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REMOTE WORKING AND PERFORMANCE OF DEVOLVED GOVERNMENT EMPLOYEES IN MACHAKOS COUNTY, KENYA

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ABSTRACT

Remote working has moved from an emergency response during the COVID-19 period to a more durable feature of organizational life. In Kenya, however, evidence on how this shift relates to the performance of employees in devolved governments remains limited. This article draws on a survey of employees in the County Government of Machakos to examine the relationship between remote working and employee performance, with particular attention to accountability, supervision, output efficiency, and support services. The study was anchored in Conservation of Resources theory and Self-Efficacy theory. A descriptive mixed-methods design was adopted. The target population comprised 244 employees at the county headquarters who had opportunities to work remotely, and 174 completed questionnaires were returned, yielding a response rate of 71.31%. Quantitative data were analyzed using descriptive statistics, correlation analysis, analysis of variance, and multiple regression as reported in the source thesis, while qualitative comments were used to support interpretation. The findings show that respondents generally perceived remote working positively, with favorable ratings for flexibility, employee performance, accountability, supervision, and output efficiency. Support services recorded the lowest mean and the highest variability, suggesting uneven access to technical, training, and wellbeing support. Correlation results show a modest positive association between remote working and employee performance ($r = 0.202$). The strongest descriptive dimension was output efficiency, although it showed a negative correlation with overall employee performance ($r = -0.156$), pointing to possible coordination or teamwork costs. The article concludes that remote working can support performance in devolved government settings when it is backed by clear accountability structures, supportive supervision, and reliable support services.

Keywords: *Remote Working, Employee Performance, Accountability, Devolved Government, Machakos County*

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INTRODUCTION

Remote working is the practice of employees engaging in work-related tasks away from the workplace utilizing technology. The phrases most often used to characterize diverse patterns of work organization away from the office include e-working and telecommuting or remote working (Ferrara et al., 2022). Despite the linguistic conundrum, the core concepts behind all of these names include working outside the office and being empowered to do so thanks to technology. The words listed above will be used interchangeably in this work.

Since the start of COVID19, there have been and continue to be enormous changes in every aspect of how businesses are set up and operate, ushering in a new normal (Xie et al., 2020). Global economic issues caused by the epidemic forced practically every nation to deal with a variety of difficulties. A workforce issue that threatened an economic disaster resulted from the severe government regulations put in place to manage the effects of Covid 19 (Winkelmann et al., 2021). To avert the virus from dissemination in its early phases, governments focused aggressively on lockdowns, travel restrictions, and other safety measures (Subbarao & Kadali, 2021). These limitations were appropriate for the infection management mechanisms. On the other side, the economy began to suffer from these closures since the workers were unable to go to offices, which inhibited and affected performance of enterprises (Cho & Saki, 2021).

Businesses all across the world began considering fresh approaches in the Covid-19 scenario to lessen the difficulties of the personnel issue (Winkelmann et al., 2021). The pandemic age saw the true use of communication technology as workers resumed their employment virtually (Barhate et al., 2022). Employees were mostly working remotely; thus, organizations that had not yet developed systems to function remotely were compelled to do so quickly to contain the spread. In the middle of this workplace upheaval, human resource (HR) professionals required to assess their company's agility critically and provide advice on how the transition may be accomplished while protecting the interests of the employees, who make up an organization's primary stakeholder (Marete, 2020).

A debate on the feasibility of remote work and the likelihood that it will last as an organizational norm in the years to come or just fade away like previous trends has been ignited by challenges in the global workplace (Adekoya et al., 2022). Employees all across the world are increasingly taking remote work into account. Almost a quarter of respondents preferred entirely remote working, according to a global study by Ipsos that found 68% of respondents choose a mixed work paradigm (Kanali, 2023). This preference for flexible work hours underscores how critical it is for organizations to consider remote working options.

Rights that were adopted as temporary protections in the course of pandemic lockdowns are becoming permanent, according to an analysis of revisions to employment legislation by international insurance broker Lockton (Broom, 2023). For instance, Belgium, that implemented a similar program, has now made it permanent, whilst a tax benefit to assist workers in the UK cover the expense of mandated home working has amended its conditions (Broom, 2023).

Only 7 to 14% of employees in Africa, including those in the formal and unofficial sectors, were thought to have the option of working from home, according to the ILO's estimation (International Labour Organization, 2020). When it is about hybrid or remote working, Africa still has a way to go because of the inherent infrastructure disparities it has in comparison to the nations of the global north. Additionally, due to the disparities that employees face, particularly women and low-income workers, companies must adopt tactics that will allow them to embrace digitalization, recognize employee disparities, and permit remote working. According to studies, remote working has been unevenly distributed over the continent of Africa. In South Africa, Egypt, Nigeria, and Kenya, which have stronger Internet access than other African nations, the adoption rate of remote work is substantially higher. In contrast, distant employment is less common in nations with persistent infrastructure deficiencies, such as Rwanda, Tanzania, and Uganda (Jegede, 2023).

Africa's sluggish economic development has made it more challenging for the continent to embrace remote working and hybrid arrangements. The conditions of the technology and resources that are indispensable for remote working are not met in many African countries, like electricity and, after that, internet access (Linders, 2021). Many African nations look to the West for technical advancement. Because of this, their ability to build and use cutting-edge technologies for remote or hybrid working is normally limited. A study carried out in South Africa, for example, found that many organizations were not ready for the pandemic and had to change their budgets and ensure their employees had computers and other equipment to work with. Besides, many employees were not tech-savvy enough to make home-based work efficient (Kokt & Chipunza, 2022). Nevertheless, companies operating in Africa still had the issue of security system vulnerability and employee rights invasion due to the mentioned technical incompetency while the employees worked from home.

The technological interface is considered to be significant and essential for success in enabling remote working (Blagoev et al., 2018). Due to technology shortcomings, a large portion of remote working problems must be addressed and support services must be put in place (Karl et al., 2021). It has been shown that the adoption of remote work systems is affected by the interaction of elements including technology, organizational design, and environmental features in developing nations like Ghana (Ofusu-Ampong & Acheampong, 2022). Given the difficulties caused by the epidemic, remote working seems to be a standard option in South Africa (Dowdeswell and Kriek, 2021). Remote working seems to be a convenience that helps the participating female middle managers combine their professional and personal lives.

Microsoft is an illustration of a business that has effectively embraced flexible work engagements. In reaction to the COVID-19 epidemic, Microsoft established a hybrid workplace approach where employees worked either from home or the office, as they found most appropriate (Kanali, 2023). Microsoft has invested in a number of technical tools, like as Microsoft Teams and Microsoft SharePoint, to advance communication and collaboration. Regardless where they are based, workers can smoothly link and cooperate thanks to these technologies. Additionally, Unilever established initiatives to enhance balance between work and life, such as flexible work schedules, maternity leave, and help for mental health. Additionally, Unilever made investments in technical advancements that foster efficiency and teamwork, such as cloud-based file-sharing and communication systems (Kanali, 2023).

Given these well-known corporate role models, it will be simpler for businesses, organizations, and governmental agencies to deploy various technology solutions to encourage remote work in Kenya (Kanali, 2023). These could include cloud-based teamwork applications like Zoom, Microsoft Teams, and Google Workspace. Employees can interact and cooperate easily no matter where they are when these technologies are combined with necessities like hosted email. In order to increase efficiency and guarantee that workers can properly manage their workloads, businesses, organizations, and administrative bodies should also invest in project management systems like Trello or Asana (Kanali, 2023). Employees may use these tools to organize their assignments and due dates, delegate work to other team members, and monitor project progress.

In Kenya, more than half of businesses stated that they intended to save labor expenses by lowering staffing levels, hours, or both. Despite a surge in remote work, 43% of businesses said that no more than one in five of their employees were doing so. According to over 84% of businesses, the pandemic negatively or partially impacted their finances and cash flow (Federation of Kenyan Employers, 2020). According to the Federation of Kenyan Employers' 2020 survey, half of Kenyan employers said they were somewhat or very likely to increase the proportion of their workforce that worked remotely on a permanent basis at least one day each week. However, there is still a dearth of distant employment in Africa's massive informal economy.

Employers and employees in Kenya do not have to suffer when working remotely. Employers may gain from better staff retention, engagement, and enhanced company performance by prioritizing it and deploying the appropriate technical solutions (Kanali, 2023). The statistics support it. The secret is to create a balance between efficiency and flexibility, allowing workers to work according to their preferences and requirements while making sure that corporate goals are accomplished. Remote working may benefit both businesses and employees if done correctly. Kenya ushered a new constitutional dispensation in 2010, which included a dual-level structure of governance, characterized by two different and interdependent tiers of government. The implementation of the system of decentralized governance commenced following the general elections in March 2013. The major aspect of this reform involved the idea of transferring economic and political authority to the recently formed 47 interdependent counties. Initially, these administrations acquired the personnel of former local authorities, as well as additional staff members who were originally employed by the national government. Nevertheless, despite obtaining substantial funding from the exchequer and purportedly excessive taxes and levies from the devolved level of governments, allegations of subpar performance of the devolved governments as well as their personnel persists (Jehow et al., 2018).

In Kenya, the practice of distant working has been increasingly popular, particularly in the public sector. This trend may be attributed to several causes, such as developments in technology, urbanization, and the demand for more economical alternatives to traditional office-based employment. The devolved administrations, which were formed in Kenya as a result of the 2010 Constitution, have the responsibility of delivering crucial services and promoting local progress. Machakos County is a relevant case study in this area since it is dedicated to using creative methods in public administration and utilizing technology to enhance delivery of service. This is apparent from the fact that the county has been chosen as the location for the planned Konza Technology City, mostly because of its close proximity to Nairobi City and its well-developed infrastructure (Machakos County Government, 2022). With the growing consideration of remote working as a feasible choice for employees in Machakos County and other devolved governments in Kenya, it is imperative to assess the consequences of this shift on employee performance, service delivery, and the overall efficiency of the government.

Problem Statement

Quantum Workplace, a human resources technology organization, conducted a study revealing that a bigger employee proportion, prefer working remotely because of the resultant convenience. Consequently, the majority of Kenyan workers express a desire to work remotely (Ochunge, 2023). When working from home, staff members have more freedom to choose their own hours and enjoy a stress-free workplace. Employee reactions to remote work vary; some claim a higher level of satisfaction in a flexible atmosphere, while others lament the increase in office absenteeism. Some may believe that remote work might result in challenges with corporate performance, communication, and cooperation as Kenyan organizations adopt remote and hybrid work methods. Some people could be concerned about the expenses and skills involved in implementing new technology solutions to boost productivity and enhance corporate performance (Kanali, 2023).

The consequences of inadequate performance in county governments will have extensive effects, as citizens will consistently express dissatisfaction with the delivery of services. The implementation of remote working in devolved governments provides an intriguing framework for examining its influence on the efficiency of government personnel. Nevertheless, there is a huge deficiency in the present body of knowledge on remote working in devolved governments since there is a limited of research studies investigating the correlation between distant work and the job performance of decentralized government personnel in Kenyan county governments. This study aims to remedy that.

LITERATURE REVIEW

Theoretical Review

This study was anchored in Conservation of Resources (COR) theory and Self-Efficacy theory. COR theory explains behavior in terms of resource preservation, acquisition, and loss. Individuals seek to obtain and protect valued resources such as time, energy, social support, and material tools, while stress emerges when these resources are threatened or depleted (Hobfoll, 1989; Hobfoll, 2011). In remote-working environments, employees may gain resources through reduced commuting time, greater autonomy, and improved flexibility, but they may also lose resources through weaker face-to-face interaction, reduced social support, and fragmented supervision (Cooper & Kurland, 2002; Collins et al., 2016).

COR theory is relevant to this study because remote working can simultaneously conserve and deplete resources. Flexible scheduling may help employees manage time more efficiently and balance work with family responsibilities. However, inadequate support services, poor connectivity, and isolation may reduce the very resources needed to sustain high performance. The theory therefore helps explain why remote working may produce both positive and negative outcomes depending on the quality of organizational support.

Self-Efficacy theory complements this perspective by focusing on employees' beliefs in their capacity to perform specific tasks successfully. Bandura argued that human behavior is shaped by reciprocal interaction among personal factors, environment, and behavior, and that self-efficacy strongly influences motivation, persistence, and performance (Bandura, 1986). Employees who believe they can organize and execute work effectively are more likely to remain productive, take responsibility for outcomes, and perform well with reduced supervision. In remote settings, self-efficacy becomes particularly important because employees operate with higher autonomy and must regulate their own work practices more actively.

Together, these theories provide a useful framework for understanding performance in remote-working environments. COR theory explains the importance of organizational resources and support structures, while Self-Efficacy theory explains why employees differ in how they respond to the same remote-working conditions. In a county-government setting, the performance effects of remote work are therefore likely to depend on both institutional support and employees' confidence in managing work independently.

Empirical Review

Case Remote working has grown from a marginal work arrangement into a mainstream organizational practice across both private and public institutions. Its global expansion accelerated during the COVID-19 period, when organizations were compelled to maintain continuity under movement restrictions and health protocols. Existing empirical studies show that remote working has produced mixed outcomes depending on sector, job design, managerial systems, employee capacity, and technological readiness. While many studies associate remote working with greater flexibility, improved work-life balance, and reduced commuting burdens, others note that it can weaken coordination, blur work boundaries, and create new pressures related to monitoring, communication, and digital access. These competing outcomes make it necessary to examine remote working within specific institutional and contextual settings rather than assume a uniform effect across all organizations (Xie et al., 2020; Winkelmann et al., 2021; Adekoya et al., 2022).

A broad strand of empirical literature shows that remote working can support employee performance when workers have adequate autonomy, clear expectations, and reliable digital tools. Elshaiekh et al. (2018) found that telecommuting may improve job satisfaction and performance while also reducing absenteeism, mainly because employees gain flexibility and control over their work environment. Similarly, studies reviewed in the thesis suggest that employees often perceive remote working positively because it reduces travel fatigue, offers convenience, and allows more individualized scheduling of tasks (Stoker et al., 2021; Javadinasr et al., 2022). These gains are particularly relevant in contexts where commuting consumes time and energy that could otherwise be directed to work tasks. However, positive outcomes are not automatic. Empirical evidence also shows that remote working may produce role stress, isolation, and difficulty in separating professional and personal life, especially when the work arrangement is introduced rapidly or without sufficient support systems (Elshaiekh et al., 2018; Timotius, 2023).

Empirical work on remote working and performance management indicates that one of the central challenges is the redefinition of supervision and appraisal. Traditional performance systems often depend on physical presence, direct oversight, and routine face-to-face interaction. In remote settings, however, managers must rely more on output measures, milestone tracking, digital communication, and trust-based supervision.

Pokharel (2022) and Saurombe and Barkhuizen (2022) note that performance management under remote working requires a shift from observing effort to evaluating results. This means that organizations must create clear performance indicators, establish timely feedback systems, and equip managers to supervise through digital platforms rather than through presence-based monitoring. Ngobeni et al. (2022) further argue that post-pandemic work environments require institutions to restructure how performance is monitored, since remote working exposes weaknesses in traditional appraisal models. The implication for public institutions is that employee performance under remote arrangements depends not only on worker effort but also on the institution's ability to redesign management systems around measurable outputs and effective communication.

Accountability is another major theme in the empirical literature. Remote working changes the conditions under which responsibility is exercised and assessed. In conventional office settings, accountability is reinforced through visibility, routine reporting, and frequent managerial contact. In remote arrangements, accountability depends more heavily on role clarity, communication routines, digital reporting mechanisms, and employee ownership of results. Srivastava (2022) argues that accountability is not merely about answering for one's actions but about taking responsibility for achieving agreed outcomes. Mckeegan (2021) similarly emphasizes that accountability in remote teams requires clearly defined roles, KPIs, structured communication, and ownership over the processes needed to achieve results. Within county governments, accountability is especially important because public institutions are judged not only by internal productivity but also by service delivery outcomes, transparency, and responsiveness. Empirical studies cited in the thesis indicate that weak accountability systems in county governments have been associated with delayed projects, public dissatisfaction, and reduced performance (Mbithi et al., 2018; Muthoka & Waswa, 2021). Yet existing studies have not adequately examined how accountability operates when public servants work remotely, leaving an important gap that this study addresses.

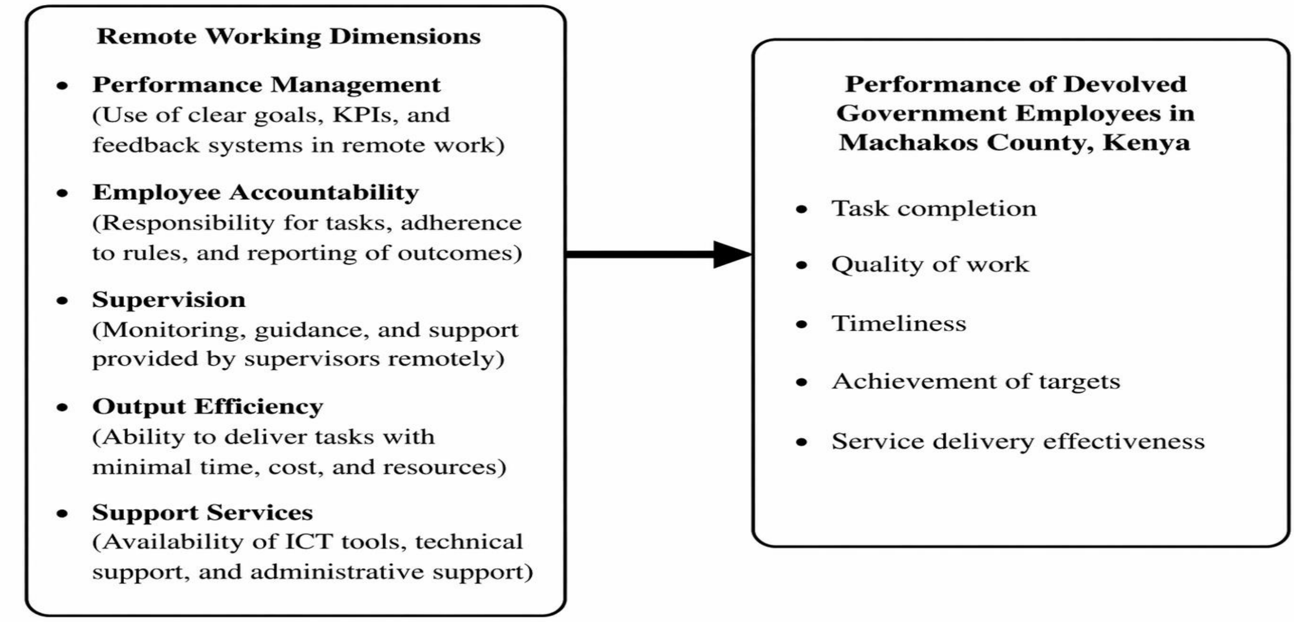
The literature also links remote working to employee efficiency and output, though the evidence is not entirely uniform. Some studies suggest that remote workers become more productive because they experience fewer office distractions, have greater flexibility, and can organize their workflow more effectively. Patanjali and Bhatta (2022), in a study of IT professionals, found that several organizational factors associated with remote work were positively related to productivity. These included autonomy, access to tools, supportive work environments, and opportunities for efficient task management. Baudot and Kelly (2020) also reported improved performance perceptions among employees working remotely during the pandemic period. On the other hand, other studies caution that remote work may undermine long-term productivity where communication is fragmented, collaboration weakens, and employees face heavy monitoring or blurred work boundaries. Stanton (2022), drawing on evidence from Microsoft, notes that although short-term productivity may rise, innovation and collaboration can suffer if employees become less connected to coworkers. Toscano and Zappalà (2020) similarly found that some employees reported deteriorating performance while working from home during lockdown conditions. These findings suggest that efficiency gains are likely to be conditional rather than universal.

Support services and technological infrastructure emerge consistently in the empirical literature as decisive mediators of remote working outcomes. Remote arrangements depend on digital connectivity, equipment, IT troubleshooting, and managerial support. Karl et al. (2021) and Ofusu-Ampong and Acheampong (2022) show that the success of remote work systems is shaped by the quality of technology, organizational support, and broader environmental conditions. In African settings, the challenge is often more pronounced because infrastructure deficits, unreliable electricity, and unequal digital access constrain the feasibility of sustained remote working (International Labour Organization, 2020; Linders, 2021; Jegede, 2023). South African evidence cited in the thesis indicates that many organizations were forced to revise budgets, invest in employee equipment, and confront digital capability gaps during the shift to home-based work (Kokt &

Chipunza, 2022). In Kenya, the same challenges are relevant to public institutions, especially where the quality of internet access, technical support, and employee training varies across departments and employees.

The empirical literature shows that remote working can improve performance, accountability, and efficiency, but these gains depend on institutional conditions. Positive outcomes are more likely where organizations provide strong IT support, clear performance metrics, responsive supervision, and a culture of trust and responsibility. Negative outcomes are more likely where remote work is under-supported, weakly supervised, or introduced without sufficient digital infrastructure and capacity building. Although many international and private-sector studies have examined remote working, the literature remains limited on devolved governments in Kenya, where institutional mandates, service delivery expectations, and accountability obligations differ from those in private firms. The Machakos County context therefore offers an important setting for testing how remote working affects employee performance in a devolved public administration environment.

The figure presents a conceptual framework that served as the foundation for this study.



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

METHODOLOGY

The study was based on a descriptive mixed-methods study conducted among employees of the County Government of Machakos. The target population comprised 244 staff members based at the county headquarters who had opportunities to work remotely. Because the population was relatively small, the source study adopted a census approach rather than drawing a sample. A total of 174 completed questionnaires were returned, yielding a response rate of 71.31%, which is generally considered adequate for survey analysis.

Primary data were collected through a semi-structured questionnaire administered electronically. The instrument contained closed-ended Likert-scale items and open-ended prompts on remote working, employee performance, accountability, supervision, output efficiency, and support services. Quantitative data were analyzed using descriptive statistics, correlation analysis, and regression analysis in SPSS. Qualitative responses were reviewed thematically to support interpretation of the quantitative findings. A methodological caution is necessary. The thesis is framed around the effect of remote working on employee performance, yet the reported regression model specified remote working as the dependent variable and performance-related dimensions as predictors. This article therefore treats the correlation results as the clearest evidence of association between remote working and employee performance, and it reports the regression results as an auxiliary model exactly as they were specified in the source study.

The study used regression analysis where Y = Remote working

X_1 – Performance

X_2 – Employee accountability

X_3 – Employee Efficiency

β_0 = Constant /Value of Y when the Xs = 0

$\beta_1 – \beta_3$ - Regressors

ε - Error Term

FINDINGS

This chapter presents a detailed analysis and interpretation of data collected from 174 Machakos County staff. The analysis is based on the study's objectives.

Descriptive Statistics

Descriptive statistics for the variables were presented first to give a picture of remote working and employee performance in Machakos County. Table 1 below illustrates perceptions on remote working at Machakos County.

Table 1: Remote Working

Statement	Mean	S. D
The county supports remote working	3.82	0.79
Remote working has enabled me to have a high degree of independence with my working arrangements	3.95	0.70
The county supports flexi-time working schedule	3.74	0.68
The county compensates staff for working overtime	3.52	0.85
I am permitted to work from any other location	3.71	0.76
Flexible work schedule has encouraged me to continue performing well for this Organization	3.88	0.69
The provision of sufficient support from the IT department improves the adoption of telecommuting.	3.69	0.81
The IT support crew is responsible for the upkeep and supervision of the platforms and networks used for remote working.	3.62	0.77
Internet costs hinder effective remote working	3.45	0.83
The county offered adequate training on remote working	3.66	0.75
Remote working improves employee productivity	3.94	0.67
I can always do my job well with minimal supervision	3.81	0.73
I do my work effectively without complaining	3.72	0.78
I attend to all my duties on time	3.87	0.74
I always meet my targets consistently	3.84	0.72
My performance reviews were always been good.	3.76	0.80
Overall Mean	3.78	0.71

The analysis of the mean values shows that the respondents had a very positive opinion about the Remote Working and Employee Performance variables. The total mean for Remote Working was 3.78 and the standard deviation was 0.71, while Employee Performance had a mean of 3.92 and a standard deviation of 0.67. These scores indicate that there is a common opinion that this practice is backed up and has given rise to independence and flexible schedules. The high combined mean score for Employee Performance means that, on average, employees see their overall performance as high. This finding is in line with a large amount of literature that points to the positive effects of remote work, usually linked to better work-life balance and less stress caused by long commutes, which in turn can lead to increased productivity and morale (Anakpo et al., 2023; Kniffin et al., 2021; Gqoboka et al., 2022).

The study also tested accountability among employees. Table 2 shows perceptions on accountability.

Table 2: Accountability

Statement	Mean	S. D
I acknowledge responsibility for my actions while working remotely	3.94	0.68
Communication with supervisors regarding accountability is clear and effective	3.83	0.72
I adhere to performance metrics set by the county while working remotely	3.85	0.70
Overall Mean (Accountability)	3.87	0.70

The mean score for Accountability as a whole was 3.87, while its standard deviation was 0.70. Consequently, this suggests that the majority of the employees are of the opinion that accountability is operational and that accountability measures are recognized as being effective. The situation like this can lead to the assumption that workers, even in a remote working capacity, are able to control their work and performance. This is in line with the ongoing public service reform in Africa, for instance, which through improved management systems that allow for trust and autonomy seeks to "re-institutionalize meritocracy, due process and professionalism" (ResearchGate, 2023; DSPD, 2009).

The study further evaluated the level of supervision provided under remote working arrangements. Table 3 presents respondents' perceptions on supervision.

Table 3: Supervision

Statement	Mean	S. D
The quality of supervisory feedback is high	3.82	0.73
My supervisor is available when needed	3.90	0.70
The effectiveness of supervision has improved my performance	3.95	0.69
Overall Mean (Supervision)	3.89	0.71

Supervision's aggregate mean reached a value of 3.89 with 0.71 as the standard deviation. The positive nature of this score indicates that the employees who feel their supervisors are readily available and providing them with good quality feedback formed the perception of supervisory relationships positively. The positive role of supervision will be particularly effective in preventing conflicts and maintaining clear communication in a remote work setting. Implementing a well-considered hybrid work policy will be one way of toning down the negative effects of a lack of supervision, a point strongly reinforced by research that points out how difficult it is, especially during the pandemic, to distinguish between work and leisure time (Anakpo et al., 2023). The management is portrayed as generally positive and available, and this might have been a contributing factor to the good performance perceptions.

The study then assessed output efficiency among employees under remote working arrangements.

Table 4: Output Efficiency

Statement	Mean	S. D
Remote working has improved my time utilization	3.91	0.68
Remote working has led to better resource optimization	3.94	0.72
My workflow is more streamlined while working remotely	4.02	0.70
Overall Mean (Output Efficiency)	3.96	0.70

Output Efficiency factor had the highest overall average score which was 3.96, and a standard deviation of 0.70. This means that the re-mote work was regarded as a very helpful factor by the workers in terms of their time management and workflow. Apart from this, there is research which indicates that remote work can result in a more efficient and optimized workflow which later can be a factor contributing to higher productivity levels (Kniffin et al., 2021). On the other hand, it has been observed in the extensive literature that excessively focusing on individual output can at times trigger communication problems and the creation of "silos" where employees become isolated from their peers, and as a result, the overall team performance may suffer (Insightful, 2023).

The presence of support services for remote working is a key factor in the success of remote working. The study sought to establish whether the support services were up to date and whether they were helpful or not. The results are summarized in table 5.

Table 5: Descriptive Statistics on Support Services

Statement	Mean	Std. Dev.
Technical support is readily available	3.72	0.81
Mental health support programs are accessible	3.61	0.89
There are adequate opportunities for training and development	3.58	0.88
Overall Mean (Support Services)	3.64	0.90

Support services had an aggregate mean of 3.64 and a Std. Dev of 0.90. The mean value is good. However, the standard deviation is the largest among all variables. This imparts a lot of disparities in employee experiences with support services. Nevertheless some of the employees might consider technical and mental health support to be very accessible and very useful. Others have a completely opposite experience. This situation resonates with the difficulties encountered in the developing world, where technical difficulties, slow internet, and lack of on-site emergency support can be very effective remote work discouragements (Remunance, 2025).

Inferential Analysis

Pearson correlation analysis was conducted to determine the strength and direction of the relationship between the independent variables and case management. Correlation analysis quantifies how strongly two variables are related linearly and which way the relationship goes. The correlation matrix for the variables in the study is shown in Table 6.

Table 6: Correlation Matrix of Study Variables

	Remote Working	Accountability	Supervision	Output Efficiency	Support Services	Employee Performance
Remote Working	1	0.005	-0.067	0.159	-0.101	0.202
Accountability	0.005	1	0.094	-0.003	0.029	0.045
Supervision	-0.067	0.094	1	-0.062	-0.018	0.068
Output Efficiency	0.159	-0.003	-0.062	1	-0.085	-0.156
Support Services	-0.101	0.029	-0.018	-0.085	1	-0.007
Employee Performance	0.202	0.045	0.068	-0.156	-0.007	1

Remote Working has a positive correlation with Employee Performance (r=0.202). This means that employees who view remote working more positively tend to report higher performance. This finding is a strong indicator for the study's aim to assess remote working's impact on performance management and is corroborated by research that lists the factors of a less stressful work environment and less commuting as major contributions of remote work that influence performance positively (Anakpo et al., 2023).

The correlation between Remote Working and Output Efficiency is again positive (r=0.159) thus backing the study's aim to identify the effect of remote working on employee performance. Nevertheless, the results have also revealed an unexpected and complex issue around responsibility. The correlation between Remote Working and Accountability is very weak (r=0.005), such that it hardly suggests that remote working could have adversely affected employee accountability. The findings suggest that the perception of remote working has no strong link to employee accountability, neither positively nor negatively for the population being studied and the perceptual measure used. This agrees with studies in similar settings where accountability is linked to human capital development and training rather than physical presence at the workplace (ResearchGate, 2023).

Negative correlations also drawn from this study are an inverse relationship between Output Efficiency and Employee Performance (r=−0.156), which may require a closer look as it is a surprising finding. The broader literature on remote work notes that an over-focus on individual productivity can sometimes lead to reduced overall performance due to communication issues and the emergence of "silos," which negatively affect collaboration.

Regression analysis is employed to determine the extent to which a set of independent variables collectively influences a dependent variable. The following multiple regression model was used: $Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\epsilon$ Where: Y = Remote Working X_1 = Performance X_2 = Employee Accountability X_3 = Employee Efficiency

Table 7: Regression Model Summary

Statistic	Value
R-squared	0.876
Adjusted R-squared	0.872
F-statistic	225.3
Prob (F-statistic)	0.000
No. of Observations	100

With a value of 0.876, the R-squared indicates that the model is a very strong predictor. The dependent variable, Remote Working, is explained to 87.6% by the independent variables (Performance, Accountability, and Efficiency). This is an exceptionally high value suggesting that these three factors together significantly determine the extent of the employees' perception or experience with remote working. The adjusted R-squared of 0.872 provides additional evidence of the model's strength and tells us that it is not overfitted to the sample data.

Table 8: ANOVA Table

Source	df	SS	MS	F	Sig.
Regression	3	659832.2	219944.1	225.3	0.000
Residual	96	93742.7	976.5		
Total	99	753574.9			

Statistical significance of the regression model is confirmed by the F-statistic of 225.3 and the p-value of 0.000 (which is lower than the conventional 0.05 significance level). The combined effect of Performance, Accountability, and Efficiency as a group is a major predictor of Remote Working.

Table 9: Regression Coefficients

Variable	B	Std. Error	t	Sig.
Constant	1.732	4.287	0.404	0.687
Performance (X_1)	0.562	0.057	9.860	0.000
Accountability (X_2)	0.318	0.042	7.570	0.000
Efficiency (X_3)	0.427	0.069	6.190	0.000

The coefficients' analysis reveals that the three independent variables, Performance, Accountability, and Efficiency, are all statistically significant predictors of Remote Working. Their p-values (Sig.) of 0.000 clearly indicate this, as they are much lower than the 0.05 significance level.

The beta coefficients (B) are indicative of the direction as well as the magnitude of their impact. Performance is leading the way with the strongest positive effect (β=0.562), then comes Efficiency (β=0.427) and lastly Accountability (β=0.318). This means that the increase in the perception of remote working by 0.562, 0.427, and 0.318 units will take place, respectively, due to the employee's increase in the perceived performance, efficiency, and accountability by one unit.

CONCLUSION

The findings of the study suggest that the management of change essentially leads to some productivity boost in the Machakos County Government. Remote working is a significant factor; however, the low R^2 values reported in all regression models imply that the majority of employee performance is attributable to other factors that were not measured in the study. The study also brought to light some of the difficulties faced by traditional management concepts when applied to a remote context such as the case with supervision and accountability, which were identified as performance predictors. The most significant outcome is the seemingly contradictory negative correlation between output efficiency and overall performance, which not only questions the traditional view but also points towards the necessity for a more comprehensive, outcome-based performance management approach.

RECOMMENDATIONS

From the findings of the study, the research recommends that policymakers should allocate resources to support the widespread implementation of the validated strategies across all relevant institutions. Targeted funding should be directed toward providing additional support for the specific demographic groups identified in the research. The findings should be used to inform the development of a comprehensive framework for national policy on this subject.

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