



**ORGANIZATION CULTURE AND INFORMATION AND COMMUNICATION
TECHNOLOGY DYNAMICS AFFECTING THE ADOPTION OF TELEWORKING IN
THE HEALTHCARE INDUSTRY IN KENYA.**

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Abstract

In Kenya despite the fact that some firms particularly multinationals have the capacity to execute telecommuting few elaborate telecommuting programs are used within organizations many organizations go as far as offering flexible work programs. It's unknown how widespread teleworking has become because it's only practical for people who work full-time. The purpose of this study was to find out the factors affecting the adoption of teleworking in healthcare industry in Kenya using a case study of The Nairobi West Hospital Ltd. The specific objectives was to focus on effects of organizational culture and Information and Communications Technology (ICT) dynamics affecting the adoption of teleworking in the healthcare industry in Kenya. The researcher used the descriptive research design. The target population was 48 respondents from Nairobi West Hospital Ltd. The main data collection instrument was the questionnaires. Primary data was analyzed both qualitative and quantitatively and presented in graphs figures and tables. The findings revealed that 67% of the respondents were of the opinion that organizational culture affects the adoption of teleworking. A further 79% of the respondents felt that the use of and application of ICT contributed significantly to the slow adoption and success of teleworking. From the findings the researcher concluded that teleworking represents a unique advantage to the industry. The researcher recommends that there is need to develop a culture that promotes change and incorporate information and communications technology systems and create awareness to streamline teleworking activities.

Keywords: Organization Culture, Information and Communication Technology, Teleworking

1.0 Introduction

In the 1970s the concept of teleworking was promoted as a solution to replace the commute to work using telecommunications technology (Niles 2014). Teleworking is a work arrangement in

which individuals carry out their normal job tasks from a location other than their primary business location on a regular basis. Teleworking is typically thought of as an alternative work site to an employee's principal work location for a set amount of time (Jackson, 2000).

According to the Society for Human Resource Management's annual survey (2015), the number of firms planned to provide telecommuting in 2014 increased more than any other new benefit. According to statistics from the World Community Survey telecommuting grew by 79 percent between 2005 and 2012 accounting for 2.6 percent of the workforce in developed Europe and America or 3.2 million people. This includes full-time employees who work at least half of the time for someone other than themselves from home according to Ms. Lister (Kothari C.R 2004). However that definition has been widened to include the self-employed; those whose work requires them to work outside of an office such as taxi drivers plumbers truckers and construction workers; companies where everyone works remotely and there is no physical office; and those who work at home one day a week or less (Lawler 2014). Telecommuting is soon becoming the norm. Telework has expanded by over 80% since 2005 and it has continued to grow even as the general workforce shrank in 2011-2012. Telecommuting employees assist their employers in a variety of ways. Telecommuting could be the solution. Employers might also go out outside their immediate area and tap into a larger pool of experienced workers. Teleworkers are expected to account for 43% of all employees by 2030.

According to International Labour office (2016), Teleworking is widely used across the world's large continents of Europe and Latin America. Thirty-seven percent of American workers claim they telecommute up from thirty percent last decade but four times higher than the nine percent reported in 2005. While a higher percentage of US workers claim to have worked from home than in the past teleworking is still the exception rather than the rule. Workers in the United States report they telecommute from home approximately two days per month on average rather than going into the workplace. In a normal month 9% of workers say they telework more than to workdays implying that they telework at least half of the time (Lawler 2014). While telecommuting has gained significant attention in industrialized countries in recent years the concept of its adoption has yet to acquire traction in Africa's underdeveloped countries. South Africa has made significant progress in building rules and programs to incorporate teleworking into their work practices and the results are promising with a growing 9 percent of the country's working population adopting the practice (Christopher, 2012).

Organizational culture according to Rarasi and Schultz (2006) is a set of shared ideas that drive what happens in a company by defining appropriate conduct for specific contexts. Although this is correct the author does not demonstrate how organizational culture influences telecommuting adoption. Information and Communications Technology is a broad phrase that refers to any device or application that communicates. The number of persons who communicate by telecommunications varies widely with major differences between the private public and independent sectors. The next step in making all parts of information and communication technology (ICT) accessible to the workforce is a constant throughout successful telecommunicating strategies for enterprises.

Administrators in the health-care industry are attempting to keep favorable operational margins while being attentive to community demands. They may examine the advantages of telecommuting as they look for methods to save expenses and increase productivity. Telecommuting is the term used to describe the work done by workers of a company who work one or more days a week from home or at a remote location using computers and telecommunications equipment. The health-care industry will benefit from the freeing up of costly hospital space as well as reduced personnel turnover and enhanced productivity (Morrison, Burke & Greene, 2007).

1.1 Problem statement

East African countries are lagging behind in terms of telecommuting acceptance. In Kenya despite the fact that some firms particularly multinationals have the capacity to execute telecommuting few elaborate telecommuting programs are used within organizations many organizations go as far as offering flexible work programs. It's unknown how widespread teleworking has become because it's only practical for people who work full-time. In offices the majority of tasks are performed utilizing a computer. Teleworking is significantly more common among people in white-collar jobs along these lines. According to the Kenyan local organization the approach appears to be ineffective and unfavorable to most employers in the East and Central African region. Teleworking increases absenteeism since employees are unable to work from the comfort of their homes and thus an employee may lose his/her jobs due to friction/disagreement with supervisors and end-of-line managers. This has resulted in severe consequences for the company such as consumer complaints poor performance and employee attrition. This can be ascribed to an organization culture that is resistant to change resulting in failed implementation

due to the aforementioned difficulties. As cities get more congested the average travel time tends to increase (Nilles 2012). Many third-world towns are famously crowded with morning and evening traffic jams lasting for hours. People's time is fragmented as they devote more time to commuting or waiting for events with the majority of it being used on pointless commuting tasks (Liu et al. 2015). This will only get worse especially in metropolitan areas as the population grows. Poor road and train networks which lead to significant traffic congestion and as a result air pollution, very low energy penetration; limited internet infrastructure; and fixed telephone landline connectivity are only a few of the infrastructure difficulties (Kinney, 2011). This study serves to examine the factors affecting the implementation of teleworking in the healthcare industry in Kenya, with specific reference to The Nairobi West Hospital Limited.

Objectives of the study

- i. To access the effect of organization culture on the adoption of teleworking in Healthcare industry in Kenya.
- ii. To establish the effect of information and communications technology (ICT) on the adoption of teleworking in Healthcare industry in Kenya

2.0 Literature Review

2.1 Theoretical Literature

The study was anchored on Instrumental Theory and Concept of Acceptance Theory.

2.1.1 Instrumental theory

Mary Tiles and Hans Oberdiek established instrumental theory in 1991 in regards to the knowledge and cleverness produced at Intel and in Silicon Valley since the 1990s. Instrumental Theory presents a widely accepted perspective on technology. Technology is viewed as a set of tools for simplifying and automating processes that satisfy the demands of the user. Without its own evaluative content technology is considered to be neutral. Typically the concept implies that technology can be used to attain a goal by utilizing numerous breakthroughs (Meredith 2008). In other words technology is built on verifiable propositions. The expense of technology is what prevents different types of technology from being used and adopted by different businesses. Technology's neutrality is attributed to its universal characteristics which means it is unaffected by social or political factors. What is proposed is accurate to some extent but scientific concepts like scientific ideas preserve their state of mind and cognitive process in every way that is understandable in a broader social environment. What this means is that whatever works in one community will work in others as well. Technology is said to be neutral because it follows the

same norms and efficiency requirements in every way (Ngai & Wat 2006). The idea applies to this study in the context of senior management imposing new information technology systems on employees without first assessing their reaction to the system and whether or not they can easily accept it. Technology is universal with measurements that may be used in a variety of situations. It's also commonly utilized to boost productivity across a wide range of

2.1.2 Concept of Technology Acceptance Theory

Users are willing to embrace information technology if it helps them with their daily tasks according to Dillon and Morris (1996)'s Concept of Acceptance Theory. The concept is not being used in situations that require evidence of use or to use it for purposes that were not planned by the designer (a good example is using the internet at work for personal entertainment or other personal uses). To some extent it is still unclear because actual usage may differ from planned usage but such drifts are not as important as the theory suggests. Users who refuse to embrace the systems have shown to be one of the major roadblocks to the implementation of new information systems in businesses. Due to the user's failure to correctly utilize the system the best performance cannot be realized. This indicates that the most important factor in determining the success of any information system is the approval of the users. As a result it's critical to properly discuss and examine this topic in order to provide additional insight into the numerous components and factors that are troublesome as well as to look at current discoveries from various researchers (Bagozzi & Warshaw 2012).

2.2 Empirical Literature

Handy and Mokhtarian (1995) address the various methods for measuring telecommuting and the problems in comparing results from different polls. The elimination or partial elimination of a commute trip is a critical component of a transportation-centered definition of telecommuting. As a result telecommuting is commonly characterized as working from home or at a telework center or telecenter rather than going to an employer's office. However the available data on telecommuting has a number of flaws. For starters many surveys ignore telecenters entirely leaving out workers who work from home. Second some employees may telecommute part of the day and work in the office the rest of the day reducing commuting time but not completely eliminating it. These workers could be classified as telecommuters in a survey but they shouldn't be lumped in with those who work from home for the entire day. Third many surveys inquire about working from home potentially catching a segment of people who work from home.

People who manage home-based enterprises or work as independent contractors are likely not to be considered telecommuters.

2.2.1 Organization Culture and Teleworking

According to Harrington and Santiago (2006) on the study on Organizational Culture and Telecommuters' Quality of Work Life and Professional Isolation at Mason State College's, The study found out that not only may culture affect the implementation and success of telecommuting arrangements, but the increased isolation and independence of a virtual worker may impact the culture surrounding remote workers and create an organizational subculture. The first step is to determine whether the correct culture for remote work exists.

Kuriand and Egan (1999) asserts that Despite the fact that much has been written about how managers must evolve Employees' principal reluctance to telecommute defined as the use of telecommunications and/or computer equipment to carry out typical day-to-day operations while physically positioned offsite from the standard workplace is based on their fear of isolation according to evidence. Communication formality and job formalization were linked to telecommuters' opinions of procedural justice (the method of delivering incentives) and distribution fairness. As a result increased work formalization is predicted to reduce the problem of professional isolation.

According to Gainey Kelley & Hill (1999) those cultures that lack procedural guidelines and rely on close supervision by a central manager will be harmed the most by telecommuting; those cultures that are procedure oriented and have procedures in place will be strengthened and those cultures where employees are independent and can complete their work independently will be strengthened. While one problem is the transmission of cultural values to telecommuters it's also possible that telecommuters' solitude or surroundings causes a shift in culture. Employees who are separated from the informal talks that reinforce and explain values according to proponents of a changed culture the culture is weakened. Finally there are suggestions that the culture will be reinforced as employees become more independent adaptable and results-oriented.

Mathews 2015, opined that It's critical to consider pay-related cultural issues as well as your compensation philosophy. When it comes to remote workers you want to compensate them for getting things done not just for showing up. Make a point of encouraging the use of tools and technologies that foster a sense of belonging. This might include using simple instant messaging tools creating a restricted Facebook group for staff or collaborating with others. Many aspects of

onboarding are made easier by the simplicity with which technology can be used but you must continue to evaluate your approach on a frequent basis. After each new hiring you could notice areas where you might improve. It's vital to hire workers who can work from anywhere. Many people will have the drive but you must also be able to assess their performance. Take the effort to identify and hire for the personal qualities that make individuals effective in remote work environments such as self-motivation flexibility and the capacity to concentrate.

2.2.2 Information and Communications Technology and Teleworking

According to Oswald 2015, Businesses that use the internet to collect sales orders are more likely to engage in growth-related activities such as exporting and investing in expansion according to the world of business. When information and communication technologies (ICT) are used to enable work to be done at a distance from where the work results are needed or where the work would be most convenient it is referred to as telework. Home-based telework or telecommuting occurs when an employee or contractor works from home rather than traveling to a customer's location.

Nillie 2010 asserts that there are several degrees of telecommuting ranging from a partial substitution in which a person spends one day each week working at another place to a total substitution in which the work is performed elsewhere such as in an offshore call center. The possible impact of ICT on mobility can take the form of a modification a substitution or the creation of a movement depending on the social economic and geographical context in which it occurs. The centrifugal forces that have molded the physical architecture of metropolitan centers around the world are continuing to be pushed outward by ICT technologies.

The information age is a two-faced creature. Technology advances at a breakneck pace and we're online 24/7 readily communicating with people all over the world. Traveling from place to place however consumes time and money by burning the dwindling remains of dinosaurs. Even worse when we're trapped in rush-hour traffic our gadgets aren't much help. However with the help of technology flexibility and simple efforts taken by businesses and employees the long-promised benefits of telecommuting can be realized (Redman B 2014). Working from home or another remote location successfully necessitates more than a clunky computer and a sluggish Internet connection. According to Stan King chief executive of Information Technology in Falls Church "it requires at least a complete and unique office with printer fax capability (device or Web-based) scanner copier desk and mailing materials." "Teleconferencing capability with camera

and audio privacy quiet and a concentration on work rather than watching TV or running errands" he adds (Mullins 2015).

Users can now carry apps like word processing web browsing e-mail spreadsheets and associated data files on tiny USB devices thanks to relatively new technologies. Any computer may be turned into a viable workplace with these "portable desktop" solutions. Being business like begins with having a phone. Billing shocks are avoided with unlimited service. The correct tone for callers is set by a dedicated line with dependable voice mail and a non-cute greeting. Telecommuting is only possible with the support of your boss. Teleworkers can rapidly contact peers using company skills directories to "find the expert." Help desks and IT employees must recognize and support their invisible counterparts (Pigors 2013).

2.3 Conceptual Framework

Independent Variables

Dependent Variable

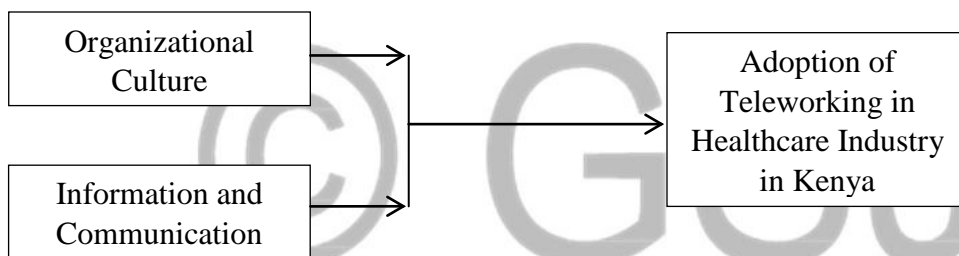


Figure 2. 1 Conceptual Framework

3.0 Research Methodology

3.1 Research Design

Ranjit (2008) outlines research design as methods used in conducting research. The appropriateness of a research technique depends on numerous issues including but not limited to the research problem and the complexity of knowledge necessary for the phenomena in question. . The research design that was used for this study is descriptive. Descriptive research is intended to obtain data that defines the features of the topic of concern in the research (Bray and Maxwell 2010). The descriptive technique aided in creating priorities definite to areas under research such as assessing the factors that implementation of telecommuting in an organization. This design was identified to allow the researcher to employ survey tactic in conducting the research.

3.2 Target Population

According to Mugenda and Mugenda (2003) a research population is also known as a group of people who have similar characteristics therefore all individuals or objects within a certain population usually have a binding characteristic or trait. The main focus is usually for scientific query. The description of the population has similar characteristics. The target population is the sum total of the group in which the researcher has interest in. Data for this study was collected from the staff of The Nairobi West Hospital Ltd. The target population was the 48 employees comprising of the Top management Middle management and support staff.

Table 3. 1 Target Population

Target Population	Frequency	Percentage
Top management staff	4	8
Middle management staff	4	8
Support staff	40	84
Total	48	100

3.3 Sample and Sampling Techniques

Lyon et al (2007) explains that the main function of sample is to allow the researchers to conduct the study to individuals from the population so that the results of their study can be used to derive conclusions that can apply to the entire population. Stratified random sampling was used in the study. The target population was homo genus. According to Mugenda and Mugenda (2003) stratified random sampling the researcher applied to ensure that particular subgroups were well represented in the sample in proportion to their numbers in population itself hence avoiding bias.

Table 3. 2 Sample size

Population category	Target population	Sample size (50%)	Percentage
Top management	4	2	8
Middle management	4	2	8
Support staff	40	20	84
Total	48	24	100

3.4 Data Collection Methods and Instruments

Primary information was collected by the use of a self-administered questionnaire. According to Wilkinson and Birmingham (2003) questionnaires are the best tools for quantitative research since they are easy to administer and they are fairly low-priced. They also note that questionnaires can be used to cover the population effectively and can also be administered with the slightest of training as well as being easy to analyze once they have been filled.

3.5 Pilot Study

The following discussion constitutes the validity and reliability of research instruments

3.5.1 Validity Test

Trochim (2006) defines validity as the degree to which a test measures what it is supposed to measure. Validity is measured in degrees. It's almost impossible for an instrument to be 100% valid because there are always few margin of errors. As a process validation involves measuring the accuracy of an instrument or a tool by collecting and analyzing the data. To confirm validity the questionnaires were confirmed by the research supervisor and research expert.

3.5.2 Reliability Test

This is a test done to determine the rate at which the instrument will produce the same results every time it's tested. Several tests can be done to determine reliability. Therefore reliability must be determined because the result should be consistent in terms of quality whenever the test is done at different times (Lyon 2007).

4. 0 Data Analysis and Interpretation

4.1 Response Rate

Table 4.1 shows the presentation of issued and returned questioners. As shown from the presentation the researcher distributed a total of 48 questioners of which 24 questioners were answered and returned. This was considered to be 50% and 24 questioners were not returned thus constituting a total of 50%. As the response rate suggest the number of questioners were considered enough to be used in the entire study.

Table 4. 1 Response rate

Questionnaires	Frequency	Percentage
Completed	24	50

Not completed	24	50
Total	48	100

Source: Author (2021)

4.2.2. Gender

The table 4.2 demonstrate the gender distribution of the respondents. It was established that 58% were male while 42% were female. The findings reveal that majority of the respondents are male as against female.

Table 4. 2 Gender of Respondents

Category	Frequency	Percent
Male	14	58
Female	10	42
Total	24	100

Source: Author (2021)

4.3.3 Age Bracket

The table 4.3 above demonstrates the distribution age of the respondent. It was established that 33% were aged between 21 – 30 years 42% were aged between 40 years and 17% are aged between 41 – 50 years while 8% were above 50 years. The findings reveal that majority of the respondents are aged between 31-40 years and this is an active and energetic group suitable for this company.

Table 4.3 Age Bracket

Category	Frequency	Percentage
21-30 years	8	33
31 – 40 years	10	42
41 – 50 years	4	17
Above 50 years	2	8
Total	24	100

Source: Author (2021)

4.2.4 Highest Level of Education

Table 4.4 shows that the highest education level of the respondents. 12% were primary certified holders 38% were secondary certified holders 42% were degree holders while 8% of the responds were represented by post graduates. The study indicated that degree holders dominated the study.

Table 4. 4 Highest Level of Education

Category	Frequency	Percentage
Primary	3	12
Secondary	9	38

Graduate	10	42
Post Graduate	2	8
Total	24	100

Source: Author (2021)

4.2.5 Work Experience

The study findings as shown on table 4.5 and figure 4.5 noted that a total of 38% of the respondents had a working experience of 5 years 50% had a working experience of 10 years and 12% had a working experience of over 10 year. The analysis showed that majority of the respondents had a working experience of 10 years.

Table 4. 5 Work Experience

Category	Frequency	percentage
5 Years	9	38
10 Years	12	50
Over 10 Years	3	12
Total	24	100

Source: Author (2021)

4.3 Effect of Organizational culture on the adoption of teleworking in Nairobi West Hospital Ltd

Table 4.8 shows the results of the study on the extent of Organizational culture effect on the adoption of teleworking in Nairobi West Hospital Ltd. Based on the findings 67% of the respondents rated Organizational culture as high 25% as moderate whereas 3% of the respondents said it was low. From the findings the researcher concluded that Organizational Culture affects the adoption of teleworking in Nairobi West Hospital Ltd.

Table 4.8 Extent of organization culture on adoption of teleworking

Category	Frequency	Percentage
High	16	67
Moderate	6	25
low	2	8
Total	24	100

Source: Author (2021)

4.4 Effect of Information and Communications Technology on the adoption of teleworking in Nairobi West Hospital Ltd.

Table 4.9 shows the results of the study carried out to establish to what extent Information and Communications Technology affects the adoption of teleworking The Nairobi West Hospital Ltd. The study indicated that 79% of the respondents were of the opinion that Information and Communications Technology affect the adoption of teleworking at a high rate 13% at a moderate

rate while 8% of the respondents said that it had a low effect. From the study the researcher concluded that organization culture affects the adoption of teleworking in The Nairobi West Hospital Ltd.

Table 4. 6 Extent of Information and Communications Technology on the adoption of teleworking.

Category	Frequency	Percentage
High	19	79
Moderate	3	13
Low	2	8
Total	24	100

Source: Author (2021)

5.0 Conclusions and Recommendations

5.1 Effect of Organizational culture on the adoption of teleworking in Nairobi West Hospital Ltd

Majority of the respondents said that the organization runs on the same culture they are used to of teamwork: which is a very good aspect in any company whereas the culture of embracing new changes is not quite vigilant in The Nairobi West Hospital Ltd. According to the findings many of the respondents rated the organizational Culture at a very high rate as a factor that affects and specifically limits the adoption of teleworking in the company.

5.2 Effect of Information and Communications Technology on the adoption of teleworking in Nairobi West Hospital Ltd.

The study concluded that information communication technology had an impact of employee in Nairobi West Hospital Ltd. The Nairobi West Hospital Ltd has applied information Technology in all departments in the organization as the company requires fast moving data transfer due to their nature of business. Majority of the respondents said that information technology helps them work and deliver to their work demand but the I.C.T aspect of telecommuting hasn't been quite well introduced and related to them as a working preference.

5.4 Recommendations

A Culture developed towards creating an environment where people enjoy and value their work thus embracing changes in work structures is key to do this effectively leaders must be sure to communicate clear expectations for every member of the organization these expectations should be supported by the words and actions managers who regularly let people know their

work in changing virtual systems is important to the organization individuals should be given assignment that are consistent with their strength and interests and opportunities for continued learning and growth towards teleworking. The impact of new ICT's on work structures is difficult to isolate from other factors such as increase in company revenues and the overall corporate growth as they form necessary as sufficient conditions for change ICT in general terms creates an action space to the full incorporation to the areas in which a set of opportunities for virtual work arrangements exist.

5.5 Suggestions for Further Study

The researcher suggest that further studies can be carried out to identify factors that affected the implementation of teleworking like management styles and competition in various industry levels so as to enlighten and come up with comprehensive solutions which can be relied on by other organizations and also the Government of Kenya.

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