that a horde of demands for changing the traditional way of work in favor of a half-working style in the office, meanwhile stay at

home, arose with the onset of the coronavirus pandemic. The coronavirus outbreak has been a playing school for work to learn on preparedness and planning. The very fact is you should be going along with trousers and caps in life and work as long as you can. Within the Emergence of Work, it is more vital to grasp the principles of Hybrid Workplace. On the other hand, the workforce future would be the combination of teleworking and face to face interactions.

The hybrid working systems involves a combination of traditional “in office” and “last office” work, remote work/telecommuting. (Clook and Cows 2021). This strategy of blending workers flexibility of work from outside office or any other location (home, coffee shop, co-working place, etc.) without interference from their employers’ premises side or with their employers’ ICTs use.

In Barath and Schmidt (2022), the authors argued that teleworking has an advantage of time flexibility, however it can be even more efficient in the interactions between work and private life as long as the conditions like visual privacy, overall noise level, and freedom from distractions are respected. When you are in the office you can literally meet and work with the other teammates. Human resources elements such as socialization and collaboration may positively relate creativity, growth, and labor cognition.

In Hybrid Work Arrangements: The impact on productivity in Communications Authority of Kenya, Muriithi (2023) examined the weight of the work at home setup on employee productivity at the Communications Authority of Kenya. The study focused on four factors: human resource planning, ICT adoption, work-life balance design as the main points. This research was framed based on a positivist philosophy of social science and employed a descriptive and correlative methodology. The process of delivery of questionnaires was of stratified sampling. To pick up respondents, it involved 153 of the employees out of the total employee population 248 across 20 departments in the company. Data acquisition were conducted with online and traditional questionnaires. Statistical analysis clearly demonstrated a mutually beneficial impact of each factor of employee productivity rating. The report made a finding that the hybrid option of working may increase the productivity levels of workers provided that it is supported by a proper human resource planning, ICT adoption, good work-life balance, and the type of work.

Sokolic (2022) article shed light on the distributed organizations which pulled together the in-person and the digital workforce. The paper addresses some distinctive features the organization design might have on the work performance at both organizational and individual levels. The purpose of this work was to reveal how work flexibility can bring changes to

working conditions and connections between the office and home life of employees, how it affects the workforce in general, and what consequences the employees can expect

Njeri (2022) research on workplace environment and employee performance in Kenya Commercial Bank. The study comprised the staff numbering 150 in the HR personnel, finance and Accounts departments, marketing, operations, research, development and the computing of information services in KCB head office. Respondents were selected according to the demographic census approach being used. As the tool for data collection, a structured questionnaire became a choice. Through its study, it was found that there were material, psychological, policy and work-life balance aspects that had a positive statistically significant relationship with employee performance.

Sari and Widiana (2020) were a radical advancement in a literature survey for workplace wellness. Mental health assistance is a field devoted to the identification and mitigation of the risk factors while at the same time attention is being paid to the increase of the protective factors. Workplace wellness has been shown to include in a company of the most important factors. Employee well-being in an organization will basically mean the workers in that business being motivated and happier to work. This will automatically lead to increased productivity and thus, add to the success of the organization.

2.3.4 Remote Working and Employee Wellbeing

The Federation of Kenyan Employers made a report in 2022 that was titled the Next Normal which will deal with the changing workplace in Kenya. The variety of changes related to the working space that took place in the Covid-19 pandemic is overwhelming, and what stands out as the most significant evolution is the change of the working place from the office to home. In Kenya, the number of staff working from home during this period is estimated to be an average of 29 per cent. The new type of jobs required by employers was the usage of such tools as video conferencing services. Now, the workers could use a new kind of digital tools for all type of communication. This change to telecommuting normally came with added expenditure and many firms (63 percent) had to shell out for specifically what was needed to meet equipment needs of their disparate workers. Many corporations did choose the option of the "hybrid" method of work which included the mix of work at home and the office.

Reisinger and Fetterer (2021) report that knowledge workers find flexibility more important to them than wage or other benefits (59% of respondents) and would prefer to work for a company that gives them the flexibility to work from anywhere rather than exclusively on the employer's premises (77%).

The researchers, Aprilina and Martdianty (2023), guided the discussion around the topic of 'Hybrid-Working in Affecting Employee Satisfaction, Productivity, and Enterprises' Capabilities.' Data was gathered via an online survey questionnaire which went to the targeted participants. Accordingly, they totaled 433 eligible participants that were used in their analysis. This research applied the Structural Equation Model (SEM) to consider their relationships. It also supports the proposed theories that reconciliation, flow experience, flexibility, and organizational support is positively related and also significantly associated to the satisfaction and performance of employee when working from home. The work satisfaction and belief in multi-tier performance by staff members also maintain the positive and significant relationships with staff plan to go to work hybrid.

Nanzushi (2015) did a case study, and she analyzed the interaction of environment on mobile phone companies' employees who were working in Nairobi City County. The sample size included a total of 164 employees. Detailed questions were put into description research design for the study. Two researchers with use of stratified random sampling technique were to select the employees. This study employed the primary data collection using a structured instrument which was a semi-structured questionnaire. The outcomes yielded a heavy impact of environmental components that were given the name physical environment factors, reward, management / leadership style, training and development, and work-life balance. Survey results indicated employees were unhappy with how management was functioning along with promotions in their organizational circles. The study shows how the corporate reward strategy needs to be bolder, executive management style has to be changed to a transformational style, which is pro employee.

Naqshbandi *et al* (2023) studied the future of work: the impacts of employee's legitimate concern and efficiency at the workplace hence the hybrid culture. The authors' investigated 277 staff of universities in Nigeria through ensuring the quantitative data was collected. However, partial least squares structural equation modelling was employed in data interrogations to interpret whether the proposed hypothesis could be validated. The research proposes that those who work on flexible basis are usually better off than those who don't. Therefore, the real benefit of remote working to these people is the flexibility that full-time office positions do not provide. Moreover, we can conclude based on the fact that flexible working generates a very close relationship with work engagement and the closer relationship between flexible working and job performance is also estimated to lead to the high level of engagement in the work.

2.4 Research gaps

The foregoing literature suggests that employee wellbeing has not had attention as an outcome of hybrid working in organizations despite scholars showing that hybrid working can cause stress among employees. The streams of studies reviewed has focused on various aspects. Bhatt et al (2023) looked at impact of technology on HR practices and performance, Naqshbandi (2023); work engagement and job performance, Cook et al (2020) focused on teleworking; Iqbal *et al* (2021) emphasized the need for planning and preparation in the post Covid-19 era; Aprilina and Martdianty (2023) paid attention to hybrid working and improving employees' satisfaction, productivity and organizational capabilities. These studies point towards a conceptual gap with regard to employee wellbeing.

Furthermore, Saligman (2011) explained that research on wellbeing was well documented but lacked clear clarifications and definitions remain largely unresolved. This presents a theoretical gap. Locally, researchers such as Karanja (2016) looked at ICT and HRM, Njeri (2022) addressed workplace environment and employee performance while Muriithi (2023) looked at hybrid working arrangements and employee productivity. These help to justify the present study gap.

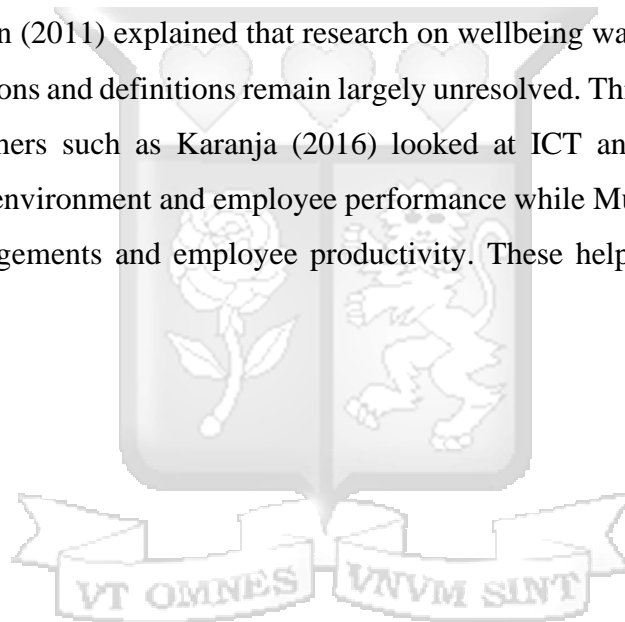
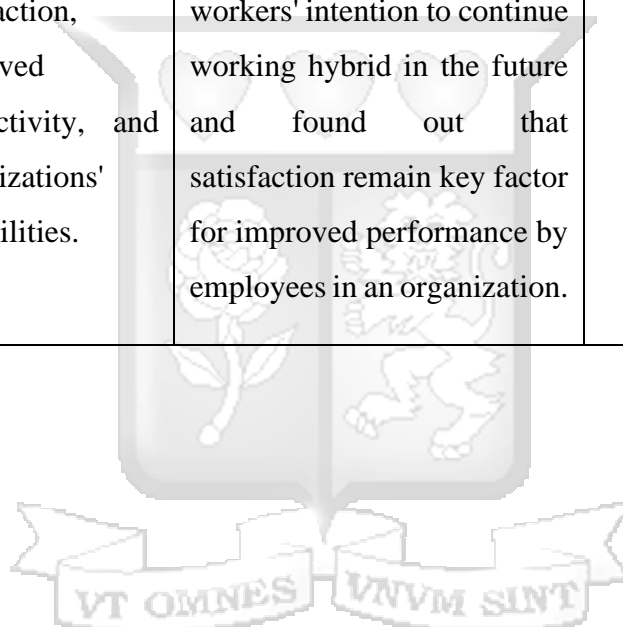


Table 2.1 Literature and Research Gap

The Key studies, the Research Gaps, and how the study filled the Research Gaps are summarized in the table below:

Author	Title	Findings	Research Gap and how the study will fill them
Bhatt et al (2023)	Impact of technology on HR practices and performance.	The findings from this study showed that technology is vital in HR performance and should not be ignored.	The study results was more of the use of technology in HR department and fails to shade more light on how the technology can be used to improve employees wellbeing leading to contextual gap.
Naqshbandi , Kabir Ishak, and Islam, (2024)	Work engagement and job performance.	This study was conducted through an evaluation of the extant literature on work engagement and job performance and the findings has it that the kind of employee engagement has influence of job performance and employee engaging in other duties does not perform much in an organization.	This study did not collect new data through field work. Instead, it collated studies that have been done about employee’s engagement leading to contextual gap.
Cook et al (2020)	The global remote work revolution and the future of work.	Finding from the book indicates that most employees prefer teleworking more so in the post Covid era.	The focus of this study was on the teleworking but fails to discuss how teleworking normally leads to employees wellbeing leading to conceptual gap.
Iqbal et al (2021)	A cross-sectional evaluation of post-recovery	The study emphasized the need for planning and	Their study looked at whether or not, and if so, organization should consider remote

	symptoms and the need for rehabilitation.	preparation in the post Covid-19 era.	working and fails to bridge the findings with employees wellbeing. Further, the study was conducted in India leading to both conceptual and geographical gap.
Aprilina and Martdianty (2023)	The Role of Hybrid-Working in Improving Employees' Satisfaction, Perceived Productivity, and Organizations' Capabilities.	The research aimed at establishing the effect of employees' satisfaction and perceived productivity on workers' intention to continue working hybrid in the future and found out that satisfaction remain key factor for improved performance by employees in an organization.	The study did not include remote working therefore was limited in scope. Leading to Contextual and scope gap.



2.5 Conceptual framework

A framework of concept being considered refers to a structured collection of related concepts to meet the above-mentioned objectives like understanding or predicting the occurrence of a particular event, or giving a better sense of the issue at hand – research question. Unlike a deductive reasoning where all facts and premises are applied to reach the conclusion, the development of a conceptual framework involves an inductive process whereby small individual pieces (consisting of concepts) should be merged together to get a bigger picture of possible interactions (Imenda, 2014). It makes the process of the researcher more settled as s/he is able to easily specify and define the concepts by applying the given mainstream in the problem of the study (Luse, Mennecke & Townsend, 2012). Furthermore, in Fig.2.1 it is shown, the conceptual model for this research.

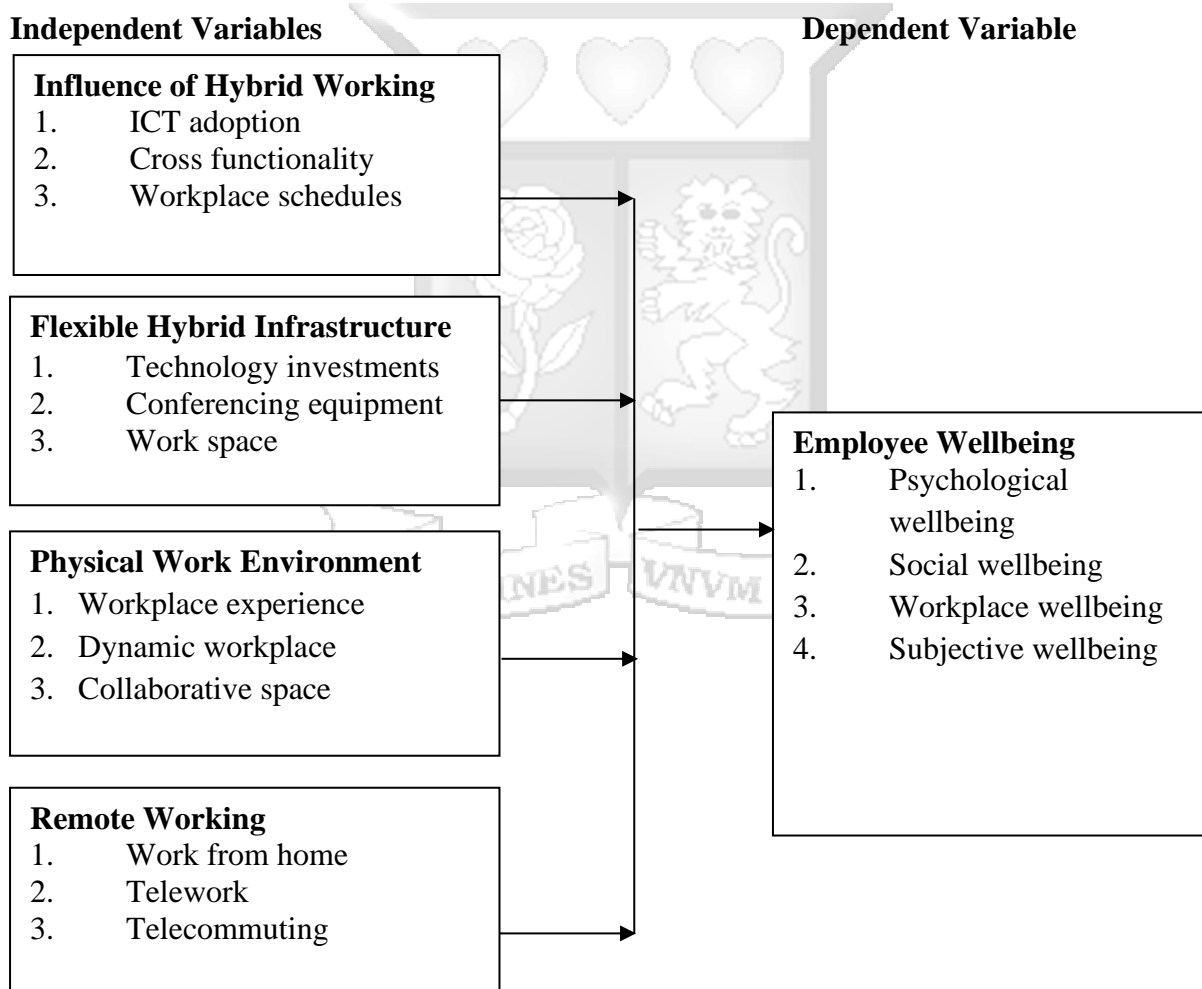


FIGURE 2.1 CONCEPTUAL FRAMEWORK

Source: Author (2024)

2.6 Operationalization of study variables

Hybrid working systems were operationalized as influence of hybrid working, flexible infrastructure, creating the right physical work environment and remote working. Employee wellbeing was operationalized as psychological, social, workplace and subjective wellbeing. Table 2.2 below shows the values for each of the independent and dependent variables as operationalized in the study.



Table 2.2: Operationalization of study variables

Variables	Measures	Instrument	Author (s)
Influence of Hybrid working systems	<ul style="list-style-type: none"> • ICT adoption • Cross functionality • Workplace schedules 	5 Point Likert scale	Pollyn, (2016)
Flexible Hybrid infrastructure	<ul style="list-style-type: none"> • Technology investments • Conferencing equipment • Office schedules 	6 Point Likert scale	PwC Flexible Work Policy
Physical Work Environment	<ul style="list-style-type: none"> • Workplace experience • Dynamic workplace • Collaborative space 	6 Point Likert scale	PwC Guide
Remote working	<ul style="list-style-type: none"> • Work from home • Telework • Telecommuting 	7 Point Likert scale	Fortin-Ruttberger (2014)
Employee Wellbeing	Psychological wellbeing Social wellbeing Workplace wellbeing Subjective wellbeing	33 Point likert scale	Pradhan & Hati (2019)

2.7 Chapter summary

This section has addressed the study variables from the existing literature. It has developed the research gaps for the study and showed how the present variables have been discussed by previous researchers. The literature reveals areas that require further clarification and understanding. It has also made efforts to operationalize the concepts of the study and how their measures have been derived and developed. This has helped to show the connection between the measures of the present variables vis a viz previous authors.



CHAPTER THREE: RESEARCH METHODS

3.1 Introduction

This chapter lays out the research design and the strategies that the study adopted to determine the association between hybrid work systems and the employees wellbeing in professional services firms, a case study of PwC in Nairobi, Kenya. The research philosophy, research design, target population, sampling method, sample size, data collection techniques, pilot testing, data collection procedures, variables measurement, and data analysis and presentation are also very important topics that would be covered in this section.

3.2 Research philosophy

This study adopted positivist view. The primary goal of positivist inquiry is to generate explanatory associations or causal relationships that ultimately lead to prediction and control of the phenomena in question. Positivism relies on the functional relationships that can be derived between causal and explanatory factors (independent variables) and outcomes (dependent variables). The positivist paradigm is based on the assumption that a single tangible reality exists—one that can be understood, identified, and measured. This allows explanation and prediction in a causal framework to operate naturally.

3.3 Research design

This research adopted the descriptive cross-sectional design in order to assess the capability to collect data from sample drawn to reflect a given population at one time. A cross-sectional study aims at describing generalized relationships between distinct elements and conditions. The specific case and its particularities are not the focus, but all instances and cases. So cross-sectional studies try to establish general models that link a combination of elements with other elements under certain conditions. The results are tested (or rejected) theories about these relationships.

3.4 Target Population

Blumberg, Cooper and Schindler (2014) state that in a population all the together mentioned objects are under research to be able to make conclusions or deductions. This is defined as a complete set of elements (persons or objects) that possess some common characteristic defined by the sampling criteria established by the researcher.

A target population is defined as the entire group of people or objects to which the researcher wishes to generalize the study findings. These are populations that meet set criteria of interest to researcher. The accessible population included all the employees of PricewaterhouseCoopers in Nairobi, Kenya. According to PwC (March 2024) records, there were a total of 618 employees at various levels in the organization and this formed the target population for the study.

3.4.2 Sample size and Sampling techniques

A sample refers to the selected elements (people or objects) chosen for participation in a study. The sample reflects the characteristics of the population, so those sample findings can be generalized to the population. Mchopa, A. (2021), considers a research sample to mean that it should be small and sufficient elements to be able to represent the entire population being researched. This process of sampling lets the researcher classify, decide and get to those subjects who are right for her purposes (Mason, 2010). Taking the samples gives the researcher an opportunity to sample the population by examining a subset of the total population as an available way to reduce the amount of data to be collected (Saunders & Townsend, 2018).

For this study, 618 employees of PwC in Nairobi, Kenya was sampled with 10% of them being used which is in line with Mugenda and Mugenda, (2003), and the study staff was client facing and non-client facing employees who were selected purposively.

The study used proportionate stratified sampling to determine the sample for each sub-group. In proportionate stratified sampling, the number of elements allocated to the various strata is proportional to the representation of the strata in the target population. That is, the size of the sample drawn from each stratum is proportional to the relative size of that stratum in the target population. As such, it is a self-weighting sampling procedure. The same sampling fraction is applied to each stratum, giving every element in the population an equal chance to be selected. At times, a researcher may not only desire to estimate population parameters but also to make detailed analyses within a relatively small stratum and/or compare strata to each other. This study adopts the sampling procedure to allow population proportions to be representative of the existing groups within the study. The sample population is shown in table 3.1 below.

Table 3.1: Target Population for the study

Grade	Client Facing	Non-Client Facing	Total (N)	Sample n= (N/Target Pop.) x Sample size
Associate Directors	20	5	25	3
Senior Managers	43	10	53	5
Managers	65	11	76	8
Senior Associates	154	18	172	17
Associates	272	20	292	29
Total	554	64	618	62

Source: PwC March 2024

The sample was selected using simple random sampling method. This involves giving each member of the population an equal chance of inclusion in the sample. From a list of all the members of the population (forming the sampling frame), the researcher selected randomly until the desired sample is attained.

3.5 Data collection methods

This study adopted semi structured questionnaires in data collection relating to primary data. According to Walia, (2015), questionnaires is an imperative instrument tool used in data collection and is more effective than the interview. The questions were both structured and unstructured (Cooper & Schindler, 2011). Alternative answers were provided for some questions while some items were closed ended to provide standardized data and increase the objectivity and validity of the study. The questionnaire was split into two parts. The first part collected demographic data while the second part included questions for each variable based on a five-point likert scale.

3.6 Data analysis

Data analysis was based on both quantitative and qualitative data. Qualitative data was considered and analyzed using NVivo while quantitative data was analyzed using statistical package for social sciences (SPSS). Presentation of data was done using both descriptive and inferential statistics where, descriptive statistics was done in terms of mean and mode values, measurements of deviation from the mean (standard deviation and variance), while inferential statistics used correlation and multiple regression to identify how the independent variables exactly impact the dependent variable and the strength of the relationship that exists thereof. The word "correlation," used here, means the level which two or more variables are associated (Walliman, 2005). According to Kremelberg (2011), Coefficient of Correlation is first employed to discover how strongly variables respond to each other and what form of interdependence exist.

Contrastingly, regression analysis is a form of modeling wherein the researcher tries to uncover the possible connections existing among the study variables (Scott, 2012). Regression cannot simply show a correlation of the independent variables with the dependent variable, but it also provides more information about their predictive effects jointly on the outcome variable and helps to describe the change in the dependent variable when any of the independent variables are varied while the other independent variables are kept constant.

The multiple regression model used was:

$$Y = \beta_0 + \beta_1 \text{HSU} + \beta_2 \text{FHI} + \beta_3 \text{PWE} + \beta_4 \text{RW} + \varepsilon$$

Where:

Y= Employee Wellbeing (Dependent Variable)

β_i = Beta coefficients (i = 0, 1,2,3,4)

HSU= Hybrid System Use

FHI= Flexible Hybrid Infrastructure

PWE= Physical Work Environment

RW = Remote Working

ε = Error term

3.7 Research quality

In order to ensure the quality of this research, a pilot study was undertaken for the purpose of pre-testing the data collection instruments for reliability and validity. According to Baskarada (2014), a pilot study is always necessary in order to test the reliability and validity of the data collection instruments.

This study employed construct validity to show how much the study provides the domain that concerns it. The purpose of this approach was to control the validity of the questionnaire with regards to the experts who confirmed that the tool was good and adequate for the intended quest.

Reliability of the research instrument was also tested using A Cronbach's Alpha for the consistency or dependability of a measurement instrument (Leary, 2004). A Cronbach's alpha score of below 0.7 was used to drop some constructs.

3.8 Ethical consideration

The researcher applied and obtained letters from the Strathmore University Institutional Scientific and Ethical Review Committee, and the National Commission for Science, Technology, and Innovation (NACOSTI) to conduct the research. In addition, all the respondents were approached and talked to before the questionnaire could be administered and were requested permission to be engaged in the study. Once approval was obtained, the researcher administered the questionnaire and conducted some interviews using the same questions with key informants like the PwC Kenya Human Capital leader. Each questionnaire contained a cover letter informing the potential responder of the study's goal, confidentiality and conformity of the academic research standards. The researcher was designated as the primary contact person for each subset of respondents. The researcher consistently pleaded with respondents to finish the survey and regularly gather it. No personal information was obtained, and the researcher ensured the study's quality and integrity. To avoid plagiarism, all published and unpublished material were fully acknowledged and cited in the final report.

3.9 Chapter Summary

This chapter has elaborated the approaches that was used in identifying study populations. It has explained the philosophy, design, populations for the study, sample size, sampling techniques, data collection methods, analysis and measures to ensure data quality.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the findings of the study. The chapter provides the response rate, demographic characteristics of the respondents, descriptive statistics diagnostic test and inferential analysis results. The descriptive statistics captures the summary information of hybrid system, building flexible infrastructure, physical work environment, remote working and employee wellbeing. The diagnostic test was conducted to ensure the data adhered to the assumptions of the regression analysis and assurance that the tool used was valid and reliable. Regression analysis was adopted to examine the relationship existed between building flexible infrastructure, physical work environment, remote working and employee wellbeing.

4.2 Response Rate

The study targeted 62 respondents out of which 56 responses were duly filled and returned. This translated to a response rate of 90%.

Table 4.1 Response Rate

Grade	Questionnaires Issued	Questionnaires Returned	Percentage Returned
Associate Directors	3	3	100%
Senior Managers	5	5	100%
Managers	8	8	100%
Senior Associate	17	15	88%
Associate	29	25	86%
Total	62	56	
Percentage	100%	90%	90%

4.3 Demographic Characteristics

4.3.1 Distribution of Respondents by Gender

The findings showed that 48% of the respondents were females while 52% were male. These findings revealed that the distribution of males and females are approximately equally represented in the company meaning that both gender understand the impact of hybrid working systems and how it influences employee wellbeing hence they were able to respond to the questions on the subject matter.

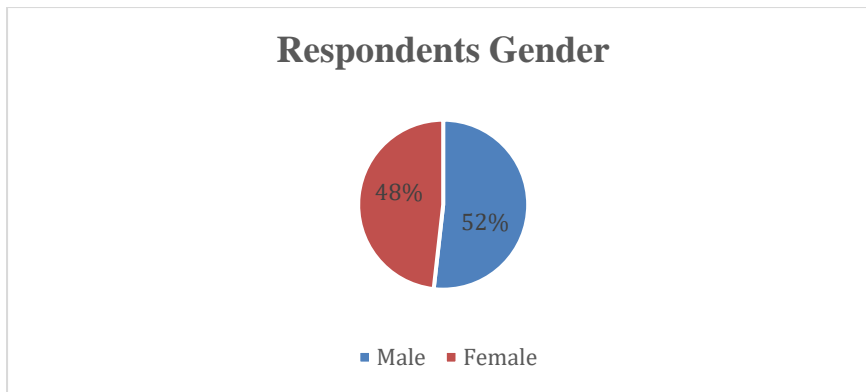


FIGURE 4.1: GENDER RESPONSE

4.3.2 Distribution of Respondents by Age Group

The findings revealed that 68% of the respondents are between 20 and 30 years of age. Additionally, 30% of the respondents were between 31 to 40 years. Only 2% of the respondents are between 41 and 50 years meaning that most of the employees are still young and are able to adapt to new environment easily and learn new technologies which is essential for the implementation of hybrid working system being the subject matter for this study.

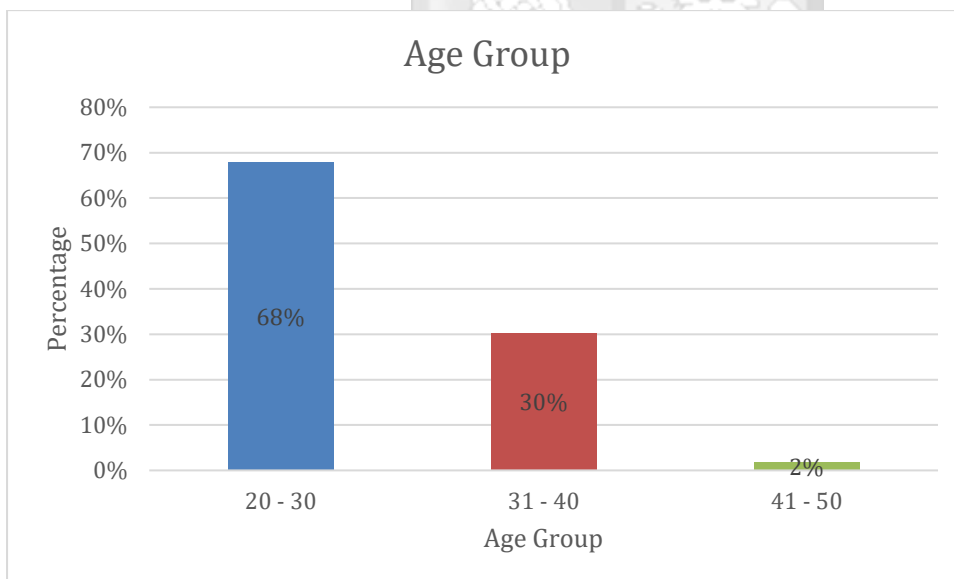


FIGURE 4.2: AGE GROUP

4.3.3 Respondents Duration of Employment

From the findings, most of the respondents (80%) had worked in the company for a period of between 0 to 5 years. Employees who had worked between 6 and 10 years were 9%, while 9% of the respondents had also worked between 11 and 15 years. Finally, 2% of the respondents had worked between 16 and 20 years in the company. The period worked in an organization forms the vital part of knowledge to be investigated and when number of years are few it means

that most of respondents are either young or the rate of employee turnover is high and that this study tends to address if the cause is boredom associated with reporting to the office or physical work place everyday.

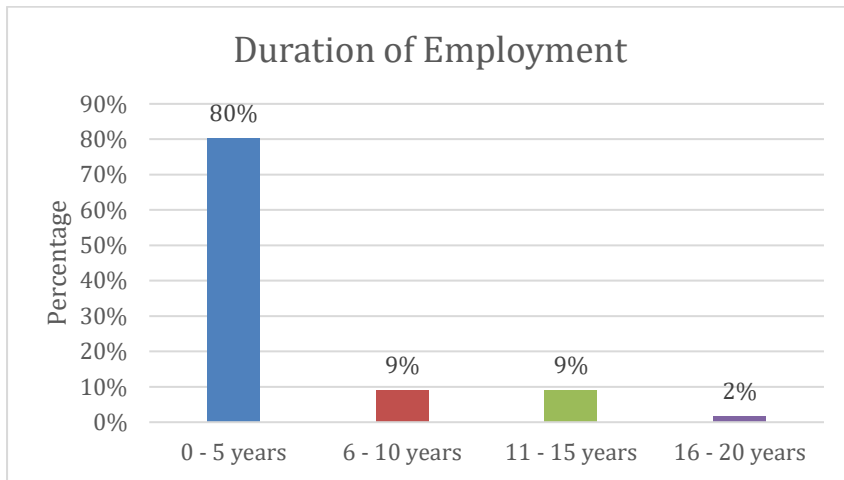


FIGURE 4.3: DURATION OF EMPLOYMENT

4.3.4 Respondents Grades

The findings revealed that of the respondents, (45%) were at associate job grade while 27% were senior associates. Individuals who held a manager grade were 14% while senior managers were 9%. Associate directors were 5%. This reveals that most of the employees are still young and are at the job entry level and are able to adapt to new environment easily and learn new technologies which is essential for the implementation of hybrid working system being the subject matter for this study.

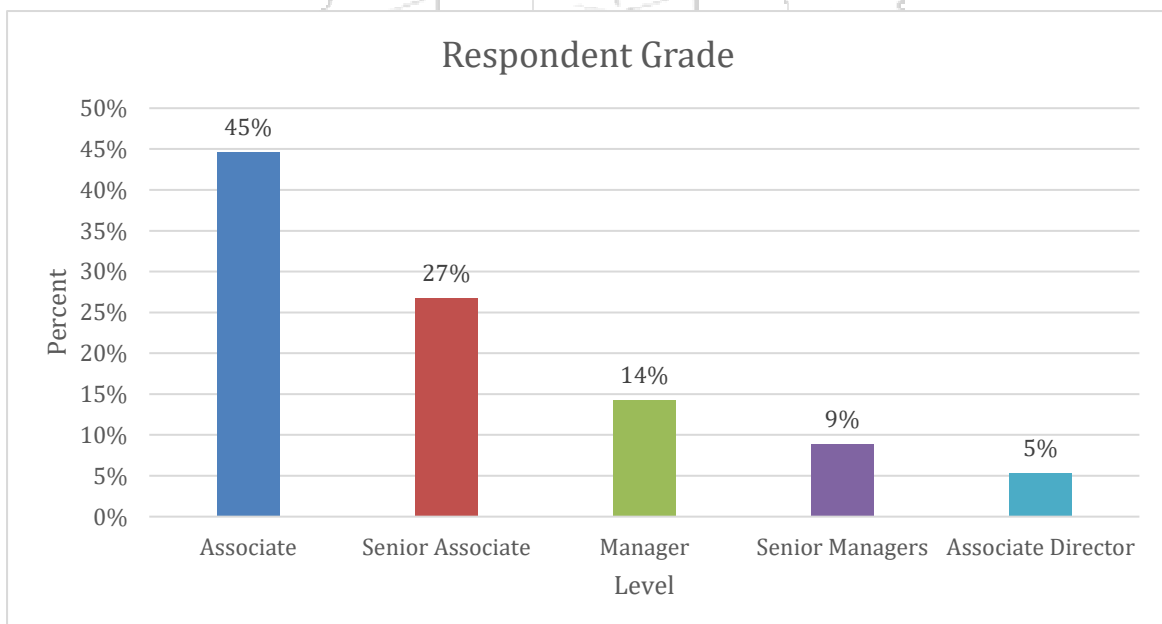


FIGURE 4.4: RESPONSE BASED ON GRADE

4.4 Descriptive Statistics

4.4.1 Hybrid Working Systems

Under hybrid working system, responses show positive perceptions across the assessed dimensions. For instance, respondents reported a high level of expectation for staff to meet their responsibilities regardless of their work location ($M = 4.91$, $SD = 0.288$), suggesting a strong emphasis on accountability irrespective of remote or office-based work. Similarly, technical support availability while working remotely was rated positively ($M = 4.14$, $SD = 0.962$), indicating adequate support structures in place to facilitate remote work efficiency and productivity. On the other hand, some aspects received slightly lower mean ratings but still leaned towards positive perceptions. For instance, respondents expressed moderately positive views regarding the clear alignment of the organization's remote working vision and its communication to all individuals ($M = 4.02$, $SD = 0.842$), suggesting some room for improvement in clarifying and disseminating remote work goals and expectations. Additionally, the applicability of hybrid working arrangements only to roles suitable for remote work received a relatively lower mean rating ($M = 3.84$, $SD = 1.247$), indicating a perceived need for further refinement or clarification in defining eligible roles for hybrid work setups. Nonetheless, the overall trend suggests a favorable disposition towards remote and hybrid working arrangements within the organization, with room for refinement and enhancement in specific areas to better align with employee needs and organizational goals.

Table 4.2 Hybrid Working Systems

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There is open and regular communication between staff and managers on remote/office working.	56	1	5	4.11	1.003
Technical support is available while working remotely	56	2	5	4.14	.962

Staff are expected to meet their responsibilities regardless of their work location	56	4	5	4.91	.288
Organization has a clear remote working vision and aligns all individuals to the vision	56	2	5	4.02	.842
All staff are inducted, trained and coached so that they may work from the office or home as per guidelines	56	2	5	4.21	.967
Hybrid working is only applicable to roles that can suitably be performed away from the firm's offices	56	1	5	3.84	1.247
The hybrid work methods are filled through the company systems	56	2	5	4.00	.831
The work arrangements do not change the employment contracts, compensation, leave or other HR benefits	56	2	5	4.68	.664
Valid N (listwise)	56				

4.4.2 Building Flexible Infrastructure

The mean ratings for building flexible infrastructure indicate positive attitudes towards different aspects of constructs. For example, respondents showed a moderate level of

agreement regarding flexibility in the number of working hours/days ($M = 3.57$, $SD = 1.333$), indicating that they could vary their work schedules in order to suit their own needs and preferences when it comes to working hours and days. Similarly, participants highly agreed on an opportunity to start early or finish late depending on personal reasons ($M = 4.25$, $SD = 0.939$), suggesting a supportive attitude for individual life experience at work taking into consideration the tolerance needed by different human beings concerning balancing their professional job and social life.

Additionally, the respondents highly agreed on the presence of a flexible culture that allows workers to remain within the company and provide services ($M = 4.20$, $SD = 0.862$). This suggests that the organization has inclusive policies when it comes to flexible work arrangements. Moreover, there was high consensus about work flexibility being extended to all employees rather than being reserved for special cases alone ($M = 4.32$, $SD = 0.897$). This implies that efforts are made to offer equal opportunities for accessing flexible work provisions throughout the organization's departments. Generally speaking, therefore, these findings show a supporting and adaptive working environment which appreciates changeability and endeavors in meeting various desires as well as demands from employees having different backgrounds.

Table 4.3 Building flexible infrastructure

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There is flexibility in the number of working hours/days	56	1	5	3.57	1.333
We provide opportunity to start early or end later depending on personal circumstances	56	2	5	4.25	.939

There is a culture of flexibility which allows staff to stay within the firm and continue delivering services	56	2	5	4.20	.862
Work flexibility is for all staff and not just for special cases	56	2	5	4.32	.897
There is good broadband and internet connectivity at home and at work	56	1	5	4.07	1.006
Work arrangements are determined and coordinated at line of service/business unit levels	56	2	5	4.16	.968
Our staff are agile and willing to adjust their work location with reasonable notice in line with firm requirements.	56	2	5	4.34	.793
Valid N (listwise)	56				

4.4.3 Physical Work Environment

Under physical work environment, the average ratings show that the respondents had a positive attitude towards some things about their physical workspace. The mean score showed that participants were quite satisfied with noise controls when it comes to making phone calls or holding conferences ($M = 3.75$, $SD = 1.164$), and therefore an attempt was made to make communication and cooperation easy and effective. Additionally, respondents strongly agreed on availability of basic facilities such as noise, seats, lights and materials ($M = 4.39$, $SD = 0.705$) thus showing that they were pleased with the support given if they had to perform duties efficiently at work.

Moreover, the data indicates positive perceptions about physical space security measures and conflict resolution in an organization. Respondents generally agreed that there were enough safeguards to protect confidential information from unauthorized access (M = 4.68, SD = 0.636). As a result, they expressed confidence that the organization was doing its best to secure such sensitive materials. Furthermore, the respondents showed much support for guidelines on how to manage conflicts as it was measured by a mean of (M = 4.29, SD = 0.780). This indicates that the management has put in place mechanisms to ensure that employees work together well; hence minimizing friction at workplace which might impact negatively on productivity levels at work places. Consequently, this study argues that when resources are made available for use and there is provision for suitable security measures and conflict resolution policies, organizations become supportive workplaces where employees can effectively utilize their time.

Table 4.4 Physical Work Environment

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Our work space has sufficient noise control to ensure clear telephone and conference calls can be done	56	1	5	3.75	1.164
There is sound, seating, lighting and writing or typing surfaces	56	3	5	4.39	.705
The firm has created segregated workspace away from distractions	56	1	5	3.84	1.075

There are adequate provisions to ensure unauthorized individuals do not have access to confidential material	56	3	5	4.68	.636
The firm has provided guidelines to manage conflict	56	1	5	4.29	.780
Staff are required to follow firm policies in the use of their own computers, phones or smart devices.	56	3	5	4.68	.606
Remote working teams are encouraged and supported	56	2	5	4.16	.910
Team members must also share leadership with those who are working remotely	56	2	5	4.16	.869
Valid N (listwise)	56				

4.4.4 Remote Working

From the findings, the mean ratings show that people have a good perception of various aspects of working at home. Respondents showed moderate agreement with the organization's efforts to teach and enable remote employees to collaborate effectively across different locations, time zones, and schedules ($M = 4.12$, $SD = 0.833$). Furthermore, the respondents showed strong agreement with having an organization that seeks to maintain a client value proposition even when it comes to remote team working ($M = 4.71$, $SD = 0.530$). This further emphasizes their dedication to quality service provision irrespective of location constraints, thus indicating their dedication towards providing excellent clients services even if employees are not physically present.

In addition, the information shows the company’s positive view on performance management and remote working support. The respondents strongly agreed with the statement that individual, team and business performances are never compromised in remote work settings (M = 4.37, SD = 0.799). Thus, this suggests a determination to maintaining performance norms and targets despite where one is working from. Furthermore, employees overwhelmingly agreed with the company’s trust in them to be responsible for their outputs while at home (M = 4.29, SD = 0.889). This indicates that there is an atmosphere of faith and self-determination in virtual organizations’ operations. Concludingly, these findings have underscored a supportive performance-driven approach towards remote work such as enhancing collaboration, client needs prioritization besides compliance with performance standards and building relationships of confidence and care between remote team members and their supervisors.

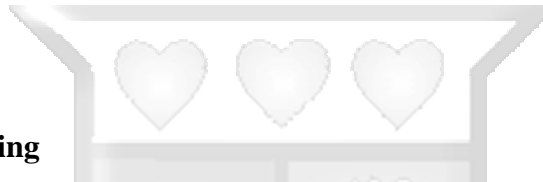


Table 4.5 Remote Working

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The firm teaches and enables employees who are working remotely to collaborate across different locations, time zones, and schedules	56	2	5	4.12	.833
The firm’s commitment to clients value proposition remains a top priority	56	3	5	4.71	.530
Individual, team and business performance are never compromised	56	2	5	4.37	.799

The firm provides physical objects such as desks, chairs, office space, paper documents, technology and necessary software for use at home	56	1	5	2.38	1.484
Staff at home are usually able to link up remotely with office staff	56	3	5	4.39	.623
Regardless of location, the nature of our business often requires longer hours particularly during peak periods	56	4	5	4.80	.401
We continue trusting our staff to work remotely while taking accountability for their performance	56	1	5	4.29	.889
Our staff trust each other and their managers to be supportive of the work arrangements	56	3	5	4.23	.738
The firm encourages face-to-face meetings so as to improve team satisfaction	56	2	5	4.43	.710
Valid N (listwise)	56				

4.4.5 Employee Well-Being

The mean ratings suggest a positive perception of various aspects related to well-being and job satisfaction. Respondents indicated strong agreement with their ability to adapt to day-to-day changes and manage responsibilities effectively ($M = 4.54$, $SD = 0.503$), highlighting a sense of resilience and competency in navigating life's challenges. Additionally, respondents expressed high levels of agreement with feeling capable of decision-making ($M = 4.73$, $SD = 0.447$) and believing in having a purpose and direction in life ($M = 4.88$, $SD = 0.384$), indicating a sense of self-efficacy and clarity of personal goals.

Furthermore, the data reflects positive perceptions regarding social support and job satisfaction within the organization. Respondents reported moderate to high levels of agreement with feeling an important part of their team and organization ($M = 4.41$, $SD = 0.708$) and with their job satisfaction ($M = 4.75$, $SD = 0.437$), suggesting a strong sense of belongingness and fulfillment in their roles. Additionally, respondents expressed positive attitudes towards workplace conditions, with favorable ratings for workplace conduciveness ($M = 4.34$, $SD = 0.640$) and the availability of challenges to advance skills ($M = 4.04$, $SD = 0.738$). Overall, the findings underscore a positive perception of employee well-being, job satisfaction, and supportive organizational culture, contributing to a conducive and fulfilling work environment.

Table 4.6 Employee well-being

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I easily adapt to day-to-day changes of my life and manage my responsibilities well.	56	4	5	4.54	.503
I care for things that are important to me, not what is important to others.	56	1	5	2.66	1.339
I feel I am a sensible person.	56	1	5	1.34	.745
I am not flexible	56	2	5	4.63	.590

I understand the expectation from me.	56	4	5	4.73	.447
I feel I am capable of decision-making.	56	1	5	2.30	1.025
I feel depressed from the stress and demands of day to-day life.	56	3	5	4.61	.528
I believe that I have a purpose and direction in life.	56	3	5	4.88	.384
I think life is a continuous process of learning	56	1	5	4.63	.676
I am a confident person.	56	3	5	4.68	.543
I am an important part of my team and organization	56	2	5	4.41	.708
People are trustworthy in my team.	56	3	5	4.36	.749
I am close to my teammates in my organization.	56	2	5	3.91	.859
My team is a great source of social support.	56	2	5	4.29	.706
My views are well accepted by my teammates.	56	1	5	1.48	.874
People in my team don't help each other in difficult times.	56	1	5	4.16	.869

I take active part in important decision-making activities of my team.	56	2	5	4.09	.769
I love to spend time with my teammates.	56	1	5	3.43	1.024
I can freely share my problems with my colleagues.	56	1	5	4.34	.695
My day-to-day activities contribute towards the benefits of my team.	56	2	5	4.18	.690
I am quite satisfied with my job.	56	4	5	4.75	.437
I enjoy meaningful work	56	2	5	4.68	.606
I attach lots of value to my work.	56	3	5	4.57	.535
My work achievement often acts as a source of motivation.	56	1	5	4.14	.841
My workplace is very conducive.	56	3	5	4.34	.640
My job provides ample scope for career growth.	56	1	5	3.54	1.008
I am able to maintain a balance between work and home life	56	1	5	3.59	1.218
My employer does care a lot about their employees	56	1	5	4.37	.843

My work offers challenges to advance my skills.	56	2	5	4.04	.738
Mostly I feel happy.	56	2	5	4.48	.660
I am an optimistic person.	56	4	5	4.59	.496
I feel good about myself.	56	1	5	2.66	1.195
Valid N (listwise)	56				

4.4.6 Summary

The descriptive statistics revealed that average hybrid system use was 4.24 ($SD=0.52$). The flexible hybrid working infrastructure had an average score of 4.13 ($SD=0.65$). The physical work environment had a mean score of 4.24 ($SD=0.57$). Additionally, the remote working recorded a mean score of 4.19 ($SD=0.47$). Finally, the average wellbeing of the employees was found to be 3.99 ($SD=0.31$).

Table 4.7 Summary

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Hybrid working System	56	2.63	5.00	4.2388	.52401
Building flexible infrastructure	56	2.57	5.00	4.1301	.64597
Physical_work_environment	56	2.50	5.00	4.2433	.56730
Remote_Working	56	2.89	5.00	4.1925	.47449
Employee_Wellbeing	56	3.36	5.00	3.9973	.31259
Valid N (listwise)	56				

4.5 Diagnostic Test

4.5.1 Normality Test

The normality test was conducted using Shapiro Wilk test. The test was conducted for the employee wellbeing. The p-value generated was 0.350 which is greater than 0.05. This implies that the distribution of employee wellbeing score is normally distributed.

Table 4.8 Normality Test

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee_Wellbeing	.067	56	.200*	.977	56	.350

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

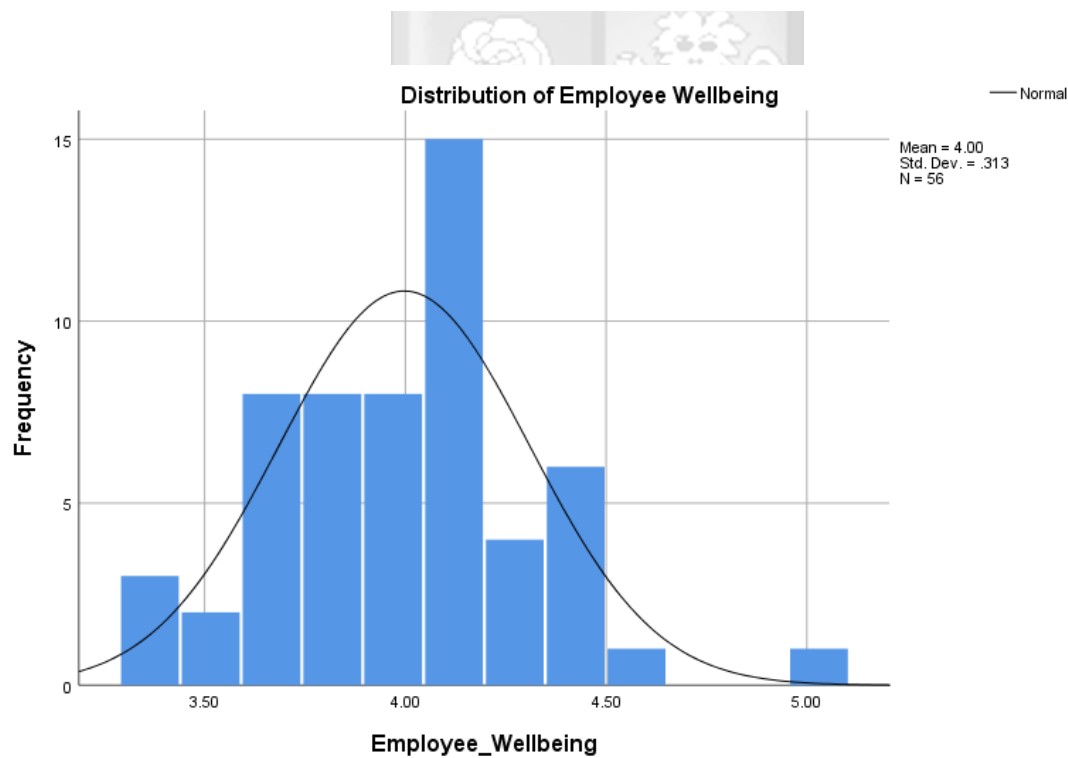


FIGURE 4.5 HISTOGRAM NORMALITY TEST

4.5.2 Linearity Assumption

The linearity assumption was conducted to check whether the independent variable was linearly associated with the dependent variable. The dependent variable in this case is employee wellbeing while the independent variable building flexible infrastructure, physical work environment and remote working. The relationship between building flexible infrastructure and employee wellbeing generated a Pearson value of 0.392 which suggest existence of a linear relationship. Physical work environment and employee wellbeing appear to be linearly associated as the Pearson value is 0.518. The relationship between remote working and employee wellbeing is linear. The Pearson value for the two variables is 0.567.

Table 4.9 Linearity Assumption

Correlations

		Building flexible infrastructur e	Physical_w ork_envir onment	Remote_W orking	Employee_ Wellbeing
Building flexible infrastructure	Pearson Correlation	1	.378**	.582**	.392**
	Sig. (2-tailed)		.004	.000	.003
	N	56	56	56	56
Physical_work_envir onment	Pearson Correlation	.378**	1	.526**	.518**
	Sig. (2-tailed)	.004		.000	.000
	N	56	56	56	56
Remote_Working	Pearson Correlation	.582**	.526**	1	.567**
	Sig. (2-tailed)	.000	.000		.000
	N	56	56	56	56
Employee_Wellbein g	Pearson Correlation	.392**	.518**	.567**	1
	Sig. (2-tailed)	.003	.000	.000	
	N	56	56	56	56

** . Correlation is significant at the 0.01 level (2-tailed).

4.5.3 Multicollinearity

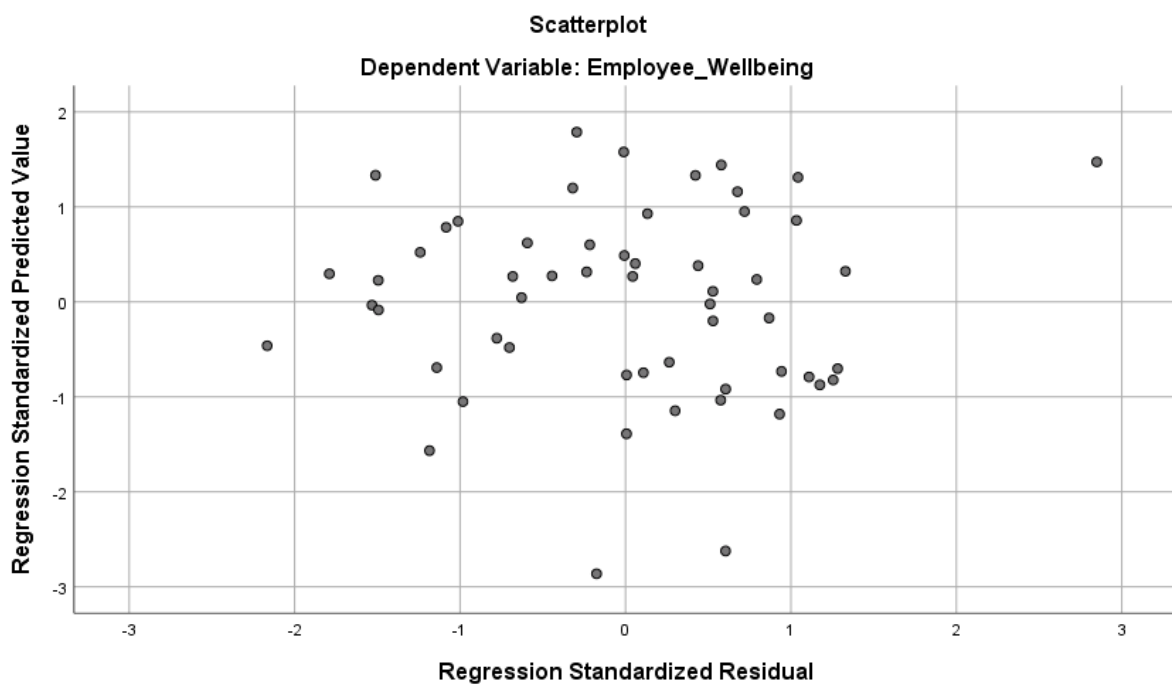
Multicollinearity was conducted to check whether independent variables are correlated. Building flexible infrastructure, physical work environment and remote working recorded a

VIF value of 1.528, 1.399 and 1.811 respectively. The values fall below a VIF value of 5 suggesting no cases of multicollinearity in the data.

Variable	Toleranc e	VIF
Building flexible infrastructure	0.655	1.528
Physical work environment	0.715	1.399
Remote Working	0.552	1.811

4.5.6 Equality of Variance

The equality of variance was conducted using residuals and predicted values. Based on the plots, the points appear to be consistent across the independent variables.



4.6 Regression Analysis

4.6.1 Investigate the effect of building flexible infrastructure on employee well-being in professional services firms in Kenya, PwC.

The model summary provided an R-squared of 0.154. The value suggests that 15.4% of the variability in employee wellbeing is explained by building flexible infrastructure.

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.392 ^a	.154	.138	.29018

a. Predictors: (Constant), Building flexible infrastructure

The ANOVA table suggest that, the regression model is a good predictor of employee wellbeing, $F(1, 55) = 9.825, p = 0.03$.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.827	1	.827	9.825	.003 ^b
	Residual	4.547	54	.084		
	Total	5.374	55			

a. Dependent Variable: Employee_Wellbeing

b. Predictors: (Constant), Building flexible infrastructure

The coefficient table shows that there is a positive significant relationship between building flexible infrastructure and employee wellbeing. The p-value is 0.03 which is less than 0.05. The coefficient value is 1.90 which imply that a unit increase in building flexible infrastructure leads to increase in employee wellbeing by 0.19.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.213	.253		12.692	.000
	Building flexible infrastructure	.190	.061	.392	3.135	.003

a. Dependent Variable: Employee_Wellbeing

4.6.2 Establish the impact of physical working environment on employee’s wellbeing of professional services firms in Kenya, PwC.

The model summary provided an R-squared of 0.268. The value suggests that 26.8% of the variability in employee wellbeing is explained by physical work environment.

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.518 ^a	.268	.255	.26985

a. Predictors: (Constant), Physical_work_environment

The ANOVA table suggest that, the regression model is a good predictor of employee wellbeing, $F(1, 55) = 19.80, p = 0.00$.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.442	1	1.442	19.801	.000 ^b
	Residual	3.932	54	.073		
	Total	5.374	55			

a. Dependent Variable: Employee_Wellbeing

b. Predictors: (Constant), Physical_work_environment

The coefficient table shows that there is a positive significant relationship between physical work environment and employee wellbeing. The p-value is 0.00 which is less than 0.05. The coefficient value is 0.285 which imply that a unit increase in physical work environment leads to increase in employee wellbeing by 0.285.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.786	.275		10.148	.000

Physical_work_enviroment	.285	.064	.518	4.450	.000
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a. Dependent Variable: Employee_Wellbeing

4.6.3 Establish the impact of remote working on employees well-being of professional services firms in Kenya, PwC.

The model summary provided an R-squared of 0.322. The value suggests that 32.2% of the variability in employee wellbeing is explained by remote working.

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.567 ^a	.322	.309	.25978

a. Predictors: (Constant), Remote_Working

The ANOVA table suggest that, the regression model is a good predictor of employee wellbeing, $F(1, 55) = 25.637, p = 0.00$.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.730	1	1.730	25.637	.000 ^b
	Residual	3.644	54	.067		
	Total	5.374	55			

a. Dependent Variable: Employee_Wellbeing

b. Predictors: (Constant), Remote_Working

The coefficient table shows that there is a positive significant relationship between remote working and employee wellbeing. The p-value is 0.00 which is less than 0.05. The coefficient value is 0.374 which imply that a unit increase in remote working leads to increase in employee wellbeing by 0.374.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.430	.311		7.803	.000
	Remote_Working	.374	.074	.567	5.063	.000

a. Dependent Variable: Employee_Wellbeing

4.6.4 Establish the impact of Building flexible infrastructure, physical work environment and remote working on employee’s wellbeing of professional services firms in Kenya, PwC.

The model summary provided an R-squared of 0.391. The value suggests that 39.1% of the variability in employee wellbeing is explained by flexible work environment, physical work environment and remote working.

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.625 ^a	.391	.356	.25089

a. Predictors: (Constant), Remote_Working, Physical_work_environment, Flexible_Hybrid Work_Infrastructure

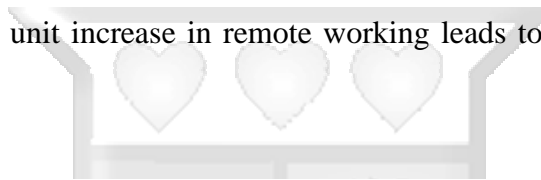
The ANOVA table suggest that, the regression model is a good predictor of employee wellbeing, $F(1, 55) = 11.126, p = 0.00$.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.101	3	.700	11.126	.000 ^b
	Residual	3.273	52	.063		
	Total	5.374	55			

- a. Dependent Variable: Employee_Wellbeing
- b. Predictors: (Constant), Remote_Working, Physical_work_environment, Building flexible infrastructure

The coefficient table shows that there is a positive significant relationship flexible work environment, physical work environment and remote working. The coefficient value for all the independent variables is positive. The coefficient value for flexible working environment is 0.030 which means that a unit increase in the aspect of flexible working environment results to increase in employee wellbeing by 0.030. The physical work environment has a coefficient value of 0.164 which means that a unit increase in physical work environment by a unit leads to increase in employee wellbeing by 0.164. Remote working recorded a coefficient value of 0.247 which infers that a unit increase in remote working leads to an increase in employee wellbeing by 0.247.



Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.143	.324			6.620	.000
	Building flexible infrastructure	.030	.065	.062		.463	.645
	Physical_work_environment	.164	.071	.297		2.322	.024
	Remote_Working	.247	.096	.375		2.574	.013

a. Dependent Variable: Employee_Wellbeing

4.7 Balancing Remote Work and Office Life

Majority of the respondents as contently summarized indicated that there is a need to;

1. Promote effective communication and empathy.

Respondents indicated that it is important to maintain communication between remote workers and office staff alike. “Employees should have a clear and regular communication in order to maintain team cohesion and ensures everyone feels connected despite physical distance”.

“Employers should promote open channels of communication through employing numerous tools such as video conferencing, instant messaging platforms, and regular check-ins”.

2. Offer flexibility in work arrangements.

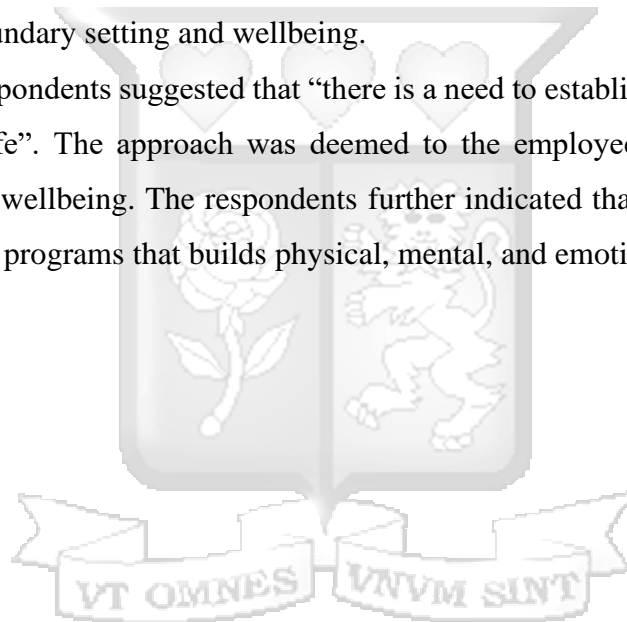
The respondents indicated that there is need to offer flexibility in work arrangements as it allows employees to manage their professional and personal lives. The respondents suggest that “there is a need to have a flexible working hour which can permit working from different locations”.

3. Manage workloads effectively.

The respondents raised the issue of managing workload effectively. They indicated that “failure to manage workload can lead to decreased productivity”. “Excessive work can cause burnout and can cause mental issue which affect employee level of motivation”.

4. Encourage boundary setting and wellbeing.

From the findings, respondents suggested that “there is a need to establish boundaries between work and personal life”. The approach was deemed to the employees as it contributed to improvement of their wellbeing. The respondents further indicated that organizations should embark on organizing programs that builds physical, mental, and emotional health.



CHAPTER FIVE: DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

The findings, conclusions, contributions, suggestions, limits, and opportunities for further research are summarized in this chapter. The chapter provides a summary of the outcomes that were established based on the study's objectives which was to determine the impact of hybrid working systems on employee wellbeing at PwC in Nairobi, Kenya. Utilizing a quantitative approach, the study gathered data from a diverse group of all the employees at PricewaterhouseCoopers in Nairobi, Kenya.

5.2 Summary of the Study

The study conducted at PwC in Nairobi, Kenya involved collecting responses from 56 employees, representing an impressive response rate of 90%. Demographic analysis revealed a diverse representation of gender and age groups, with 68% of respondents aged between 20 and 30 years old. Notably, 80% of participants had been with the firm for between 0 and 5 years, indicating a relatively young workforce. The collected data encompassed various aspects related to hybrid work systems, flexible work infrastructure, physical work environments, remote work arrangements, and employee wellbeing. The demographic profile of the study participants, showcasing the distribution across different age groups and genders. The majority of respondents were between the ages of 20 and 30, reflecting the relatively younger workforce at PwC in Nairobi, Kenya. Additionally, the gender distribution indicates a balanced representation of male and female employees, highlighting the diversity within the organization. Descriptive statistics provided valuable insights into employee perceptions and experiences, with 78% of respondents expressing satisfaction with the current hybrid work model. Moreover, 82% of employees rated the quality of physical work environments as favorable. Diagnostic tests were employed to ensure the validity and reliability of the data for regression analysis.

The principal aim of this research endeavor was to conduct a comprehensive examination into the impact of hybrid working systems on the wellbeing of employees within the context of professional services firms using a case study of PwC, Nairobi, Kenya. This investigation delved deep into the intricate dynamics of flexible work environments, physical work environments, and remote work arrangements, seeking to unravel their influence on the overall wellbeing of professionals working within the realm of professional services, with a keen focus on PwC's operations in Kenya. The collective independent variables under scrutiny accounted

for a substantial 39.1% of the observed variability in employee wellbeing, unveiling intriguing insights into the interplay between work structures and employee wellbeing.

Unveiling a significant positive correlation between building flexible infrastructure and employee wellbeing, the study sheds light on a compelling narrative. A mere unit escalation in building flexible infrastructure corresponds to a notable 0.19 increase in employee wellbeing, suggesting a direct relationship between fostering a flexible working milieu and the augmentation of overall employee welfare. These findings resonate with the arguments posited by Jarahi et al. (2021), who advocate for the pivotal role of flexible work environments in nurturing stronger familial connections, thereby bolstering overall wellbeing.

Moreover, the exploration unearths a noteworthy positive correlation between the physical work environment and employee wellbeing. With a coefficient value standing at an impressive 0.285, each unit enhancement in the quality of the physical work environment begets a corresponding 0.285 increment in employee wellbeing. This underscores the criticality of advocating for conducive physical workspaces, a sentiment corroborated by Gabriel and Asawo's (2017) research, which underscores the predictive prowess of such environments in bolstering employee engagement and positively impacting cognitive, emotional, and physical wellbeing.

Lastly, a salient positive correlation is discerned between remote working and employee wellbeing, with a coefficient value ringing in at a noteworthy 0.374. This implies that each unit augmentation in remote working precipitates a substantial 0.374 uptick in employee wellbeing. The provision of pertinent resources tailored to facilitate remote work emerges as a pivotal driver in promoting employee welfare, in alignment with the findings of Aprilina and Martdianty's (2023) study, which extols the virtues of remote work in enhancing employees' job satisfaction and overall organizational productivity.

In summation, the study underscores the imperativeness of nurturing flexible, supportive work environments, both in the physical realm and the virtual domain, as a means to amplify employee wellbeing and, by extension, to fortify organizational success. Through a concerted focus on fostering adaptable work structures and providing the requisite resources to facilitate remote work, organizations can carve a path towards a more resilient, engaged, and prosperous future.

5.3 Discussion of Findings

5.3.1 Hybrid Working System on Employees Wellbeing

The study delves into the intricate dynamics surrounding the influence of hybrid working systems on employees well-being of professional services firms in Kenya, PwC. On the hybrid working system, responses showed positive perceptions across the assessed dimensions. For instance, respondents reported a high level of expectation for staff to meet their responsibilities regardless of their work location. There was also a strong emphasis on accountability irrespective of remote or office-based work.

The findings also reveal the importance of technical support availability while working remotely and that there should be an adequate support structures in place to facilitate remote work efficiency and productivity. On the other hand, respondents expressed moderately positive views regarding the clear alignment of the organization's remote working vision and its communication to all individuals, suggesting some room for improvement in clarifying and disseminating remote work goals and expectations. There was also a suggestion on the applicability of hybrid working arrangements only to roles suitable for remote work which require refinement or clarification in defining eligible roles for hybrid work setups. In summary the study showed an overall trend suggesting a favorable disposition towards remote and hybrid working arrangements within the organization, with room for refinement and enhancement in specific areas to better align with employee needs and organizational goals.

5.3.2 Building Flexible Infrastructure on Employees Wellbeing

The mean ratings for building flexible infrastructure indicate positive results towards different aspects of constructs. Respondents showed a moderate level of agreement regarding flexibility in the number of working hours/days, and the results revealed that varying work schedules favors employees to suit their own needs and preferred less working hours and days in the office environment. There was also a supportive attitude for individual life experience at work taking into consideration the tolerance needed by different human beings concerning balancing their professional job and social life.

Additionally, the respondents highly agreed on the presence of a flexible culture that allows workers to remain within the company and provide services. This suggests that the organization should have inclusive policies when it comes to flexible work arrangements. Moreover, there should be a consensus about work flexibility being extended to all employees rather than being reserved for special cases alone. In summary the study suggests more efforts to be made to

offer equal opportunities for accessing flexible work provisions throughout the organization's departments and adaptive working environment which appreciates changeability and endeavors in meeting various desires as well as demands from employees having different backgrounds. The study concurs with Grzegorzczuk, Mariniello, Nurski, and Schraepen (2021) Blending the physical and virtual: a hybrid model for the future of work stressing the benefits of building a flexible infrastructure that allows workers to remain outside the company and still provide services.

5.3.3 Physical Work Environment on Employee Wellbeing

On the physical work environment, the average ratings show that the respondents had a positive opinion towards some things about their physical workspace that was addressed in the constructs. The result showed that participants were quite satisfied with noise controls when it comes to making phone calls or holding conferences (phone etiquette), the suggestion is to make communication and cooperation easy and effective. There is a need for basic facilities such as noise, seats, lights and materials in the office working environment to perform duties efficiently at work.

Moreover, the finding reveals a positive perception about physical space security measures and conflict resolution in an organization and that enough safeguards to protect confidential information from unauthorized access should also be made available. Though the organization is doing its best to secure such sensitive materials, some work still needs to be done. The finding also suggests a well-orchestrated support for guidelines on how to manage conflicts to ensure that employees work together well; hence minimizing friction at workplace which might impact negatively on productivity levels at work places. In summary the study advocates for resources be made available for use and that there should be provision for suitable security measures and conflict resolution policies, and supportive workplaces where employees can effectively utilize their time. The study contradicts findings of Kazlauskaitė, Martinaitytė, Lyubovnikova and Augutyte-Kvedaraviciene, (2023) on the physical office work environment and employee wellbeing that asserts that productivity level not necessarily depends on the physical office location but convenience of work and provision for suitable security.

5.4 Conclusion

The comprehensive examination of the impact of flexible work environment, physical work environment, and remote working on employee well-being within professional service firms, particularly focusing on PwC in Nairobi Kenya, yields crucial insights into optimizing workplace conditions for enhanced employee satisfaction and productivity. The findings

underscore the multifaceted nature of employee well-being, elucidating how various aspects of the work environment contribute to overall satisfaction and fulfillment. With a notable portion of the variability in employee well-being explained by these factors, it becomes evident that organizations must prioritize creating conducive work environments that cater to the diverse needs and preferences of their workforce.

Firstly, the study reveals that flexible work environment, physical work environment, and remote working significantly influence employee well-being. The positive significant relationships between these variables and employee well-being emphasize the importance of adopting inclusive policies and practices that promote flexibility, provide supportive physical workspaces, and enable remote collaboration. These findings suggest that organizations like PwC can enhance employee well-being by implementing strategies that offer flexibility in work arrangements, ensure comfortable and secure physical work environments, and facilitate effective remote working practices.

Secondly, the mean ratings for building flexible infrastructure indicate a favorable disposition towards flexible work environments, with employees expressing moderate to high agreement on various aspects such as flexibility in working hours/days, opportunity for personal adjustments, and the presence of a supportive and inclusive culture. This highlights the importance of fostering an organizational culture that values and prioritizes employee well-being, as evidenced by the positive perceptions of flexible work arrangements. By embracing flexibility and accommodating individual preferences, organizations can create an environment where employees feel empowered and motivated to perform at their best.

In conclusion, the study emphasizes the critical role of flexible work environment, physical work environment, and remote working in shaping employee well-being within professional service firms like PwC. By recognizing and addressing the diverse needs and preferences of their workforce, organizations can cultivate a supportive and adaptive work environment that promotes employee satisfaction, engagement, and productivity. Moving forward, it is imperative for organizations to prioritize initiatives that enhance workplace flexibility, provide conducive physical workspaces, and facilitate effective remote collaboration to foster a culture of well-being and success.

5.5 Study Contribution to Theory and Existing Knowledge

The study makes a substantial contribution to the Job Demands-Resources (JD-R) theory and the Self-Determination Theory (SDT), as well as to existing knowledge in the field of organizational psychology and employee well-being. By examining the impact of flexible work

environments, physical work environments, and remote working on employee well-being within professional services firms, the study provides empirical evidence that supports the core tenets of both the JD-R theory and the SDT.

In line with the JD-R theory, the study demonstrates that job resources such as flexible work environments and conducive physical work environments are positively associated with employee well-being. Specifically, the findings suggest that providing employees with flexibility in their work arrangements and ensuring the availability of supportive physical work environments can enhance their psychological health and overall well-being. This aligns with the JD-R theory's proposition that job resources play a crucial role in buffering the negative effects of job demands and promoting employee engagement and flourishing.

Moreover, the study findings are consistent with the principles of the Self-Determination theory, which emphasizes the importance of autonomy, competence, and relatedness in fostering intrinsic motivation and well-being. By showing that remote working, which provides employees with greater autonomy and flexibility in how they manage their work, is positively associated with employee well-being, the study offers empirical support for the SDT. It suggests that environments that afford employees the freedom to make choices, develop their skills, and maintain social connections can contribute to their sense of competence, autonomy, and relatedness, thereby enhancing their overall well-being.

Overall, the study contributes to theoretical understanding by providing empirical support for the JD-R theory and the SDT within the context of professional services firms. It highlights the importance of job resources and psychological needs satisfaction in promoting employee well-being, underscoring the relevance of these theoretical frameworks in explaining employee experiences and outcomes in modern work environments. Additionally, by extending existing knowledge on the factors influencing employee well-being, the study offers valuable insights for organizational practitioners and policymakers seeking to design and implement interventions aimed at improving employee health and productivity.

5.6 Recommendations

5.6.1 Policy Recommendations

In terms of policy recommendations, it is imperative for organizations to develop and implement flexible work policies that accommodate diverse employee needs while ensuring organizational goals are met. These policies should be comprehensive, clearly communicated, and consistently applied across all levels of the organization. Additionally, government

agencies could provide guidance and incentives for organizations to adopt flexible work practices, such as tax breaks or subsidies for companies that invest in remote work infrastructure or flexible scheduling options. By fostering a supportive policy environment, policymakers can encourage organizations to prioritize employee well-being while maintaining productivity and performance standards.

5.6.2 Managerial Recommendations

From a managerial standpoint, it is essential for leaders to prioritize employee well-being by creating a positive work environment that promotes flexibility, autonomy, and work-life balance. Managers should proactively engage with employees to understand their individual needs and preferences regarding work arrangements, providing tailored support and resources accordingly. Furthermore, managers should lead by example by embracing flexible work practices themselves and actively promoting a culture of trust, collaboration, and open communication within their teams. By fostering a supportive work culture and providing effective leadership, managers can empower employees to thrive both personally and professionally, ultimately contributing to improved job satisfaction, morale, and organizational performance.

5.7 Study Limitations and Suggestions for Further Studies

While the study provides valuable insights into the impact of flexible work environment, physical work environment, and remote working on employee well-being within professional service firms like PwC in Kenya, several limitations should be acknowledged. These include the relatively small sample size, cross-sectional design, reliance on self-report measures, single-source data, and potential contextual biases. To address these limitations and advance the field, future research could employ longitudinal or experimental designs, utilize multi-source data collection methods, incorporate qualitative approaches, conduct comparative studies across industries and geographic regions, implement intervention studies to evaluate the effectiveness of specific interventions, and explore mediation and moderation analysis to uncover underlying mechanisms and boundary conditions influencing the relationships under investigation. Addressing these limitations and pursuing further research in these areas would contribute to a more comprehensive understanding of the complex interplay between work environment factors and employee well-being in professional service firms.

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APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

I am an MBA student at Strathmore University Business School, and I am carrying out a study in partial fulfillment of the requirements for the award of my MBA degree. The topic of my research is "*Impact of hybrid working systems on employee wellbeing in professional services firms: A case study of PricewaterhouseCoopers in Nairobi, Kenya.*" The purpose of this questionnaire is to collect data for my study. You have been selected as one of the respondents to take part in the survey. Participation in this study is voluntary, hence you are free to decline participation or withdraw at any point and time during the study. Should you choose to participate, your feedback will be treated with utmost confidentiality. All your information will be kept confidential and will not reveal personal details such as name, email address, telephone numbers, etc. I will share a copy of the study findings with the survey participants after the research is completed by way of a PwC Kenya Human Capital publication.

Thank you in advance for participating in the study.

Regards,



Obed Nyambego



APPENDIX II – RESEARCH QUESTIONNAIRE

PART A: DEMOGRAPHICS

What is your gender?

Please indicate the age group to which you belong (Tick one)

20-30 [] 31-40 [] 41-50 [] 51-60 [] Above 60 []

Please indicate the how long you have served in this organization (Tick one)

0-5 years [] 6-10 years [] 11-15 years [] 16-20 years [] Above 20 years []

What is your current grade in the organization?

Describe your experiences with remote working

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PART B: INFLUENCE OF HYBRID SYSTEMS

On a scale of 1-5 (where 1 means strongly disagree) and 5 means (strongly agree) express the extent to which you agree or disagree with the following statements.

Statements	1	2	3	4	5
There is open and regular communication between staff and managers on remote/office working.					
Technical support is available while working remotely					
Staff are expected to meet their responsibilities regardless of their work location					
Organization has a clear remote working vision and aligns all individuals to the vision					
All staff are inducted, trained and coached so that they may work from the office or home as per guidelines					
Hybrid working is only applicable to roles that can suitably be performed away from the firm's offices					
The hybrid work methods are filled through the company systems					

The work arrangements do not change the employment contracts, compensation, leave or other HR benefits						
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What recommendation(s) would you wish to make for improvement of the systems that support hybrid work arrangements in your organization?

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.....

PART B: BUILDING FLEXIBLE INFRASTRUCTURE

On a scale of 1 – 5 (where 1 means strongly disagree) and 5 means (strongly agree) express the extent to which you agree or disagree with the following statements

Statements	1	2.	3.	4.	5
There is flexibility in the number of working hours/days					
We provide opportunity to start early or end later depending on personal circumstances					
There is a culture of flexibility which allows staff to stay within the firm and continue delivering services					
Work flexibility is for all staff and not just for special cases					
There is good broadband and internet connectivity at home and at work					
Work arrangements are determined and coordinated at line of service/business unit levels					

Our staff are agile and willing to adjust their work location with reasonable notice in line with firm requirements.					
--	--	--	--	--	--

What recommendation(s) can you make to effect building of building flexible infrastructure at PricewaterhouseCoopers?



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PART C: PHYSICAL WORK ENVIRONMENT

On a scale of 1 – 5 (where 1 means strongly disagree) and 5 means (strongly agree) express the extent to which you agree or disagree with the following statements

Statements	1. 	2. 	3.	4.	5
Our work space has sufficient noise control to ensure clear telephone and conference calls can be done					
There is sound, seating, lighting and writing or typing surfaces					
The firm has created segregated workspace away from distractions					
There are adequate provisions to ensure unauthorized individuals do not have access to confidential material					
The firm has provided guidelines to manage conflict					

Staff are required to follow firm policies in the use of their own computers, phones or smart devices.					
Remote working teams are encouraged and supported					
Team members must also share leadership with those who are working remotely					

What recommendations can you make to improve the workspace for hybrid working environment?

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PART D: REMOTE WORKING

On a scale of 1 – 5 (where 1 means strongly disagree) and 5 means (strongly agree) express the extent to which you agree or disagree with the following statements

Statements	1	2	3	4	5
The firm teaches and enables employees who are working remotely to collaborate across different locations, time zones, and schedules					
The firm’s commitment to clients value proposition remains a top priority					
Individual, team and business performance are never compromised					
The firm provides physical objects such as desks, chairs, office space, paper documents, technology and necessary software for use at home					
Staff at home are usually able to link up remotely with office staff					

Regardless of location, the nature of our business often requires longer hours particularly during peak periods					
We continue trusting our staff to work remotely while taking accountability for their performance					
Our staff trust each other and their managers to be supportive of the work arrangements					
The firm encourages face-to-face meetings so as to improve team satisfaction					

What recommendation(s) can you make on improving the connections between remote workers and onsite staff in a hybrid work arrangement?

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PART E: EMPLOYEE WELL-BEING

On a scale of 1 – 5 (where 1 means strongly disagree) and 5 means (strongly agree) express the extent to which you agree or disagree with the following statements

Statements	1	2	3	4	5
PWB 1: I easily adapt to day-to-day changes of my life and manage my responsibilities well.					
PWB 2: I care for things that are important to me, not what is important to others.					
PWB 3: I feel I am a sensible person.					
PWB 4: I am not flexible					
PWB 5: I understand the expectation from me.					

PWB 6: I feel I am capable of decision-making.					
PWB 7: I feel depressed from the stress and demands of day to-day life.					
PWB 8: I believe that I have a purpose and direction in life.					
PWB 9: I think life is a continuous process of learning					
PWB 10: I am a confident person.					
SCB 1: I am an important part of my team and organization					
SCB 2: People are trustworthy in my team.					
SCB 3: I am close to my teammates in my organization.					
SCB 4: My team is a great source of social support.					
SCB 5: My views are well accepted by my teammates.					
SCB 6: People in my team don't help each other in difficult times.					
SCB 7: I take active part in important decision-making activities of my team.					
SCB 8: I love to spend time with my teammates.					
SCB 9: I can freely share my problems with my colleagues.					
SCB 10: My day-to-day activities contribute towards the benefits of my team.					
WWB1: I am quite satisfied with my job.					

WWB2: I enjoy meaningful work					
WWB3: I attach lots of value to my work.					
WWB4: My work achievement often acts as a source of motivation.					
WWB5: My workplace is very conducive.					
WWB6: My job provides ample scope for career growth.					
WWB7: I am able to maintain a balance between work and home life					
WWB8: My employer does care a lot about their employees					
WWB9: My work offers challenges to advance my skills.					
SWB 1: Mostly I feel happy.					
SWB 2: I am an optimistic person.					
SWB 3: I feel good about myself.					
SWB 4: My life is sometimes sorrowful.					

What recommendation(s) can you make towards creating a balance between the remote worker and the office staff to improve their home lives?

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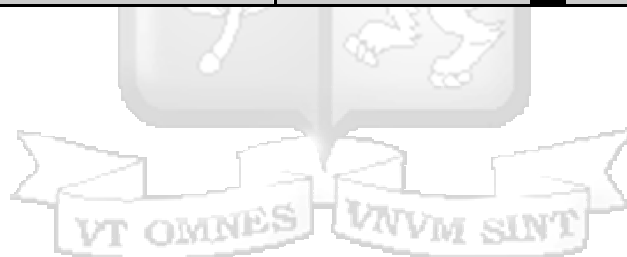
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APPENDIX III: RESEARCH BUDGET

ACTIVITY	ITEM	Number of items	per Item cost (Ksh.)	AMOUNT (KSHS)
Proposal	Laptop	10 copies (50)	10	5,000
writing				
	Internet bundles	10	100	1,000
	Research methods	1	10000	10,000
	Books			
	Internet bundles	30GB	1000 per 1.5GB	20,000
	Travelling expenses	32 weeks	500 per week	16,000
	Binding	3 books	3000 each	9,000
	Printing			
Pilot Testing	Questionnaires	40 questionnaires (200 pages)	10 per page	2,000
	Travelling	5 days	5000 per day	25,000
Data Collection	Questionnaires	400 questionnaires (2000)	10 per page	20,000
	Transport	15 days	3000 per day	45,000
	Data coding and entry	10 days	3000 per day	30,000
	Data analysis and	10 days	3000 per day	30,000

	computer runtime			
Final thesis	Printing (for defense)	6 documents (200 pages)	10 per page	2,000
	Printing final thesis	7 documents (700 pages)	10 per page	7,000
	Binding hardcovers	7 documents	1000 per document	7,000
	Publishing	2 Journal articles	10,000 per article	20,000
Miscellaneous	10% of total cost			77,600
Total				219,000



APPENDIX IV – AUDITORS OF LISTED COMPANIES ON THE NAIROBI SECURITIES EXCHANGE

	Name of Company	Statutory Auditor
1	Nairobi Securities Exchange	Deloitte
2	Eaagads	Ernst & Young
3	Kakuzi PLC	Deloitte
4	Kapchoruar Tea Kenya	PwC
5	The Limuru Tea Company	KPMG
6	Sasini Limited	KPMG
7	Williamson Tea Kenya	PwC
8	ABSA Bank	PwC & KPMG
9	BK Group	Ernst & Young
10	Diamond Trust Bank	KPMG
11	Equity Group Holdings	PwC
12	HF Group	PwC
13	I&M Group	KPMG
14	KCB Group	PwC
15	NCBA Group	Deloitte
16	Stanbic Holdings	KPMG
17	Standard Chartered Bank Kenya	Ernst & Young
18	The Co-Op Bank of Kenya	Ernst & Young
19	Deacons (East Africa)	
20	Eveready East Africa	RSM Eastern Africa
21	Express Kenya	PKF Kenya
22	Homeboyz Entertainment	
23	Kenya Airways	PwC
24	Longhorn Publishers	PwC
25	Nairobi Business Ventures	Jessie & Associates
26	Nation Media Group	PwC
27	Sameer Africa	RSM Eastern Africa
28	Standard Group	PwC
29	TPS Eastern Africa	PwC
30	Uchumi Supermarkets	
31	WPP ScanGroup	Deloitte

32	ARM Cement	
33	Bamburi Cement	Ernst & Young
34	Crown Paint Kenya	Ernst & Young
35	E A Cable	RSM Eastern Africa
36	E A Portland Cement	Auditor General
37	KenGen	Auditor General & Deloitte
38	Kenya Power 7 Lighting	Auditor General
39	TotalEnergies Marketing Kenya	Ernst & Young
40	Umeme Limited	Ernst & Young
41	Britam Holdings	PwC
42	CIC Insurance Group	PwC
43	Jubilee Holdings	PwC
44	Kenya Re Insurance	Auditor General
45	Liberty Kenya Holdings	PwC
46	Sanlam Holdings	KPMG and Ernst & Young
47	Centum Investments	PwC
48	Home Africa	GMK Accountants
49	Kurwitu Ventures Holdings	
50	Olympia Capital Holdings	PSK Associates
51	Trans Century	RSM East Africa
52	BOC Kenya	PwC
53	British American Tobacco Kenya	KPMG
54	Carbacid Investments	RSM East Africa
55	East African Breweries	PwC
56	Flame Tree Holdings	
57	Kenya Orchards	Jessie & Associates
58	Mumias Sugar	
59	Unga Group	PwC
60	Safaricom Limited	Ernst & Young
61	Lap Trust Reit Company	PwC

Source: Nairobi Securities Exchange and Companies websites

Ole Sangale Rd, Madaraka Estate,
P.O Box 59857 00200, Nairobi, Kenya.
Cell: +254 703 414/6/7, Twitter: @SBSKenya

Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu

APPENDIX V – ETHICS AND NACOSTI LETTER



Strathmore
UNIVERSITY
BUSINESS SCHOOL

8th April 2024

Human Capital Leader

PricewaterhouseCoopers Limited

PwC Tower, Waiyaki Way

Chiromo Road, Westlands

P.O Box 43963 - 00100

Nairobi, Kenya.

Dear Sir/ Madam.

RE: FACILITATION OF RESEARCH – OBED RUSINGA NYAMBEGO

This is to introduce Obed Nyambego who is a Master of Business Administration student at Strathmore University Business School, admission number MBA/142281/21. As part of our MBA Program, Obed is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MBA course. To this effect, he would like to request for appropriate data from your organisation.

Obed is undertaking a research paper "**Impact of Hybrid Working Systems on Employee Wellbeing in Professional Services Firms: A Case Study of PricewaterhouseCoopers in Nairobi, Kenya**". The information obtained from your organization shall be treated confidentially and shall be used for academic purposes only.

Our MBA seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

Alois Njenga.

Manager – Graduate Programs.

Strathmore University Business School.

Strathmore Business School is a Proud member of:





Strathmore
UNIVERSITY

19th April 2024

Mr Nyambego Obed,
Obed.Nyambego@Strathmore.edu

Dear Mr Nyambego,

RE: Impact of Hybrid Working Systems on Employee Wellbeing in Professional Services Firms: A Case Study of PricewaterhouseCoopers in Nairobi, Kenya

This is to inform you that SU-ISERC has reviewed and approved your above SU-masters research proposal. Your application reference number is SU-ISERC2196/24. The approval period is from 19th April 2024 to 18th April 2025.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including (informed consents, study instruments, MTA) will be used.
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
- iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
- v. Clearance for the export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

Mr Ambrose Rachier,
Chairperson; SU-ISERC

STRATHMORE UNIVERSITY INSTITUTIONAL
SCIENTIFIC AND ETHICAL REVIEW COMMITTEE
(SU-ISERC)
19-Apr-2024
Email:ethicsreview@strathmore.edu
P.O BOX 59857-00200
NAIROBI-KENYA



REPUBLIC OF KENYA

RefNo: 752012



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Date of Issue: 24/April/2024

RESEARCH LICENSE



This is to Certify that Mr.. Obed Nyambego of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Impact of hybrid working systems on employee wellbeing in professional services firms: A case study of PricewaterhouseCoopers in Nairobi, Kenya. for the period ending : 24/April/2025.

License No: NACOSTIP/24/35043

752012

Applicant Identification Number

Walthero

Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
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E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke