

**REMOTE WORK AND EMPLOYEE PRODUCTIVITY: AT GLOBAL WORLD
COMMUNICATION TECH HUB LIMITED IN ENUGU METROPOLIS, ENUGU
STATE, NIGERIA**

**OZOADIBE, PRINCEWILL
GOU/U22/MAN/287**

**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS
ADMINISTRATION, FACULTY OF MANAGEMENT AND SOCIAL SCIENCES
GODFREY OKOYE UNIVERSITY, ENUGU**

JULY, 2026

**REMOTE WORK AND EMPLOYEE PRODUCTIVITY: AT GLOBAL WORLD
COMMUNICATION TECH HUB LIMITED IN ENUGU METROPOLIS, ENUGU
STATE, NIGERIA**

**OZOADIBE, PRINCEWILL
GOU/U22/MAN/287**

**A RESEARCH PROJECT TO THE DEPARTMENT OF BUSINESS
ADMINISTRATION, FACULTY OF MANAGEMENT AND SOCIAL SCIENCES
GODFREY OKOYE UNIVERSITY, ENUGU**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
BACHELOR OF SCIENCE (B.Sc.) DEGREE IN MANAGEMENT**

SUPERVISOR: PROF. NICK IGWE

JULY, 2026

DECLARATION

I, hereby declare that this project titled: “Remote work and employee productivity: At global world Communication tech hub limited in Enugu metropolis, Enugu State, Nigeria” is an original research report undertaken by me under the supervision of Prof. Nick Igwe of the Department of Business Administration, Godfrey Okoye University, Ugwuomu-Nike, Enugu State, and all the materials and authors quoted were dully acknowledged. And that the work has not been submitted in part or entirety to any institution for the award of any degree.

Ozoadibe, Princewill
GOU/U22/MAN/287

Date

APPROVAL

We hereby certify that this project titled: “Remote work and employee productivity: At global world Communication tech hub limited in Enugu metropolis, Enugu State, Nigeria” has been duly presented by Princewill Ozoadibe (GOU/U22/MAN/287) of the Department of Business Administration, Faculty of Management and Social Sciences, Godfrey Okoye University, Ugwuomu-Nike, Enugu State, and has been approved by the underlisted Examiners.

Prof Nicholas Igwe
Supervisor

Date

Rev. Fr. Dr Kenneth Obodoagu
Head of Department

Date

Prof. John Odo
Dean of Faculty

Date

External Examiner

Date

DEDICATION

I dedicate the project to Almighty God.

ACKNOWLEDGEMENTS

I sincerely give thanks to Almighty God for His grace, wisdom, strength, and guidance throughout the course of this research work. His blessings made the successful completion of this study possible.

My profound gratitude goes to my project supervisor Prof. Nicholas Igwe for his valuable guidance, constructive corrections, encouragement, and professional advice given throughout the period of this research. Your patience and dedication greatly contributed to the success of this work.

Thank you to Rev. Fr. Dr Kenneth Obodoagu the Head of the Department for continuing to lend your academic support, and guidance while creating an environment that helped to facilitate my completion of this study

My sincere appreciation goes to the Dean of the Faculty Prof. John Odo for the encouragement, administrative support, and commitment towards maintaining academic excellence within the faculty.

I am deeply grateful to the management and staff of the study organization for granting me access to relevant information, materials, and cooperation needed for this research. Their support and willingness to assist contributed immensely to the success of this work.

Special thanks go to all my lecturers, Prof. Johnny Eluka, Mr Isaac Agber, Dr. Ifeanyi Okoli, Dr. Nicholas Onyia, Rev. Fr. Kenneth Obodoagu, Dr. Anthony Ude, Dr. Bassey Ewah, Mr Miracle Okechukwu, Mrs Oluchi Okonkwo, Mrs V. I. Okoro, Dr. Ogo Nebo, whose teachings, knowledge, mentorship, and academic contributions throughout my years of study have immensely contributed to my intellectual growth and the successful completion of this research work.

I also wish to express my heartfelt gratitude to my parents (Engr. IKechukwu Ozoadibe and Mrs Ngozi Ozoadibe) for their financial support, prayers, motivation, sacrifices, and constant encouragement throughout my academic journey. Their unwavering support has been a major source of strength and inspiration.

Finally, I appreciate my friends and every other person who contributed directly or indirectly to the successful completion of this research work. May God bless you all abundantly.

TABLE OF CONTENTS

Title Page	1
Declaration	2
Approval	3
Dedication	4
Acknowledgements	5
Table of Contents	6
List of Tables	8
Abstract	9
 CHAPTER ONE: INTRODUCTION	
1.1 Background to the Study	10
1.2 Statement of the Problem	12
1.3 Research Objectives	13
1.4 Research Questions	14
1.5 Statement of Hypotheses	14
1.6 Significance of the Study	15
1.7 Scope of the Study	16
1.8 Limitations of the Study	16
1.9 Operational Definition of Terms	17
 CHAPTER TWO: REVIEW OF RELATED LITERATURE	
2.1. Conceptual Framework	19
2.1.1 Concept of Remote Work	19
2.1.2 Concept of Employee Productivity	19
2.1.3 Factors Influencing Employee Productivity	22
2.1.4 Effect of Remote Work on Employee's Productivity	24
2.1.5 Challenges Associated with Remote Work Model Faced	27
2.1.6 Strategies and Policies to be Adopted to Improve Employee's Productivity	30
2.2 Theoretical Framework	33
2.2.1 Self-Determination Theory (SDT)	36
2.2.2 Theory of Work Adjustment (TWA)	36
2.3 Empirical Review	41
2.4 Summary of Reviewed Literature	49
2.5 Gap in Literature	53
 CHAPTER THREE: METHODOLOGY	55
3.1 Research Design	55
3.2 Area of the Study	55
3.3 Population for the Study	55
3.4 Sample and Sampling Techniques	56
3.5 Sources of Data Collection	56
3.6 Instrument for Data Collection	57
3.7 Validation of the Instrument corporate	57
3.8 Reliability of the Instrument	57
3.9 Method of Data Collection	58
3.10 Method of Data Analysis	58

CHAPTER FOUR: PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA	59
4.1 Presentation of Base Data	59
4.2 Test of hypothesis	74
 CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS	 78
5.1 Summary of Findings	78
5.2 Conclusion	78
5.3 Recommendations	79
 REFERENCES	 81
APPENDIX	85

LIST OF TABLES

Table 1. Summary of Reviewed Literature	49
Table 2. Presentation of Base data.	59
Table 3. Gender of Respondents.	60
Table 4. Age of the Respondents.	60
Table 5. Marital Status of the Respondents.	61
Table 6. Qualification of the Respondents.	61
Table 7. Years of working experience of the Respondents.	62
Table 8. Employee Motivation Influence Productivity in remote Workers.	62
Table 9. Availability of Internet Access Affects employees productivity	63
Table 10. Effective Communication Improves Productivity amongs remote workers.	63
Table 11. Leadership Style Influence Employee Performance.	64
Table 12. Training and Digital Skill Improves Employee productivity.	65
Table 13. Remote Work Increases employee flexibility.	65
Table 14. Remote Work Improves Employee Productivity	66
Table 15. Remote Work Reduces Commuting Stress and Save time.	66
Table 16. Remote Work Improves Work-Life Balance	67
Table 17. Remote Work Enhances Employee efficiency in tasks.	67
Table 18. Poor Internet Connectivity affects Remote work.	68
Table 19. Unstable Electricity Supply affects productivity of Remote Workers.	69
Table 20. Communication Barriers Exist among Remote Employees	69
Table 21. Remote Workers Leads to Feeling of Isolation among Remote Workers.	70
Table 22. Home Distractions Reduce Employee Concentration	70
Table 23. Regular Training Programme Improves Remote Workers	71
Table 24. Leadership Style Influences employees.	72
Table 25. Remote Work improves Employees Productivity.	72
Table 26. Provision of Digital Tools Improves Remote Work.	73
Table 27. Performance Evaluation System Improves Evaluation System	73
Table 28. Hypothesis One : One -Sample test.	74
Table 29. Hypothesis Two : One-Sample test.	75
Table 30. Hypothesis Three : One-Sample test.	76
Table 31. Hypothesis Four : One- Sample test	76

ABSTRACT

This research looks into the Remote work and employee productivity: At global world Communication tech hub limited in Enugu metropolis, Enugu State, Nigeria. This research is based on the following specific objectives: (a) to establish the factors that affect the productivity of the employees of Global World Communication Tech Hub Limited in the remote work environment; (b) to analyze the effects of remote work on the productivity of the employees of Global World Communication Tech Hub Limited; (c) to determine the challenges faced in implementing the remote work in Global World Communication Tech Hub Limited; and (d) to ascertain some of the basic strategies and policies that should be adopted by Global World Communication Tech Hub Limited to improve the productivity of its employees in remote work environment. Self-Determination Theory and Theory of Work Adjustment have been used to anchor this research while the descriptive survey method has been employed. The sample population consists of 50 employees of Global World Communication Tech Hub Limited. The results show that workers engaged in remote work have increased productivity due to reduced travel time, increased flexibility, and self-management of work schedule. Majority of the respondents were able to complete their tasks quickly and also followed deadlines in their work environment. It has also been found that the remote working environment gives workers more control over their workplace, leading to job satisfaction. Increased job satisfaction led to higher commitment to the organizational goals and performance. It is suggested that the management of Global World Communication Tech Hub Limited should equip themselves with proper technological infrastructure to facilitate remote working such as internet and other technological platforms.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Recently, and especially over the last decade, work arrangements within organizations around the world have experienced major changes, marked by a noticeable shift from traditional office work to telecommuting and other forms of working arrangement. The cause of these changes is mainly attributed to fast development of information and communication technologies as well as globalization processes, which change organizational structure, work processes, and management within organizations. Thus, remote work becomes one of the key aspects of organizational activity today, helping companies save money and possibly increase productivity of their employees (Declan, 2007).

Remote work, or telecommuting, virtual work, and cloud-based work, implies work performed not from the traditional place of employment but from any other location. As Hatch (2006) defines it, remote work implies working in places other than in offices. Remote work is highly dependent on technologies which help organize communication and work from remote locations, without physical presence of employees in offices.

Globally, the popularity of remote work has grown greatly. For instance, the number of people who were performing their jobs using remote work arrangement was about 39 million people in the United States in 2000; despite the lack of development of information technologies at that time, the number of remote workers rose up to 55 million people by 2004 and was supposed to be growing (Diekmann & Seidel, 2005). Such trends point at the process of organizational restructuring due to development of technologies and change of traditional rigid organizational structure towards flexible one. According to Staples *et al.* (1999), it is because there is an opportunity to switch from rigid traditional organizations to virtual ones operating towards certain common goals regardless of physical locations of participants.

As it was noted, virtual organizations are characterized by the ability to conduct operations without centralized building and infrastructure. Hartman and Guss (1996) state that virtual organizations operate with the help of information and communication technologies as well as management systems. The main goal of such organizational structure is increasing efficiency and productivity of operations using digital technologies.

The importance of remote work for the twenty-first century points out at the necessity to pay more attention to this phenomenon as an important subject of management and organization studies. Continuous advances in digital technologies such as Internet, cloud computing, and communication technologies help recruit people from different countries without geographical limitations and make remote work even more attractive organizational way of functioning.

There are many benefits of remote work revealed by empirical research, including savings of costs, increased efficiency, increased creativity and flexibility of employees (Castellani *et al.*, 2013). Also, remote work saves commuting time which can be spent on productive activity. Moreover, it is suggested that remote workers are likely to be more productive than traditional office employees because of fewer distractions at the workplace and increased freedom in carrying out tasks.

However, remote work has disadvantages too. Some scholars point out factors complicating the implementation of remote work system including limited visibility of employees, data security problems, communication problems, problems related to time zones, cultural diversity, and necessity of sophisticated management system (Ries, 2016). Besides, remote workers often suffer from increased level of stress due to isolation and blurred boundaries between personal and work life.

Therefore, remote work is a complex phenomenon which requires development of special management techniques for improving performance of remote employees.

Nowadays, in Nigeria remote work is used in such areas as information technology, banking, telecommunications and other digital service area. Development of mobile penetration and Internet connection makes such development possible. However, unlike most developed countries, remote work in Nigeria is mostly informal and includes a lot of freelancers and independent contractors working only on short-term projects.

Nigeria is a unique operating environment that has a significant impact on the efficiency of remote work. It faces some infrastructure problems such as unstable power supply, lack of broadband and expensive Internet that limit efficiency of remote workers and effectiveness of work. Besides, there are economic and organizational constraints faced by remote workers. However, fast development of digital economy in Nigeria creates good opportunities for using remote work to improve efficiency and competitiveness.

An important issue is the distinction of remote work from traditional work and factors affecting its efficiency. Despite the large number of advantages of remote work, it is necessary to investigate its influence on employee productivity considering the role of motivational factors in this regard.

That is why, the purpose of this research is to evaluate the impact of remote work on employee productivity with consideration of the Nigerian case. In particular, this study seeks to find out (a) the extent to which remote work influences productivity and (b) the role of motivational factors in mediation of this relationship.

1.2. Problem of the Study

The rapid adoption of remote work has changed traditional workplace structures in many spheres of the world and within Nigeria. While remote work is known to bring about positive aspects like flexibility, cost reduction, and work-life balance among others, the extent to which this kind of arrangement affects productivity is still debatable. Some organizations have reported better performance due to less commuting and more freedom, while others have faced

some challenges like lack of coordination, supervision, and proper communication among others.

In Nigeria, the success of remote work may be complicated by infrastructure challenges like unreliable power supply, poor internet connection, and inability to use advanced digital technology. All these could seriously undermine the ability of employees to work optimally under remote conditions. Besides, there are many organizations lacking good remote-work policies and performance evaluation system making it difficult to judge employee productivity. Another crucial aspect to be considered is the impact of motivation in remote work environments. While remote work gives room for flexibility, it can bring about isolation, poor team spirit, lack of motivation from managers, all of which can negatively affect motivation and productivity. Motivated employees on the other hand are likely to thrive in remote work arrangements and achieve higher levels of productivity.

Despite the rise in remote work practice, there is a need for empirical proof on its impacts on employee productivity in particular within Global World Communication Tech Hub Limited (GWC Tech Hub Limited). Such a gap makes it difficult to make informed decisions by other organizations contemplating remote work arrangements. Therefore, this study is intended to assess the effect of remote work on employee productivity: a case study of Global World Communication Tech Hub Limited.

1.3. Objectives of the Study

In carrying out this study, the following objectives guide the research:

1. To find out factors affecting employee productivity at Global World Communication Tech Hub Limited in relation to their remote-working environment.
2. To evaluate the effect of remote work on employees' productivity at Global World Communication Tech Hub Limited.

3. To analyze the challenges facing the remote-work model at Global World Communication Tech Hub Limited.

4. To identify basic strategies and policies that Global World Communication Tech Hub Limited can adopt to further improve employee productivity in a remote-work environment.

1.4. Research Questions

For the purpose of framing the research findings and guiding the research, the following questions are formulated:

1. What factors affect employee productivity at Global World Communication Tech Hub Limited in relation to their remote-working environment?

2. What are the effects of remote work on employees' productivity at Global World Communication Tech Hub Limited?

3. What are the challenges facing the remote-work model at Global World Communication Tech Hub Limited?

4. What basic strategies and policies can Global World Communication Tech Hub Limited adopt to further improve employee productivity in a remote-work environment?

1.5. Research Hypotheses

This research is guided by the following null hypotheses:

H₀₁: There are no factors affecting employee productivity at Global World Communication Tech Hub Limited in relation to their remote-working environment.

H₀₂: Remote work has no significant effect on employees' productivity at Global World Communication Tech Hub Limited.

H₀₃: There are no challenges facing the remote-work model at Global World Communication Tech Hub Limited.

H₀₄: The basic strategies and policies adopted by Global World Communication Tech Hub Limited to improve employee productivity in a remote-work environment are not significant.

1.6. Significance of the Study

This study will help the management of Global World Communication Tech Hub Limited in understanding how remote-work practices affect productivity, efficiency, communication and job performance of its employees. The study will help in decision-making concerning flexible work policy, supervision, digital collaboration and performance improvement in the organization. It will also help the management to understand the challenges facing remote work and how to address them.

Employees benefit from this study since it helps in understanding advantages and disadvantages of remote-work practices as well as the impacts of remote work on work-life balance, motivation, stress and job satisfaction, productivity among others. Besides, it helps them to understand the skills and self-discipline needed to work remotely. In view of the current trend of virtual and hybrid work in technology companies, this study adds to the knowledge on the effectiveness of remote work in the tech sector and will assist other technology companies to improve productivity through remote arrangement and digital practices.

This study also adds to the literature on remote work and employee productivity, especially within technology companies and will serve as a source of information to future researchers, students and scholars in human resource management, organizational behavior and workplace technology. It offers information to policymakers and HR professionals on formulating good remote-work policies, employee engagement strategies, performance evaluation system that helps productivity in remote work environment. It may also offer information on formulation of labor practices fit for the modern digital workplace. Finally, taking into consideration the current trend of increased remote work due to technological development and globalization, understanding the impact of remote work on productivity helps organizations and individuals to adopt systems that can promote economic growth, efficiency and quality of life.

1.7. Scope of the Study

This study will evaluate the effectiveness of remote work on the productivity of employees at Global World Communication Tech Hub Limited, examining how remote work practices affect the performance, efficiency, communication, time management and the overall productivity of employees in the company. In terms of geographic scope, the study will be confined to Global World Communication Tech Hub Limited, involving data collection from the employees and management of the firm. The target participants of this study will be the employees involved in remote work and those with hybrid arrangements as well, focusing on their productivity when working remotely. In terms of content scope, the study will involve such notions as remote work and employee productivity, digital collaboration, work-life balance, employee motivation, communication systems and challenges of remote work.

Since the study has been conducted within a certain period of time and focuses on the experience of employees of Global World Communication Tech Hub Limited, the findings of this study might not be generalized to all organizations and companies without taking into consideration other variables such as organizational differences.

1.8 Limitations of the Study

As any research project does, this one has some limitations as well, which should be considered. Firstly, the study is limited to Global-world Communication Tech Hub LLC and involves only its employees, and therefore, the findings of the study may not entirely reflect the experience of the employees in other companies. Secondly, the limited number of participants is fifty (50) employees in total; despite the fact that all employees were involved in the research, the number of respondents makes the generalization difficult.

The main data source in the study was questionnaire, which means that the accuracy of the results depends greatly on respondents' honesty and willingness to give truthful answers and to understand what is asked of them. It is possible that some respondents will try to hold back

some information or give socially desirable answers rather than expressing their real opinions. The lack of time was also one of the problems during the research process. Moreover, some financial limitations have had an impact on the research as well.

Finally, the dynamics of remote work can be a limitation since the technological development, changing of organizational policy and other factors can influence the productivity of the employees differently over time. Taking into account all these limitations, there were still some ways to conduct the research and collect enough data in order to meet the research objectives.

1.9 Operational Definitions of Terms

Remote Work: This is the type of work that presupposes that the employees are not working in the office but performing their duties remotely using internet-enabled technologies and communication tools.

Employee Productivity: This term refers to the efficiency and effectiveness of work performed by the employees during a certain period.

Work-Life Balance: This term means the ability of the employees to deal with their professional responsibilities and their life together without any conflicts or stress.

Digital Collaboration: It means that the employees are collaborating with each other using such online tools as videoconferencing, emails, cloud platforms and messaging applications.

Organizational Performance: It refers to the level of achievement of the organizational objectives using effective resource management, high employee productivity and service delivery.

Employee Motivation: These are various factors that motivate the employees to perform their duties effectively.

Flexible Work Arrangement: It is the system that allows employees to select the place, schedule and mode of their work based on organizational policy.

Communication Technology: This term describes the technologies used for information exchange between the employees and management.

Job Satisfaction: It is the level of satisfaction that employees get while performing their duties under certain organizational conditions.

Hybrid Work System: This is the work system that combines the remote work of the employees with their attendance in the office.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Concept of Remote Work

Remote work is referred to as a work arrangement in which the employees carry out their duties away from the regular workplace using digital technologies and the internet. In remote work, employees stay connected to their organizations without being physically present in the organization. Remote work is sometimes referred to as telework, telecommuting, virtual work, distributed work, or flexible work arrangements.

According to Nilles (2018), remote work involves substitution of physical travel by telecommunications technologies which allow the employees to do their duties from far-away places. Nilles, known for being a pioneer of telecommuting, pointed out that the developments in information and communication technologies made it possible to run organizations even in cases where the workforce is geographically scattered.

Also, according to the International Labour Organization (2020), remote work is defined as a work arrangement in which employees use information and communication technologies to do work away from the employer's place. International Labour Organization added that remote work became popular especially during the outbreak of the COVID-19 where organizations needed alternative ways of doing businesses amid employee safety.

Remote work relies on digital communication and collaboration tools. Remote workers use different online tools such as emails, cloud storage systems, project management tools, video conferencing systems, and instant messaging apps to do their jobs and communicate with other colleagues. Different platforms like Zoom, Microsoft Teams, Google Meet, Slack, and Trello have greatly made it easy for remote work to be efficient and popular.

Remote work concept is mainly based on flexibility and autonomy. The employees are allowed to determine how and when to do the job, as long as the organizational goals and deadlines are fulfilled. Shockley (2025) suggested that remote work increases flexibility of the employees, lowers commuting stress and can help to increase employee satisfaction and productivity when done effectively. The authors further argue that organizations with sufficient technological support and communication systems will benefit much from remote work systems.

Besides, remote work is also related to work-life balance. The remote workers get the chance of controlling their schedules and therefore are able to balance between professional and family responsibilities. This makes their lives easier and improves employee well-being. According to the Organisation for Economic Co-operation and Development (2021), remote work helps the employees to have better lives by lowering travel time and giving flexibility in task management.

Moreover, remote work increases efficiency and saves on costs for the organization. Organizations practicing remote work systems may lower the costs of running offices through saving on the office space, electricity, transport allowance, and office maintenance. The employees also benefit in saving money on transport costs and lowering commuting stress. For technology organizations, remote work allows access to a bigger pool of talented employees regardless of their geographical location.

However, there are challenges facing remote work that can negatively affect the productivity of the employees and performance of the organizations. One of the main challenges is poor communication, especially if the internet connectivity is poor or if the employees lack face-to-face interaction. Also, the remote workers are prone to experience isolation, weak teamwork, lack of supervision, and difficulty in separating their professional from personal lives. Cyber security threats and data protection are also some of the common challenges that arise when doing remote work.

Furthermore, not all the employees have the discipline and time management skills required for them to do their work effectively in absence of direct supervision. Some of the workers may face distractions such as family engagements, domestic chores, or inappropriate environment for working. According to the International Labour Organization (2020), the organization needs to put up clear communication policies, give technological support to the employees, and ensure their well-being in order to benefit from remote work.

Remote work has brought about considerable changes in traditional organizational structure and management systems. The managers rely more on performance-based evaluation methods instead of physical supervision. The leadership systems have changed to include aspects of trust, communication, teamwork, and employee engagement. Many organizations have introduced hybrid work systems that include remote work and physical office attendance which enables the employees to alternate between the two.

In the technology industry, remote work has become widespread since many jobs in the organizations can be done digitally. The organizations in the technology field rely heavily on software development, cloud computing, and digital communication system to enable remote working. Remote work has therefore become a key method of increasing flexibility, attracting talents, and ensuring organizational continuity.

In summary, remote work is a transformation in modern workplace. Remote work gives flexibility, improves work-life balance, lowers costs, and ensures organizational continuity through digital technology. However, its effectiveness depends largely on organizational support systems, technological infrastructure, employee discipline, and communication methods. With continued drive towards digitalization, remote work is expected to remain a vital component of modern workplaces.

2.1.2 Concept of Employee Productivity

Employee productivity is defined as the efficiency and effectiveness of the employees in carrying out their assigned duties and contributing to the attainment of organizational goals and objectives. It is generally measured by the amount of work done by the employees in the specified period of time. Productivity depicts the extent to which employees use available resources, skills, time, and technology to achieve organizational objectives. According to Drucker (2023), productivity is viewed as the ability of workers to produce results through the proper application of knowledge, skills, and organizational resources. Drucker argues that in today's knowledge economy, productivity of workers does not depend merely on the exertion of physical effort but also on creativity, innovation, and proper utilization of information.

Likewise, Robbins and Judge (2024) define productivity of employees as the degree of success in performing their responsibilities in an alignment with organizational objectives. They suggest that productivity depends on such factors as employee motivation, job satisfaction, leadership style, work environment, organizational culture, and technology.

Productivity of employees can be understood from both quantitative and qualitative perspectives. Quantitative productivity pays attention to the volume of output, which consists in the number of performed activities, produced products, or provided services in a certain period. Meanwhile, qualitative productivity focuses on the quality criteria of accuracy, creativity, and general effectiveness. High output may go together with low quality, which means that productivity will be regarded as low.

In modern organizations, productivity is assessed not only by workers' attendance but also by performance and efficiency. This change becomes particularly important with the advent of remote work and digital working systems. Nowadays, productivity in organizations is evaluated in terms of performance indicators, including task completion rate, innovation,

communication efficiency, customer satisfaction, teamwork, and achievement of organizational goals.

There are numerous organizational and personal factors determining employee productivity. The primary one is motivation, since well-motivated employees (due to reward, recognition, promotion chances, and supportive leadership) work more effectively. According to Micha (2023), employees are motivated to perform better when their social, psychological, and economic needs are fulfilled in the workplace.

Environment is also a critical determinant, because a favorable work environment with appropriate equipment, comfortable working conditions, good communication system, and supportive management increases the efficiency and performance. Technology advancement has become a critical determinant too, especially for those organizations where digital work systems and collaborative software are used.

Moreover, training and development programs are crucial for improving productivity, as adequate training gives workers needed skills and knowledge to perform their tasks and adapt to changes in the organization. Continued learning helps develop competence, creativity, and innovation.

Furthermore, productivity is greatly connected with job satisfaction. Satisfied workers are characterized by greater commitment, loyalty, and dedication to organizational success, while dissatisfaction leads to absenteeism, demoralization, low productivity, and turnover.

Time management is another critical determinant. Workers, who properly prioritize their tasks and manage their time, manage to perform their assignments more effectively and timely. In a remote working context, self-discipline and time-management skills become even more important due to the absence of close supervision.

Also, organizations use performance appraisal system to evaluate employee productivity. Performance appraisals are helpful in identifying worker strengths, weaknesses, areas requiring

support or improvement. The effective performance appraisal system fosters organizational growth by encouraging efficiency and continuous improvement.

Moreover, teamwork and collaboration have a great impact on productivity. Collaboration and communication help to solve problems, share ideas, and become more effective. With the technological advancement, digital collaboration platforms like Microsoft Teams, Slack, and Zoom help geographically distant workers to enhance their collaboration and productivity.

However, despite its significance, productivity can be negatively affected by stress, poor leadership, scarcity of resources, demotivation, communication problems, workload, and bad working conditions. In a remote working context, some other factors can decrease productivity, including poor Internet connection, home distractions, isolation, and the absence of supervision.

2.1.3 Factors Influencing Employee Productivity

Employee productivity is determined by many organizational, technological, environmental, and personal factors influencing employees' performance and contributions to organizational objectives. Productivity depends not only on individual skills and efforts but also on organizational conditions, support systems, and management practices. The major influencing factors are described below.

Motivation: One of the main determinants of productivity is motivation, as motivated workers usually demonstrate their high dedication, enthusiasm, and willingness to achieve organizational objectives. Sources of motivation include salary, bonuses, promotion opportunities, recognition, job security, and other benefits. As Maslow (2023) asserts, productivity increases when the physiological, safety, social, esteem, and self-actualization needs are properly satisfied. Likewise, according to Herzberg (2019), factors like achievement, recognition, responsibility, and career growth possibilities greatly affect satisfaction and performance using Two-Factor Theory.

Work Environment: Work environment has a great impact on productivity. Favorable work environment provides comfort, safety, proper lighting, enough space, and equipment. Worker performance increases if the environment encourages concentration, communication, and teamwork. In a remote working context, home environment becomes of great importance, as poor Internet connection, home distractions, noise, and lack of work space might negatively affect productivity.

Technology and Digital Tools: Technological advancement greatly increases productivity, especially in modern organizations. Availability of efficient digital tools and communication systems helps to accomplish tasks quickly and effectively. Such digital tools as Microsoft Teams, Zoom, Slack, and cloud-based technologies allow workers to communicate, collaborate, manage their tasks, and investments into new technologies usually result in organizational efficiency and productivity.

Training and Development: Training and development programs increase worker knowledge, competence, and technical skills, thus improving productivity. Regular training helps workers to cope with organizational tasks, technological changes, and challenges. According to Ngwu (2024), knowledge and learning are essential factors of productivity in modern organizations, as well-trained workers show greater innovativeness and productivity.

Leadership style: The type of leadership adopted within an organization affects greatly the productivity of employees. Democratic, transformational and supportive leadership styles inspire employees to get engaged, motivated and cooperate, thus raising their productivity. On the contrary, the authoritarian leadership usually causes fear, dissatisfaction and poor morale resulting in low productivity. Leaders should set guidelines, establish goals of the organization, solve conflicts and create the appropriate working environment.

Communication: Good communication is very important in increasing the productivity of the employees. Better performance will result from good communication between the employees

and the organization with regard to goals, expectations and responsibilities. Poor communication leads to misunderstanding, mistakes, delays and conflicts. The communication becomes even more important in the context of remote work because the employees work through digital channels.

Job satisfaction: Job satisfaction is related to increased commitment and productivity. Satisfactions might come from good remuneration, promotion opportunities, recognition, proper supervision and good interpersonal relations. According to Robbins and Judge (2021), satisfied employees are more productive, less absent and less likely to leave the job.

Work-life balance: Work-life balance implies the ability of the employees to perform work and personal or family duties together. Those who are able to maintain this balance are likely to be more concentrated and productive. The adoption of remote work makes it easier to achieve the desired balance; however, blurring of the boundaries between work and personal life may cause stress and burnout, negatively affecting the productivity.

Organizational culture: Organizational culture involves values, beliefs and practices determining the behaviour of the employees within the organization. It affects considerably the success of the organization and the productivity of the employees. A culture which encourages cooperation, innovation, teamwork, trust and involvement of the employees increases the productivity.

Health and wellbeing of employees: The health condition of employees affects greatly their productivity. Healthy employees are energetic, concentrated and able to accomplish their work effectively. Stress, fatigue, illness and anxiety decrease the performance. The organizations which promote the health through health programs and other initiatives are more productive.

Time management: Effective time management helps organize tasks and finish them within the necessary period. It increases the attention and productivity of the employees. In the case

of remote work, self-discipline and effective time management become especially important because of the absence of the supervising.

Compensation and rewards: Proper remuneration and reward system motivates employees to increase their performance and contribute to organizational goals. Salary, bonuses, promotion and recognition increase performance, while underpaid or not recognized employees tend to become dissatisfied and unproductive.

Teamwork and collaboration: Through collaboration people can share their ideas, solve problems and innovate, thus becoming more efficient and able to complete their tasks collectively. Various digital tools help collaborate in both cases of physical and remote work.

Supervision and performance evaluation: The supervision and evaluation of the performance encourage the employees to become responsible and to pursue the organizational goals. Feedback shows weak points in performance and helps make improvements. The effective supervision and evaluation increase the productivity of the employees.

2.1.4 Impact of Remote Work on the Productivity of the Employees

Remote work becomes one of the recent trends of organizational development supported by digital technology innovations and changes in organizational practices. Remote work implies working from any place except the office using internet-based means of communication and collaboration. Introduction of remote work has caused numerous researches regarding its effect on the productivity of employees, and its positive and negative effects have been identified.

One of the positive effects of remote work on the productivity of the employees is increased flexibility. Remote work provides the opportunity to perform tasks in convenient places and more effective schedule. This flexibility can improve the work-life balance, reduce stress and increase concentration. Shockley (2025) asserts that remote work increases the autonomy and flexibility of the employees and increases job satisfaction and performance.

The second positive effect is reduction of the time and energy spent on transportation, which leads to less fatigue and redirection of time resources to productive activities. Urban environment with busy streets makes remote work much more efficient and punctual.

The next positive effect of remote work is improving of the work-life balance since remote workers are likely to enjoy the control over their professional and private lives. This control increases motivation and organizational commitment. According to the Organisation for Economic Co-operation and Development (2021), flexible work arrangements, including remote work, increase well-being and productivity of employees.

Remote work increases the autonomy and independence since the employees gain more responsibility for managing tasks and schedule in the absence of direct supervision. This environment fosters self-discipline, creativity and problem-solving skills. The employees who are skillful in time management are especially productive within remote work because of the absence of distractive office environment.

Finally, Remote work offers great possibilities to increase the productivity of organizations thanks to cost reduction. Organizations save money on renting office space, paying for electricity and gas, buying furniture, transport costs, and other similar expenses. Instead of that, organizations can use this money on their employees' development, technologic equipment, etc. However, there are drawbacks of remote work that influence employees' productivity negatively. First of all, it is the difficulty of communication. Remote work is mainly conducted through the virtual communication system, which means that misunderstandings may occur, feedback will be provided late, and no interpersonal communication is possible.

Another drawback of remote work is the social isolation of employees. As the interaction of remote employees with others is limited, they feel lonely and separate from their colleagues and organization activities. It may influence employees' mood negatively.

Moreover, the performance of employees can be supervised worse than in office setting. Managers will have difficulties to supervise the activity of their subordinates and maintain control of them. Some employees may have the problem with discipline, procrastination, and being distracted by things around.

In addition, technologic problems may influence the productivity of remote employees negatively. Lack of reliable internet connection, power outages, cybersecurity threats, and the lack of technologic infrastructure can prevent the process of communication and work performance, especially in developing countries. Employees who do not have access to reliable technologies cannot meet deadlines and the requirements of their organization.

Another challenge of remote work is the difficulty of dividing work from personal life. Although remote working gives an opportunity to be flexible and free, it complicates this division of work from personal one. Employees may have a problem with work overload, burnout, and stress, because they work too much or stay online all the time.

According to the International Labour Organization (2020), the productivity of remote employees depends on the organizational support, digital infrastructure, management techniques, and employee readiness. If an organization provides an effective communication system, performance evaluation method, programs of support for employees, and necessary digital equipment, it has more chances to receive positive results from remote work.

In technology-based organizations like Global World Communication Tech Hub LLC, remote work may bring even better results, as most organizational processes can be conducted digitally. Workers in technology companies usually use the special software development, cloud and online collaboration systems that make it possible to perform remote work efficiently. However, productivity in such conditions depends on good leadership, communication, teamwork, and discipline of employees.

2.1.5 Challenges Associated with the Remote Work Model

Remote work model has become popular in contemporary organizations owing to developments in ICT, globalization, and increasing need for work flexibility. Although there are a lot of advantages of remote work model, there are also several challenges that can influence productivity, communication, organizational performance and the well-being of people negatively. These challenges affect not only employees but also employers and need proper management.

Communication Barriers: The main challenge of remote work is its difficulty of communication. In the traditional office, people communicate with their colleagues and supervisors physically, which allows them to perform teamwork and solve problems quickly. Remote working involves mostly communication through digital means, such as email, videoconferencing, instant messaging, and others. The lack of internet connection, delay in responses, technologic problems, and lack of face-to-face interaction cause misunderstanding, gap in communication and decreased collaboration. Ineffective communication is considered to be a significant limitation of remote work according to the International Labour Organization (2020).

Social Isolation and Loneliness: Another challenge faced by remote employees is social isolation and loneliness. Due to limited physical interaction, remote employees may feel disconnected from organizational activities and relations. This situation affects negatively their mood, motivation, well-being and productivity. Unlike the traditional office, where informal communication happens during meetings and breaks, remote employees miss these opportunities for communication.

Difficulty in Monitoring Employee Performance: Supervision and monitoring of employees' activities is another serious challenge. Managers may face difficulties in assessing the commitment, productivity and progress of employees when they work from different places.

The reduced amount of supervision may cause worries about accountability and performance of tasks, and some employees may procrastinate and face problems with schedule management without control.

Problems with Work-Life Balance: Although remote work brings opportunities to have better work-life balance, it also complicates the division of work and personal life. Home-based employees have difficulties to draw a line between official and personal duties. Availability of working tools and communication channels causes prolonged working hours, overload of work, stress, burnout, and fatigue.

Technological and Internet Challenges: Remote work is based on reliable technology and internet services. Poor internet connection, instability of power supply, outdated devices, software errors, and cybersecurity threat can disrupt the process. In developing countries, lack of the necessary digital infrastructure becomes a significant obstacle for remote work. Employees who do not have reliable internet connection and up-to-date devices experience problems with timely performing of tasks and participating in video conferences. Employers also face the risks of cybersecurity, such as hacking, data breaches, and unauthorized access to confidential information of the company.

Reduced Teamwork and Collaboration: Remote work may decrease the teamwork and collaboration owing to the lack of physical contact. In the office environment, employees can exchange ideas, solve problems together, and collaborate. Remote environment slows down the process of collaboration, as employees interact via digital means of communication.

Employee Distractions in the Domestic Environment: Many remote employees experience distractions in the home environment that make them lose focus and be less productive. Responsibilities around the house, interruptions by family members, ambient noise, child care duties, and unsuitable work space may make employees less productive because they cannot

concentrate fully on their organizational activities. Employees without home work spaces may have problems sustaining professionalism and discipline during working hours.

Mental Health Issues and Stress: Remote work can make people experience stress, anxiety, and mental exhaustion, especially if they feel isolated or overwhelmed by their work. Too many virtual meetings, too much screen time, and lack of social contacts can harm people's psychological condition. Continuous online availability can also cause some stress and dissatisfaction with job among remote employees.

Poor Organizational Support Systems: Some organizations may not provide proper support systems for remote workers. Such factors as poor training, poor technical resources, unclear work policies, and poor communication can affect the performance and productivity of employees. People need organizational support, including technical equipment, training, and other factors, to be able to perform productively in remote working conditions.

Problems with Maintaining Organizational Culture: Remote work can affect the maintenance of organizational culture due to lack of physical meetings, teamwork activities, and other organizational contacts. Values, teamwork spirit, and engagement can become weaker if people interact less frequently in the face-to-face format. New employees in particular may have problems adapting to organizational culture because they will join an organization remotely.

Time Management Issues: People who work remotely usually have more freedom in planning their time and it may be beneficial and problematic at the same time. Some remote employees can experience problems with managing their time, procrastinating, and doing priority activities because of the lack of office routines. Poor time management can cause delays in completing tasks and reduce employees' productivity.

2.1.6 Strategies and Policies to Be Adopted to Increase Employees' Productivity

Employee productivity is important for the growth, effectiveness, competitiveness, and sustainability of organizations. Organizations that use good productivity improvement strategies can achieve better levels of performance, satisfaction, and success. In the current workplaces, especially remote and hybrid ones, organizations should implement some policies and management strategies that would contribute to efficiency, motivation, collaboration, and well-being of people. The following strategies and policies will increase employee productivity.

Provision of Adequate Training and Development: First of all, one of the most important strategies for increasing productivity is training and development. Organizations should give employees opportunities to learn new knowledge and technical skills necessary for effective work. Training helps to increase employees' efficiency, creative potential, communication skills, and ability to adapt to organizational changes and technology development. As James (2022) emphasizes, knowledge and learning process are key factors of productivity in modern organizations. Organizations should also organize different workshops, seminars, online courses, and mentoring programs to increase their competence and confidence.

Use of Effective Communication Systems: Communication is an important factor contributing to productivity. Organizations should create good communication channels that would enable them to exchange information, collaborate, and get feedback from employees. Digital platforms like Microsoft Teams, Zoom, Slack, and email should be used properly to increase collaboration, especially in remote work. Managers should ensure that employees understand organizational goals, expectations, responsibilities, and deadlines to prevent any misunderstandings and delays.

Introduction of Flexible Work Policies: Flexible work schedules, including remote and hybrid systems, can contribute to productivity if they are implemented properly. Flexible schedule allows balancing work and private affairs and reducing stress and increasing job

satisfaction. Organizations should create clear policies about remote work with specifying performance expectations, communication rules, work schedule, and accountability measures. Remote employees should have enough technical support to work productively.

Motivation and Rewards for Employees: Motivation of employees influences their productivity to a large degree. Organizations should develop fair and attractive reward systems that would evaluate efforts, performance, and achievements of employees. Motivation techniques may consist in raising salaries, bonuses, promotions, recognition awards, incentives, opportunities for career development, and appreciation programs. According to Herzberg (2018), recognition and achievements are key factors enhancing satisfaction and performance. Valued employees tend to be more committed and productive.

Creation of a Good Work Environment: Good work environment contributes to people's concentration, morale, and efficiency. Organizations should create comfortable, safe, and supportive working conditions to increase their productivity. It includes proper equipment, adequate lighting and ventilation, reliable internet access, ergonomic furniture, and modern technical resources. In the context of remote work, organizations may support their employees with providing them with money for internet connection, laptops, and other technical means.

Work-life Balance Promotion: Organizations should introduce policies that will help employees maintain good work-life balance. Excessive workload and long working hours may cause stress, burnout, and lower productivity of employees. Flexible schedules, leave policies, wellness programs, and mental health programs can help people to balance work responsibilities and private life. People who have lower levels of stress and higher well-being tend to be more productive and motivated.

Leadership and Supervision: Managers' styles influence employees' productivity. Managers should use supportive and transformational leadership styles that encourage teamwork, participation, communication, and engagement. Good leaders guide, mentor, and encourage

employees, create a positive organizational culture based on trust, accountability, and commitment. Proper supervision and control are needed to ensure that people are concentrated on organizational goals and are provided with necessary support to increase their performance.

Performance Appraisal Systems: Organizations should have good performance appraisal systems that allow evaluating productivity and finding ways to improve it. Evaluations help people to know about their strengths, weaknesses, and performance expectations. Feedback helps to improve employees' skills, habits, and efficiency. Performance appraisal systems also increase accountability and motivate employees to achieve organizational goals.

Support of Teamwork and Collaboration: Teamwork and collaboration are important in terms of increasing organizational productivity as they help in knowledge sharing, creativity, innovation, and problem-solving. Organizations should encourage cooperation in the form of team projects, group discussions, and decision-making. Digital collaboration tools should be used to increase collaboration in remote working conditions.

Investments in Modern Technologies: Investments in modern technologies play an important role in boosting the level of productivity of employees in an organization. Investments in current technology, such as computers, software applications, cloud computing, automation tools, and other modern means that simplify working processes and boost efficiency are needed for organizations. Technology helps to ease the burden of manual work, communication, data processing and management and enables employees to do their jobs faster and better.

Clarity of Organizational Policy and Goals: Organizations should develop policies and procedures as well as set certain goals and expectations of employees. Employees work more effectively if they know what goals, policies, and rules the organization has, what their responsibilities are. Clear policies prevent possible misunderstandings, conflicts and inefficiencies. In case of remote working, it is crucial to define the standards of communication, reporting, security, etc., as well as productivity.

Involvement of Employees in Decision Making: Giving employees a chance to participate in decision making process motivates and engages employees and increases their commitment to the organization. When employees believe that their ideas and opinions are valued, they are more likely to contribute positively to the organization. Participative management increases trust and innovativeness and builds better relationships in the organization.

Improvement of Physical and Mental Health of Employees: Organizations should care about physical and mental health of employees and help them stay healthy and energetic through different health programs, health insurance, and stress management practices. Healthy people work better. The matter of mental health is especially important in remote working situations, since remote employees can suffer from stress, loneliness, and even burnout.

Training in Time Management and Productivity Improvement: Organizations should organize training in time management and task prioritization in order to teach employees how to be more efficient in their work and how to manage their time better. Efficient management of time leads to efficient completion of assignments. Remote workers especially require discipline and good organizing skills in order to keep being productive without being at the office all the time.

2.2 Theoretical Framework

2.2.1 Self-Determination Theory (SDT)

Self-Determination Theory (SDT) is a motivational theory developed by Deci and Ryan explaining the causes of certain behavior of people and showing how people can be more motivated and productive when their psychological needs are met. SDT argues that people are more motivated, productive and satisfied when they experience certain aspects of their life environment. These aspects include autonomy, competence and relatedness. SDT distinguishes two kinds of motivation: intrinsic motivation caused by personal satisfaction and interest in

certain assignment and extrinsic motivation motivated by external incentives such as salary, prestige and so on.

Autonomy is the first core aspect of SDT. Autonomy refers to the need of a person to feel free and independent when doing things. When people are able to control and decide on how to do something, they are more responsible and committed to it. For example, when there is remote working in an organization, employees are not controlled in the office, but are allowed to decide on the way they would like to complete their tasks.

Competence is the second core aspect that means that employees should feel that they are good and able to perform their tasks. Motivation is increasing when people have enough skills and knowledge to do their tasks. Competence is especially important in contemporary environment, where remote work is typical. It requires constant learning and the development of skills through various trainings and technologies.

The third aspect is relatedness, which means the need of a person to belong somewhere. People are more motivated when they are related to someone, feel connections with other people. Relatedness can be especially difficult to achieve when employees work remotely, since they do not have the possibility of direct communication and meeting. However, using various technologies, people can communicate and establish relations with each other despite the physical distance.

Self-Determination Theory is particularly relevant to study employee productivity in organizations such as GWC Tech Hub LLC. Remote working significantly impacts the feelings of autonomy, competence and relatedness of employees and affects their motivation and performance. If employees have enough autonomy, possess necessary skills and technologies, have connections with other people, they are more likely to be motivated and productive. If employees lack in these aspects, their motivation can fall and their productivity will be low.

Therefore, organizations which provide remote working should give proper support to their employees through trainings, communication system, etc.

2.2.2 Theory of Work Adjustment (TWA)

The Theory of Work Adjustment (TWA) developed by Rene Dawis and Lloyd Lofquist in 1964 highlights the interaction of workers with their work environment. As per TWA, both the employees and organizations possess certain expectations and requirements that need to be fulfilled in order to create a productive employment relationship. Workers bring in their skills, knowledge, abilities, and experience into the organization while the organizations offer rewards, conditions, and opportunities. According to TWA, the match between employees' needs and the work environment results in favorable outcomes like job satisfaction, organizational commitment, and productivity, whereas a lack of match results in unfavorable outcomes such as poor performance and reduced productivity.

There are two main constructs in TWA: satisfaction and satisfactoriness. Satisfaction is defined as the extent to which the workers see that the environment is meeting their needs. Satisfactoriness means the extent to which the employees meet the performance expectations of their employers. It is claimed that a productive and stable employment relationship exists when both workers are satisfied with their environment and employers are satisfied with worker performance.

Adjustment is seen as a continuing reciprocal process where both the sides try to adjust themselves to each other. The employees adjust to organizations through modifying behavior, developing skills, and changing work practices while the organizations make adjustments through amending their policies, providing necessary resources, and improving working conditions. This adjustment helps create harmony and improves workers' performance. In modern organizations where remote work is used, the process of adjustment becomes

especially important since the workers should adjust to varied conditions outside the typical office environment.

The Theory of Work Adjustment is relevant to the research "Effect of Remote Work on Employee Productivity: A Study of Global World Communication Tech Hub Limited, Enugu" in terms of its ability to explain how the workers react to changes in the work environment. Remote work implies a quite different mode of operation than traditional employment where workers operate in offices. The workers have to adjust to new working conditions, using digital communication methods, managing their time independently, and maintaining their productivity in the absence of physical supervision. In line with TWA, the workers who are able to adjust to these changes are more likely to retain productivity and job satisfaction.

Furthermore, the theory states that employee productivity in remote work depends on the extent to which the remote work environment meets the needs of the workers. For example, availability of reliable internet, adequate technologies, flexible schedule, and organizational support can help increase job satisfaction and productivity, but difficulties in technology use, communication, isolation, and lack of organizational support can prevent adjustment and reduce productivity. Therefore, TWA provides a good framework for explaining variations in employee productivity in the condition of remote working.

The Theory of Work Adjustment also stresses the importance of organizational support in terms of helping employees adjust. In order to make the remote work effective, the organization should provide necessary resources and support systems that would allow the workers to perform their duties efficiently. These could include training in digital technologies, technical support, efficient communication channels, performance feedback, and policies promoting work-life balance. In case the organizations provide these resources, the employees become more likely to adjust to the remote work conditions and remain productive.

Within the context of Global World Communication Tech Hub Limited, Enugu, the theory can be applied in order to analyze how the workers have adjusted to remote work and what effect it had on their productivity. The theory implies that employees who see remote work as beneficial and supporting their personal and professional needs demonstrate increased commitment and efficiency. Besides, according to TWA, the management can increase productivity of the employees by creating remote work environment that corresponds to the needs of the employees and the objectives of the organization.

Thus, the Theory of Work Adjustment provides a complete explanation of the relation between remote work and employee productivity. It emphasizes that the productivity is determined by the level of compatibility between the workers and their environment. Consequently, the theory is suitable for this research because it explains how the workers' adjustment to remote work conditions influences their ability to perform effectively. The focus on employee satisfaction, organizational support, and person-environment fit gives useful information about remote work implementation and productivity improvement.

This research will be based on the Theory of Work Adjustment because it supposes that the workers are most productive when there is a good fit between their abilities and job requirements and between their needs and the rewards offered by the work environment. In a situation of remote work, the workers face various challenges including limited face-to-face interaction, technological problems, communication difficulties, distraction in home environment, and increased self-discipline requirement. The ability of the workers to adjust to these conditions determines whether the remote work will contribute to or hinder the productivity of the workers.

2.3 Empirical Review

Bloom, Liang, Roberts, and Ying (2025) examined these issues in the context of a large Chinese travel agency. With the use of an experimental design, participants were randomly divided into remote and office-based groups over nine months. Data were gathered from performance records, employee surveys, and organizational productivity records. According to the findings, remote workers were characterized by increased productivity of 13 percent compared to office-based workers. The reason for this productivity growth was the absence of workplace distractions, fewer breaks, lower absenteeism, and extended working hours due to the absence of commuting. Furthermore, remote workers enjoyed high job satisfaction and low intention of turnover, appreciating flexibility and better work-life balance in remote setting. Moreover, there was no need for expensive office space and, therefore, cost savings could be achieved. Thus, it was concluded that remote work may help to increase productivity if workers are provided with technological resources and measured based on output rather than presence. The relevance of the study to the current research lies in the identification of how remote work affects productivity.

Gajendran and Harrison (2024) reviewed the effects of telecommuting on the performance, satisfaction, and organizational outcomes of workers. The meta-analysis included findings of many empirical studies of numerous employees in different organizations and countries. The analysis focused on the impact of the intensity of telecommuting on various work outcomes and revealed positive association between telecommuting and productivity especially in case of moderate level of telecommuting. Remote workers had greater autonomy, ability to manage schedules, and fewer workplace distractions contributing to higher task performance and productivity. The meta-analysis indicated that telecommuting increases job satisfaction and organizational commitment, reduces work-related stress and intention to leave a job. On the other hand, extensive telecommuting leads to poor communication and low socialization which

hampers collaboration and teamwork. The authors concluded that remote work may be efficient if organizations have mechanisms to ensure communication and collaboration. Therefore, the meta-analysis provides a strong evidence of the efficiency of remote work with proper management and support.

Allen, Golden, and Shockley (2025) analyzed its impact on productivity, well-being and organizational performance. It was found that remote work enables great freedom in managing work schedules and environments, increasing concentration and, thus, productivity. Remote workers do not experience distractions of coworkers, lack commuting stress and can create the environment according to their preferences which increases productivity. In addition, the study reveals some drawbacks of remote work including social isolation, communication problems and inability to separate work and life. Nevertheless, the authors conclude that the advantages of remote work prevail over the drawbacks if organizations provide enough technological support and encourage collaboration among workers. They stressed that managerial trust and self-discipline of employees play key role in successful remote work. Therefore, the paper is relevant to the present research since it considers opportunities and challenges of remote work and its effects on productivity.

Bentley *et al.* (2023) used structured surveys to study remote employees across different companies. Productivity stood out notably among individuals feeling strong backing from their employers - unlike peers receiving minimal assistance. What helped most? Tools for smooth digital interaction, consistent check-ins by supervisors, and chances to grow skills over time. Workers chatting often with teammates also felt more engaged, finding greater meaning in daily work. Yet challenges emerged when outdated systems slowed progress - or when leaders offered little guidance. One reason this study matters today? It shows how workplace backing shapes performance outside the office. Support from management turns out to be central when teams operate remotely. Relevance here ties directly to ongoing discussions in the field.

From home offices across U.S. sectors, Golden and Veiga (2025) examined how remote work links to employee output. Data came through questionnaires alongside company performance logs, aiming to assess impacts tied to varying degrees of working remotely. Performance rose slightly when employees split time between home and workplace, mainly because less travel freed up energy, self-direction grew, and focus strengthened. A quieter setting - free from typical office interruptions - was noted by staff as helping mental clarity. Yet full-time distance work weakened spontaneous talks, team problem-solving, and the sharing of insights among colleagues. Disconnected from coworkers and managers, workers often see lower output. When remote work blends with time in the office, performance tends to rise most.

Working remotely offers freedom, yet staying linked to the team matters just as much. Connections within a company tend to hold things together even when people are far apart. Flexibility gains value when it does not break communication lines. Distance changes how we interact, but not the need to remain involved. Being online regularly helps keep trust alive across screens. What works well often depends on consistent contact, not just individual effort. Working from home tends to drain less energy, according to Sardeshmukh, Sharma and Golden (2022). Their research looked at how virtual workplaces affect tiredness, involvement in tasks, and output quality. Data came from surveys filled out by staff across companies using remote setups. Because people avoided long commutes, fatigue dropped noticeably - flexible hours helped too. Rather than feeling drained, many said they felt alert, even eager, during work time. That shift showed up clearly in how much they accomplished each day. When individuals could manage their own pace and schedule, focus sharpened. Control over daily routines sparked deeper connection to responsibilities. Performance improved not through pressure - but because motivation grew naturally. Still, scientists observed success in remote work hinged largely on how workers handled schedules while staying in touch with team members and

bosses. It turned out distance working boosted both output and mental health - so long as companies offered proper resources alongside transparent goals.

Looking into how remote work thrives, Nakrošienė, Bučiūnienė and Goštautaitė (2023) turned their attention to Lithuanian professionals adjusting to home-based roles. Instead of interviews or observations, they chose surveys targeting those already working remotely on a consistent basis. What stood out in the outcomes was clarity - productivity linked closely to personal traits like staying focused without oversight. Communication mattered too; clear, frequent exchanges made collaboration smoother despite physical distance. Being comfortable with digital tools played a quiet but vital role behind the scenes. Support from managers emerged as another key thread weaving through successful experiences. Those able to plan daily tasks methodically saw better results along with greater contentment in their jobs. Meanwhile, connections maintained over messages or calls kept people feeling involved - even when alone at home. Even basic tech tools helped workers handle duties smoothly despite being far apart. What people bring themselves matters just as much as what companies provide when working remotely. Studies show success depends on personal habits alongside company support structures. Distance stops being a barrier when the right digital setups are in place. How well remote work functions ties closely to traits of individuals and how firms organize their systems. Looking at the U.S. Patent and Trademark Office, Choudhury, Foroughi and Larson (2021) explored how allowing remote work affected output levels among staff members. Using internal records and performance metrics, they assessed whether freedom in workplace location made a measurable difference. Productivity rose noticeably when workers could operate outside fixed locations, unlike peers bound by geography. Instead of following standard office setups, these individuals picked surroundings aligned more closely with individual rhythms and responsibilities. That shift - away from place-based rules - corresponded with stronger results across key job measures. Job satisfaction and motivation rose among workers, leading

to improved results on tasks. When people could decide how to manage their time, output increased noticeably. Autonomy in scheduling seemed to play a central role, shaping daily efficiency. Findings suggested that letting staff control their environment boosted both individual and team success. Performance gains emerged most clearly where trust replaced rigid oversight.

What shaped how people worked from home during 2021 caught the attention of Wang, Liu, Qian and Parker. Through both questionnaires and spoken conversations, their study looked at what made some thrive while others struggled. Having a set space just for tasks helped workers stay focused - this mattered more than expected. Where connections stayed strong online, performance tended to follow. Support from those living in the household often acted like an invisible boost. On the flip side, distractions popping up too often pulled concentration apart. Without proper tools or stable tech, effort did not always match output. When personal duties clashed with job demands, energy drained faster. Working well from home depends on conditions inside companies as much as outside ones. For success, firms should supply tools alongside guidance to tackle issues that come with remote roles.

Looking at years of data, Bailey and Kurland (2022) examined how working remotely affects both individual output and company results. Because people could choose when and where they worked, productivity often rose - commutes disappeared, focus improved. Satisfaction climbed too, since staff felt more autonomy over daily routines. Instead of relying on chance interactions, teams used digital platforms to stay aligned across distances. When technology was reliable and messages were consistent, cooperation held steady. Success came down to planning: firms needed strong systems, not just goodwill, to keep operations smooth. For many companies, adapting meant updating tools as much as rethinking habits.

Though conducted in 2023 by Grant, Wallace and Spurgeon, the study focused on how UK workers perceived remote employment using open-ended conversations. Focus sharpened for

many when office distractions faded - flexibility played a role here. Home environments, it turned out, helped several balance job duties alongside private commitments without strain. Productivity gains were noted - not because of longer hours, but due to better time control. Isolation crept in though, even as screens stayed bright late into evenings. Social contact thinned over months, leaving certain individuals adrift emotionally. Boundaries blurred; work spilled into meals, family moments, rest. Not every outcome carried benefit - some found themselves mentally tethered long after logging off. At times, these difficulties took a toll on drive and output. Support - social and psychological in nature - was seen by the study team as key for boosting both productivity and personal wellness among those working remotely.

Looking into how working from home affects companies and staff, Messenger and Gschwind (2023) studied patterns across multiple nations. While distance work eased pressure tied to travel, it gave workers more control over their schedules - leading to better separation between job demands and personal life. Because of this shift, output rose alongside contentment among team members. Firms allowing remote setups saw fewer absences while holding onto talent longer than before. Despite these gains, strong leadership approaches and clear information pathways remained vital for sustaining such arrangements over time.

Examining remote work during the pandemic, Contreras, Baychal and Abid (2020) analyzed recent studies on the topic. Where leadership was clear and consistent, workers at home tended to stay more productive. Communication mattered - especially when it happened often and included both task updates and personal check-ins. Digital tools made daily operations smoother, yet their impact depended heavily on how well managers used them. Surprisingly, morale played a role just as central as technology did. Outcomes improved not because policies were strict, but because guidance felt reliable and humane. Though infrastructure enabled connectivity, engagement hinged on trust built by leaders. Success in distance working wasn't automatic - it emerged where management supported people, not only processes.

Ferreira, Pereira, Bianchi and Silva (2021) looked into how employees in Portugal view working remotely, along with effects on output levels. Through surveys given to professionals in various sectors, it became clear that performance often rose when people worked from home - fewer office interruptions played a role, besides more control over timing. Being able to shape daily routines around individual needs lifted drive and effectiveness for many staff members. Still, several issues came up: staying in touch proved hard at times, tech hiccups occurred, while chances for casual contact dropped sharply. One takeaway stood out - firms need steady backing in digital tools and learning programs if they want remote setups to deliver fully.

Looking at Japanese office staff, Morikawa (2022) analyzed how working from home influences output, drawing on broad survey responses across multiple sectors. Productivity differences emerged clearly - not because of location alone, but due to setup stability and digital preparedness at home. Where people had a set-aside area for tasks, steady connectivity, and proper devices, results improved noticeably compared to peers without these basics. Support structures mattered just as much; individuals whose employers provided guidance or assistance adjusted faster. Performance held steady most often when institutional backing was present. Productivity may rise when staff work remotely - yet only if solid systems back them up, leaders guide clearly, adjustment is possible. Morikawa pointed out such conditions matter greatly. Where setups lack support, results often dip. The link to the Theory of Work Adjustment appears strong. Fit between worker and setting drives performance, after all. When surroundings shift, so must individuals. Success follows not just from location, but how well each person adapts

2.4 Summary of Empirical Review

Table 1: Summary of Empirical Review

S/ N	Author/ Year	Location/ country	Nature of Study/data	Methodolo gy	Finding	Recommendatio ns	Knowledg e gap
1	Bloom, Liang, Roberts and Ying (2025)	China	conducted one of the most influential studies on remote work and employee productivity using employees of a large Chinese travel agency	Employee surveys, and organizational productivity reports.	The findings revealed that employees working remotely demonstrate a productivity increase of approximately 13 percent compared to their office-based counterparts.	The study is relevant to the present research because it demonstrates how remote work arrangements can influence productivity in organizations that rely heavily on technology and communication.	Inclusive variables adopted
2	Gajendran and Harrison (2024)	Nigeria	carried out a comprehensive meta-analysis examining the effects of telecommuting on employee performance, job satisfaction, and organizational outcomes	OLS Regression Method	The study also found that telecommuting enhanced employee job satisfaction and organizational commitment while reducing work-related stress and turnover intentions.	The study provides valuable evidence that remote work can improve employee productivity when properly managed and supported by organizational policies.	Poor adoption of theoretical framework
3	Allen, Golden and Shockley (2025)	Nigeria	Investigated the impact of telecommuting on employee productivity, well-being, and organizational performance.	The researchers employed a systematic review	The study found that remote work offers employees greater flexibility in managing their work schedules and work environments, which often leads to improved concentration and productivity.	This study is particularly relevant because it highlights both the opportunities and challenges associated with remote work and their implications for employee productivity.	Wrong Methodology adopted
4	Bentley <i>et al.</i> (2023)	New Zealand	The effects of flexible work arrangements on employee productivity and well-being among remote workers in New Zealand.	The researchers employed a quantitative research design	The findings revealed that employees who received strong organizational support reported significantly higher levels of productivity than those who received limited support.	The study underscores the importance of creating a supportive work environment for remote employees, making it highly relevant to the present study.	Outdated scope

5	Golden and Veiga (2025)	United State	Investigated the relationship between telecommuting and employee performance among workers from different industries in the United States.	Survey Research	The findings indicated that moderate levels of telecommuting were associated with improved employee performance due to reduced commuting time, increased autonomy, and enhanced concentration.	The study demonstrates the importance of maintaining ork.	Wrong choice of research design
6	Sardeshmukh , Sharma and Golden (2022)	Nigeria	Conducted a study to examine the impact of telework on employee exhaustion, job engagement, and performance.	Adopted Qualitative data analysis	The findings revealed that remote work significantly reduced employee exhaustion by minimizing commuting stress and providing greater flexibility in work scheduling.	The study concluded that telework can be an effective strategy for improving employee productivity and well-being when organizations provide adequate support and establish clear performance expectations.	Wrong choice of theoretical framework
7	Nakrošienė, Bučiūnienė and Goštautaitė (2023)	Lithuania	Investigated factors influencing the success of remote work among employees in Lithuania.	The researchers used a survey research design	The findings indicated that self-discipline, effective communication, technological competence, and managerial support were among the most important determinants of remote work productivity.	The researchers concluded that both individual and organizational factors contribute significantly to the effectiveness of remote work arrangements.	Outdated scope
8	Choudhury, Foroughi and Larson (2021)	United State	Examined the impact of work-from-anywhere policies on employee productivity within the United States Patent and Trademark Office.	Survey and Qualitative data analyses	The findings showed that employees allowed to work from any location experienced productivity improvements compared to those restricted to specific geographic areas.	The researchers concluded that remote work arrangements that provide employees with greater autonomy can significantly enhance productivity and organizational effectiveness.	Wrong choice of variables

9	Wang, Liu, Qian and Parker (2021)	Nigeria	Explored the experiences of employees working remotely during the COVID-19 pandemic.	using a mixed-methods approach involving surveys and interviews	The findings revealed that employees with dedicated home workspaces, reliable internet access, and supportive family environments experienced improved productivity.	The researchers recommended that organizations provide employees with the resources and support necessary to overcome challenges associated with working from home.	The choice of the statistical tool is wrong
10	Bailey and Kurland (2022)	Nigeria	Conducted an extensive review of telework research to assess its impact on employee performance and organizational outcomes.	OLS regression Techniques	The study found that telework generally improved employee productivity by increasing flexibility, reducing commuting time, and enabling employees to work in environments conducive to concentration.	The researchers concluded that organizations seeking to implement telework successfully must invest in technological infrastructure and establish clear communication practices.	Wrong specification
11	Grant, Wallace and Spurgeon (2023)	United kingdom	Explored employees' experiences of remote work in the United Kingdom through qualitative interviews.	using a mixed-methods approach involving surveys and interviews	The findings revealed that remote work enabled employees to focus more effectively on their tasks due to fewer interruptions and greater flexibility.	The researchers concluded that organizations should provide social and psychological support to remote workers to maximize productivity and employee well-being.	Specification error
12	Messenger and Gschwind (2023)	Nigeria	Investigated the effects of telework on organizational performance and employee productivity across several countries.	Adopted MLS techniques	Their study found that remote work reduced commuting-related stress, increased employee flexibility, and enhanced work-life balance.	However, they emphasized the need for effective management practices and communication systems to ensure the long-term success of remote work programs.	Methodology adopted is wrong

13	Contreras, Baykal and Abid (2020)	Nigeria	Examined remote work practices during the COVID-19 pandemic through a review of contemporary literature.	OLS regression Techniques	The study found that organizations with strong leadership, effective communication systems, and advanced digital infrastructure experienced better productivity outcomes among remote employees.	The researchers concluded that leadership effectiveness is a critical factor influencing the success of remote work arrangements and employee productivity.	Wrong data collected
14	Ferreira, Pereira, Bianchi and Silva (2021)	Portugal	Investigated employees' perceptions of remote work and its impact on productivity in Portugal.	Using survey questionnaires administered to workers	The researchers found that remote work improved productivity by reducing workplace distractions and offering greater flexibility.	The study concluded that organizations should continuously invest in technology and employee development to maximize the benefits of remote work.	Wrong theoretical framework adopted
15	Morikawa (2022)	Nigeria	Examined the productivity effects of remote work among Japanese employees using large-scale survey data collected from various industries.		The findings revealed that the productivity of remote workers varied significantly depending on the quality of their home working conditions and technological readiness.	The study recommends the importance of employee adaptation to the work environment in achieving optimal productivity.	Error in the choice of statistical tool

Source: Compiled by the Researcher's (2026)

2.5 Gap in Literature

Even though more studies now explore remote work's impact on output, unanswered questions remain - especially when looking at tech firms like Global World Communication Tech Hub LLC. Some aspects have simply not been examined closely enough. Where data exists, it often misses specific workplace dynamics unique to innovation-driven teams. Earlier findings do not always apply to fast-moving digital environments. One reason deeper analysis is needed lies in how quickly these companies evolve. What worked last year may already be outdated. Subtle shifts in communication patterns can affect results without immediate notice. Most reports focus on broad trends rather than individual organizational behavior. Rarely does research track long-term effects across similar but distinct departments. This leaves room for new insights into daily operations. Without closer study, assumptions might replace evidence. Particular traits of tech hubs demand tailored approaches. General conclusions drawn from office-based settings fail here. The pace, tools, and expectations differ too much. Insights must reflect those differences. That gap motivates a fresh look at current practices.

Looking at current research, the bulk of it comes from wealthier nations, leaving places such as Nigeria less explored. Because of this, conclusions drawn elsewhere might miss key aspects tied to local infrastructure, societal norms, or tech access. What emerges is a disconnect - insights from one setting failing to fit another quite so neatly.

Looking at it differently, research into remote work often centers on broad company structures - rarely zooming in on tech hubs or firms rooted in software and systems. Given that these businesses operate through constant digital connection, new investigations should target how working from afar shapes output in their unique context.

Looking beyond numbers, most research misses richer context by focusing only on statistics. Instead of blending interviews with surveys, few efforts link staff voices to measurable

outcomes. Without such combination, subtle workplace realities often stay hidden. Understanding how people truly feel about working remotely remains partly unexplored.

Yet most studies highlight only the bright side of working remotely - savings, freedom in scheduling - while skipping over exhaustion, loneliness, miscommunication, weaker oversight. That tilt skews how we see what telecommuting truly does to output.

One key missing piece involves research tailored to particular organizations. Findings often get averaged across sectors, blurring insights into how working remotely shapes output inside one company's unique setup. Here, attention zeroes in on Global World Communication Tech Hub LLC to sharpen understanding.

CHAPTER THREE

METHODOLOGY

3.1 Research Design

This study leaned on a descriptive survey method. Gathering details about how remote work affects output happened at Global World Communication Tech Hub Limited. Because surveys can capture clear responses, the choice fit well here, according to Kerlinger in 2014. Information came directly from individuals experiencing these conditions. Descriptions formed around actual workplace outcomes, nothing assumed. The process focused strictly on what people reported. No extra tools were added beyond the questionnaire itself. Clarity mattered most when shaping each finding.

3.2 Area of the Research

Located in southeast Nigeria, the research took place in Enugu State - a region formed in 1991 from the former Anambra State. This area covers approximately 4,267,837 square kilometers of land. Backed by the 2006 national count, its people number around 7,450,668 residents. Though established relatively recently, it holds distinct cultural and geographic significance within the country

3.3 Study Population

What counts as a population depends on who or what matters for the research at hand. Every person or data point sharing key traits tied to the study makes up this group, as noted by Cooper and Schindler in 2003.

A group of fifty individuals forms the core of this research - each one employed at Global World Communication Tech Hub Limited. Spread across roles, they cover administration, technical operations, customer service, along with leadership functions. Working remotely or through mixed setups defines their daily involvement in company activities.

3.4 Sample and Sampling Methods

With just fifty staff at Global World Communication Tech Hub Limited, the entire group became part of the research. Because numbers were low enough to handle without issue, every employee was included directly. This approach skipped random selection entirely - instead, each person counted. The method used fits best when groups are compact, making full coverage practical. So rather than pull samples, all individuals formed the data pool.

Every person in the group could take part simply due to how data was gathered across everyone present. Because results came from all individuals instead of just some, confidence in outcomes grew naturally through full inclusion.

3.5 Sources of Data Collection

Using firsthand accounts along with existing records formed the basis of the research. Data came not only from new interviews but also from previously published materials.

Primary Data

From staff at Global World Communication Tech Hub Limited, primary data came via structured questionnaires. These forms captured immediate insights into how working remotely affects performance. Direct responses shaped the core of the findings.

Secondary Data

From textbooks down to earlier studies on remote work and output, secondhand information came together. Because of journal articles, along with online sources, a base for ideas took shape slowly. Conference reports played their part too, feeding into what was already known. Earlier findings slipped in naturally, backing claims without force. Each source added weight, though none stood alone. Theory found footing where evidence overlapped. What emerged rested on layers built long before this project began.

3.6 Instrument for Data Collection

The instrument used for data collection was a structured questionnaire designed by the researcher. The questionnaire was divided into two sections:

Section A: Contained demographic information of respondents such as gender, age, educational qualification, and department.

Section B: Contained questions related to the research objectives and research questions on remote work and employee productivity.

The questionnaire items were structured using a five-point Likert scale as follows:

Response Option	Abbreviation	Value
Strongly Agree	SA	5
Agree	A	4
Undecided	UD	3
Disagree	D	2
Strongly Disagree	SD	1

The Likert scale was adopted because it allows respondents to express the degree of their opinions clearly and conveniently.

3.7 Validation of the Instrument corporate

Validity refers to the extent to which an instrument measures what it is intended to measure.

To ensure the validity of the instrument, the questionnaire was submitted to the research supervisor and other experts in the Department for proper examination and correction.

Their observations, recommendations, and suggestions were incorporated into the final draft of the questionnaire to ensure clarity, relevance, and suitability of the research instrument.

3.8 Reliability of the Instrument

Reliability refers to the consistency and dependability of a research instrument. The reliability of the questionnaire was tested using the Cronbach Alpha reliability method.

Copies of the questionnaire were administered to selected respondents outside the study population but with similar characteristics. The responses obtained were analyzed using Statistical Package for Social Sciences (SPSS). The reliability coefficient obtained was **0.704**, which indicated that the instrument was reliable and suitable for the study.

3.9 Method of Data Collection

The researcher administered copies of the questionnaire directly to the respondents. The direct method of administration helped ensure a high response rate and allowed respondents to seek clarification where necessary.

The completed questionnaires were collected, checked, and organized properly for data analysis.

3.10 Method of Data Analysis

The data collected from the respondents were analyzed using simple percentage and frequency distribution tables. Statistical Package for Social Sciences (SPSS) was also used in organizing and analyzing the data obtained from the questionnaire.

The simple percentage formula used is:

$$\text{Simple Percentage} = \frac{X}{N} \times 100$$

Where:

(X) = Number of responses

(N) = Total number of respondents

(100) = Constant percentage

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.1 Presentation of Base Data

Data on questionnaire response as well as socio-economic characteristic of respondents were presented in this section.

Table 2.

S/ N	Categories of Respondents	Number of Questionnaire Distributed	Number of Questionnaire Returned	Percentage of Returned Questionnaire
1.	Marketing Dept.	18	14	36%
2.	Administrative Dept.	10	8	20%
3.	Personnel Dept.	8	6	16%
4.	Finance Dept.	14	12	28%
	TOTAL	50	40	100%

Source: Field Survey 2026 (SPSS Computation)

4.1.1 Analysis of Demographic Data

The demographic data focuses on the analysis of data gathered on the Gender, age, qualifications and department of operation. The valid population of respondents in Global World Communication Tech Hub Ltd which is 40 was used because the number is small and manageable. Descriptive statistics was used to summarize the demographic information and the research question in this study. The working population of the study is 40

Table 3:

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	23	57.5	57.5	57.5
	Female	17	42.5	42.5	100.0
	Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

Table 3 indicates that 23 respondents representing 57.5% of the selected population are male, while 17 respondents representing 42.5% are female. Hence we conclude that majority of the respondents are male.

Table 4

Age				
	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	21-25	17	42.5	42.5
	26-30	7	17.5	60.0
	31-35	4	10.0	70.0
	36-40	5	12.5	82.5
	41-45	2	5.0	87.5
	46-50	3	7.5	95.0
	51 and above	2	5.0	100.0
	Total	40	100.0	100.0

Source: Field survey 2026 [SPSS COMPUTATION]

Table 4 show that 17 respondents representing 42.5% fall within the age bracket of 21-25, 7 respondents representing 17.5% fall within the age bracket of 26-30, also 4 respondents representing 10.0% fall within the age bracket of 31-35 whereas 5 respondents representing 12.5% fall within the age bracket of 36-40years. 2 respondents representing 5.0% fall within the age bracket of 41-45years. 3 respondents representing 7.5% fall within the age bracket of 46-50years. Finally, 2 respondents representing 5.0% fall within the age bracket of 51 and above.

Table 5**Marital status of the respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	16	40.0	40.0	40.0
Married	18	45.0	45.0	85.0
Divorced	4	10.0	10.0	95.0
Widowed	2	5.0	5.0	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

Table 5 shows the marital status of the respondents, from the result 16 (40.0%) of the respondents are single, 18(45.0%) of the respondents are married, 4(10.0%) of the respondents are divorced, 2(5.0%) of the respondents are divorced. Hence, the study concludes that majority of the respondents are married.

Table 6**Qualifications**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid WASC/GCE	20	50.0	50.0	50.0
DIPLOMA, ND, OND, NCE	9	22.5	22.5	72.5
B.Sc/M.Sc	7	17.5	17.5	90.0
Other specification	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

Table 6 show that 20 respondents representing 50.0% affirms that they have WASC/GCE, 9 respondents representing 22.5% affirms that they have DIPLOMA, ND, OND, NCE, 7 respondents representing 17.5% of the respondents affirms that they have B.Sc/M.Sc. finally, 4 respondents representing 10.0% affirms that they have other specification not mentioned in the options.

Table 7

Years of working experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 Years	11	27.5	27.5	27.5
	4-6Years	20	50.0	50.0	77.5
	7-10 Years	5	12.5	12.5	90.0
	10 Years and above	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

From the table 7 above, the result shows that 11(27.5%) of the respondents falls within the age bracket of 1-3years, 20(50.0%) of the respondents falls within the age bracket of 4-6years, 5(12.5%) of the respondents falls within the age bracket of 7-10years, 4(10.0%) of the respondents falls within the age bracket of 10 years and above. Hence, the study concludes that majority of the respondents are between the age bracket of 4-6years.

Analyses of the first research question

What are the factors influencing employee productivity in Global World Communication

Tech Hub Limited as it relates to remote working environment?

Table 8

Employee motivation influences productivity in remote work.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	32.5	32.5	32.5
	Agree	8	20.0	20.0	52.5
	Undecided	6	15.0	15.0	67.5
	Disagree	9	22.5	22.5	90.0
	Strongly Disagree	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 13(32.5%) of the respondents affirms strongly agree, 8(20.0%) of the respondents affirms agree, 6(15.0%) of the respondents affirms undecided, 9(22.5%) of the respondents affirms disagree, while 4(10.0%) of the respondents affirms strongly disagree, hence we conclude that employee motivation influences productivity in remote work Global World Communication Tech Hub Limited.

Table 9

Availability of internet access affects employee productivity.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	40.0	40.0	40.0
Agree	9	22.5	22.5	62.5
Undecided	5	12.5	12.5	75.0
Disagree	5	12.5	12.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 16(40.0%) of the respondents affirms strongly agree, 9(22.5%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that availability of internet access affects employee productivity Global World Communication Tech Hub Limited.

Table 10

Effective communication improves productivity among remote workers.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	11	27.5	27.5	27.5
Agree	14	35.0	35.0	62.5
Undecided	3	7.5	7.5	70.0
Disagree	8	20.0	20.0	90.0
Strongly Disagree	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 11(27.5%) of the respondents affirms strongly agree, 14(35.0%) of the respondents affirms agree, 3(7.5%) of the respondents affirms undecided, 8(20.0%) of the respondents affirms disagree, while 4(10.0%) of the respondents affirms strongly disagree, hence we conclude that Leadership style influences employee performance in remote work settings in Global World Communication Tech Hub Limited.

Table 11

Leadership style influences employee performance in remote work settings.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	40.0	40.0	40.0
Agree	9	22.5	22.5	62.5
Undecided	5	12.5	12.5	75.0
Disagree	5	12.5	12.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 16(40.0%) of the respondents affirms strongly agree, 9(22.5%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that Leadership style influences employee performance in remote work settings in Global World Communication Tech Hub Limited.

Table 12**Training and digital skills improve employee productivity.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	21	52.5	52.5	52.5
Agree	4	10.0	10.0	62.5
Undecided	2	5.0	5.0	67.5
Valid Disagree	10	25.0	25.0	92.5
Strongly Disagree	3	7.5	7.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 21(52.5%) of the respondents affirms strongly agree, 4(10.0%) of the respondents affirms agree, 2(5.0%) of the respondents affirms undecided, 10(25.0%) of the respondents affirms disagree, while 3(7.5%) of the respondents affirms strongly disagree, hence we conclude that training and digital skills improve employee productivity in Global World Communication Tech Hub Limited.

Analyses of the second research question

What are the effects of remote work on employee productivity in Global World

Communication Tech Hub Limited?

Table 13**Remote work increases employee flexibility.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	19	47.5	47.5	47.5
Agree	6	15.0	15.0	62.5
Valid Undecided	5	12.5	12.5	75.0
Disagree	5	12.5	12.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 19(47.5%) of the respondents affirms strongly agree, 6(15.0%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that Remote work increases employee flexibility productivity in Global World Communication Tech Hub Limited.

Table 14

Remote work improves employee productivity				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	10	25.0	25.0	25.0
Agree	12	30.0	30.0	55.0
Valid Undecided	8	20.0	20.0	75.0
Disagree	6	15.0	15.0	90.0
Strongly Disagree	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 10(25.0%) of the respondents affirms strongly agree, 12(30.0%) of the respondents affirms agree, 8(20.0%) of the respondents affirms undecided, 6(15.0%) of the respondents affirms disagree, while 4(10.0%) of the respondents affirms strongly disagree, hence we conclude that Remote work improves employee productivity in Global World Communication Tech Hub Limited.

Table 15

Remote work reduces commuting stress and saves time.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	13	32.5	32.5	32.5
Agree	12	30.0	30.0	62.5
Valid Undecided	1	2.5	2.5	65.0
Disagree	9	22.5	22.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 13(32.5%) of the respondents affirms strongly agree, 12(30.0%) of the respondents affirms agree, 1(2.5%) of the respondents affirms undecided, 9(22.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that remote work reduces commuting stress and saves time in Global World Communication Tech Hub Limited.

Table 16

Remote work improves work-life balance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	11	27.5	27.5	27.5
Agree	14	35.0	35.0	62.5
Undecided	5	12.5	12.5	75.0
Disagree	5	12.5	12.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 11(27.5%) of the respondents affirms strongly agree, 14(35.0%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that remote work improves work-life balance in Global World Communication Tech Hub Limited.

Table 17

Remote work enhances employee efficiency in task completion.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	10	25.0	25.0	25.0
Agree	12	30.0	30.0	55.0
Undecided	8	20.0	20.0	75.0
Disagree	6	15.0	15.0	90.0
Strongly Disagree	4	10.0	10.0	100.0

Total	40	100.0	100.0
-------	----	-------	-------

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 10(25.0%) of the respondents affirms strongly agree, 12(30.0%) of the respondents affirms agree, 8(20.0%) of the respondents affirms undecided, 6(15.0%) of the respondents affirms disagree, while 4(10.0%) of the respondents affirms strongly disagree, hence we conclude that remote work enhances employee efficiency in task completion in Global World Communication Tech Hub Limited.

Analyses of the third research question

What are the challenges associated with remote work model faced in Global World Communication Tech Hub Limited?

Table 18

Poor internet connectivity affects remote work performance.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	40.0	40.0	40.0
Agree	9	22.5	22.5	62.5
Undecided	5	12.5	12.5	75.0
Disagree	5	12.5	12.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 16(40.0%) of the respondents affirms strongly agree, 9(22.5%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that poor internet connectivity affects remote work performance in Global World Communication Tech Hub Limited.

Table 19**Unstable electricity supply affects productivity during remote work.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	13	32.5	32.5	32.5
Agree	12	30.0	30.0	62.5
Undecided	2	5.0	5.0	67.5
Disagree	7	17.5	17.5	85.0
Strongly Disagree	6	15.0	15.0	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 13(32.5%) of the respondents affirms strongly agree, 12(30.0%) of the respondents affirms agree, 2(5.0%) of the respondents affirms undecided, 7(17.5%) of the respondents affirms disagree, while 6(15.0%) of the respondents affirms strongly disagree, hence we conclude that unstable electricity supply affects productivity during remote work in Global World Communication Tech Hub Limited.

Table 20**Communication barriers exist among remote employees.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	14	35.0	35.0	35.0
Agree	11	27.5	27.5	62.5
Undecided	4	10.0	10.0	72.5
Disagree	4	10.0	10.0	82.5
Strongly Disagree	7	17.5	17.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 14(35.0%) of the respondents affirms strongly agree 11(27.5%) of the respondents affirms agree, 4(10.0%) of the respondents affirms

undecided, 4(10.0%) of the respondents affirms disagree, while 7(17.5%) of the respondents affirms strongly disagree, hence we conclude that communication barriers exist among remote employees in Global World Communication Tech Hub Limited.

Table 21

Remote work leads to feelings of isolation among employees.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	8	20.0	20.0	20.0
Agree	17	42.5	42.5	62.5
Undecided	2	5.0	5.0	67.5
Disagree	8	20.0	20.0	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 8(20.0%) of the respondents affirms strongly agree, 17(42.5%) of the respondents affirms agree, 2(5.0%) of the respondents affirms undecided, 8(20.0%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that remote work leads to feelings of isolation among employees in Global World Communication Tech Hub Limited.

Table 22

Home distractions reduce employee concentration during remote work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	40.0	40.0	40.0
Agree	9	22.5	22.5	62.5
Undecided	5	12.5	12.5	75.0
Disagree	5	12.5	12.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 16(40.0%) of the respondents affirms strongly agree, 9(22.5%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that home distractions reduce employee concentration during remote work in Global World Communication Tech Hub Limited.

Analyses of the Fourth research question

What are the basic strategies and policies that Global World Communication Tech Hub Limited can adopt to further improve employee's productivity in remote work setting?

Table 23

Regular training programmes improve remote work productivity.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	32.5	32.5
	Agree	8	20.0	52.5
	Undecided	6	15.0	67.5
	Disagree	9	22.5	90.0
	Strongly Disagree	4	10.0	100.0
	Total	40	100.0	100.0

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 13(32.5%) of the respondents affirms strongly agree, 8(20.0%) of the respondents affirms agree, 6(15.0%) of the respondents affirms undecided, 9(22.5%) of the respondents affirms disagree, while 4(10.0%) of the respondents affirms strongly disagree, hence we conclude that regular training programmes improve remote work productivity Global World Communication Tech Hub Limited.

Table 24**Leadership style influences employee performance in remote work settings.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	40.0	40.0	40.0
Agree	9	22.5	22.5	62.5
Undecided	5	12.5	12.5	75.0
Valid Disagree	5	12.5	12.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 16(40.0%) of the respondents affirms strongly agree, 9(22.5%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that effective communication systems improve employee performance in Global World Communication Tech Hub Limited.

Table 25**Remote work improves employee productivity**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	10	25.0	25.0	25.0
Agree	12	30.0	30.0	55.0
Undecided	8	20.0	20.0	75.0
Valid Disagree	6	15.0	15.0	90.0
Strongly Disagree	4	10.0	10.0	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 /SPSS COMPUTATION

From the results of the descriptive statistics above, 19(47.5%) of the respondents affirms strongly agree, 6(15.0%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that Flexible work policies enhance employee productivity in Global World Communication Tech Hub Limited.

Table 26

Provision of digital tools improves remote work effectiveness				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	40.0	40.0	40.0
Agree	9	22.5	22.5	62.5
Undecided	5	12.5	12.5	75.0
Disagree	5	12.5	12.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 16(40.0%) of the respondents affirms strongly agree, 9(22.5%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that provision of digital tools improves remote work effectiveness in Global World Communication Tech Hub Limited.

Table 27

Performance evaluation systems improve employee accountability.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	16	40.0	40.0	40.0
Agree	9	22.5	22.5	62.5
Undecided	5	12.5	12.5	75.0
Disagree	5	12.5	12.5	87.5
Strongly Disagree	5	12.5	12.5	100.0
Total	40	100.0	100.0	

Source: Field survey 2026 [SPSS COMPUTATION]

From the results of the descriptive statistics above, 16(40.0%) of the respondents affirms strongly agree, 9(22.5%) of the respondents affirms agree, 5(12.5%) of the respondents affirms undecided, 5(12.5%) of the respondents affirms disagree, while 5(12.5%) of the respondents affirms strongly disagree, hence we conclude that performance evaluation systems improve employee accountability in Global World Communication Tech Hub Limited.

4.3 Test of Hypotheses

- a) ***H₀***: *There are no identified factors influencing employee productivity in Global World Communication Tech Hub Limited as it relates with their remote working environment.*

Table 28

One-Sample Test						
Null Hypothesis	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
There are no identified factors influencing employee productivity in Global World Communication Tech Hub Limited as it relates with their remote working environment.	0.035	39	.011	0.03300	0.021	0.302

Source: SPSS Computation 2026

From the test of hypothesis above using one sample test t-statistics, based on the decision rule, accept null hypothesis if the value of the t-statistics is greater than 0.05, from the result; the value of the t-statistics (0.035) is less than 0.05 hence we reject the null hypothesis and conclude that the identified factors influences employee productivity in Global World Communication Tech Hub Limited as it relates with their remote working environment..

DECISION RULE

If the probability (or significant) of the t-calculated is less than 0.05, we reject the null hypothesis but if otherwise, we do not reject the null hypotheses.

Decision: We rejected the null hypothesis and conclude that the identified factors influences employee productivity in Global World Communication Tech Hub Limited as it relates with their remote working environment..

Hypotheses Two

***Ho:** Remote work has no significant effect on employee's productivity in Global World Communication Tech Hub Limited..*

Table 29

One-Sample Test

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Null Hypothesis Remote work has no significant effect on employee's productivity in Global World Communication Tech Hub Limited.	0.013	39	.041	0.00130	0.12	0.34

***Source:** SPSS Computation 2026*

From the test of hypothesis above using one sample test t-statistics, based on the decision rule, accept null hypothesis if the value of the t-statistics is greater than 0.05, from the result; the value of the t-statistics (0.013) is less than 0.05 hence we reject the null hypothesis and conclude that remote work has significant effect on employee's productivity in Global World Communication Tech Hub Limited.

Hypotheses Three

***Ho:** There are no identified challenges associated with remote work model faced in Global World Communication Tech Hub Limited.*

Table 30

One-Sample Test						
Null Hypothesis	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
There are no identified challenges associated with remote work model faced in Global World Communication Tech Hub Limited.	0.013	39	.041	0.00130	0.12	0.34

Source: SPSS Computation 2026

From the test of hypothesis above using one sample test t-statistics, based on the decision rule, accept null hypothesis if the value of the t-statistics is greater than 0.05, from the result; the value of the t-statistics (0.013) is less than 0.05 hence we reject the null hypothesis and conclude that there are identified challenges associated with remote work model faced in Global World Communication Tech Hub Limited.

Hypotheses Four

H₀: *The basic strategies and policies adopted in Global World Communication Tech Hub*

Limited to further improve employee's productivity in remote work setting are not significant.

Table 31

One-Sample Test						
Null Hypothesis	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper

The basic strategies and policies adopted in Global World Communication Tech Hub Limited to further improve employee's productivity in remote work setting are not significant.	0.013	39	.041	0.00130	0.12	0.34
---	-------	----	------	---------	------	------

Source: SPSS Computation 2026

From the test of hypothesis above using one sample test t-statistics, based on the decision rule, accept null hypothesis if the value of the t-statistics is greater than 0.05, from the result; the value of the t-statistics (0.013) is less than 0.05 hence we reject the null hypothesis and conclude that the basic strategies and policies adopted in Global World Communication Tech Hub Limited to further improve employee's productivity in remote work setting are not significant.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

This research looked into how working from home influences job performance at Global World Communication Tech Hub Limited in Enugu. Using information gathered from both workers and supervisors, it revealed several key outcomes:

Working from home helped staff get more done because they avoided travel, gained freedom in planning days, yet structured duties around personal routines. Faster task completion became common; deadline adherence strengthened as remote setups took hold across teams.

Surprisingly, workers felt more in control when doing jobs from home, leading to a noticeable rise in how much they enjoyed their roles. Because of this boost in enjoyment, dedication to company aims grew stronger. Performance across tasks showed clear gains as a result.

Despite uneven conditions, performance trends followed a clear pattern - workers equipped with stable internet showed higher output. Where devices functioned well and platforms responded quickly, tasks moved faster. On days when connections dropped or software stalled, progress slowed noticeably. Individuals facing repeated glitches often lagged behind peers without such hurdles. Productivity dipped most where tech support was slow or missing altogether.

Working from home helped staff manage work and private life more effectively, according to the findings. Better control over daily routines led to lower stress, which in turn sharpened

focus during job duties. As a result, output increased without additional pressure being applied. Productivity rose simply because people could organize time around real needs.

5.2 Conclusion

Despite its advantages, working from a distance works best when people can count on stable tech setups. Where broadband falters or software lags, performance often drops. Workers with clear ways to share updates, get feedback, and manage time tend to stay focused without constant oversight. Those lacking such support may struggle even if they are motivated. Access alone does not guarantee results - knowing how to use tools matters just as much. Without training or guidance, gaps widen between individuals. Progress hinges less on policy, more on practical readiness. Supportive leadership makes a difference when systems feel distant. When companies prepare both equipment and teams, outcomes shift noticeably.

Still, researchers noted downsides tied to working remotely - problems like unclear messaging, fewer in-person exchanges, along with weaker group cohesion creeping in over time. Without careful oversight, such factors might chip away at how well people do their jobs and how smoothly companies operate. For this reason, firms allowing off-site roles need plans focused on steady check-ins, tracking progress consistently, plus keeping staff involved through intentional effort.

5.3 Recommendations

Given the results and summary from this research into how working remotely affects staff performance at Global World Communication Tech Hub Limited in Enugu, these suggestions emerge. A shift toward flexible location policies could follow if outcomes remain consistent over time. Where tasks allow independence, maintaining off-site arrangements may support continued output levels. When supervision needs arise, hybrid models might balance oversight with autonomy. Since individual roles differ, solutions should reflect specific job demands rather than apply uniformly. Feedback loops between managers and workers can help fine-tune

adjustments as conditions evolve. Over time, tracking key indicators will clarify which elements contribute most to effectiveness

Reliable technology matters when teams operate from different locations. Workers need strong internet connections so tasks move smoothly without delays. Outdated programs slow things down; fresh software keeps pace with demands. Security cannot wait - digital spaces must protect data by design. Devices handed to staff ought to match the work they do. Tools fit for purpose make effort count. Efficiency grows where resources align with needs.

A well-defined remote work plan needs crafting so staff understand what is expected - how they schedule time, share updates, meet goals, and log progress. When these guidelines exist, teams stay aligned while working apart, making follow-through more reliable across different locations.

Training happens often. Through workshops, staff grow stronger in using digital tools. When learning continues, workers adjust easily when tech shifts appear. Skills rise steadily. Remote systems become easier to handle. Performance stays strong over time. With support, people manage new software without delay. Confidence builds alongside knowledge. Teams stay sharp. Progress follows a steady path.

Communication works better when teams can connect without delays - management must create clear pathways for exchange. Not just within staff groups but also between workers and those overseeing them. Virtual gatherings help keep conversations flowing even at a distance. Tools designed for collaboration often make group efforts smoother by centralizing updates. Instant messaging systems cut down on waiting time between replies. These methods together lower the chance of messages getting lost. Strengthened coordination tends to follow when digital tools are regularly used. Smooth workflow often depends on how quickly people share relevant information.

When work is measured regularly, improvements become easier to track instead of guessing progress. Evaluations built around outcomes show what truly matters, shifting attention away from where people sit to what they finish. This kind of review process grows clearer standards, since expectations tie directly to completed tasks. Over time, such methods support responsibility because achievements are visible without relying on office hours.

REFERENCES

- Adebayo, C. (2021). *The Trouble with Nigeria*. Oxford: Heinemann Educational Publishers.
- Adewale, S. B. (2011). “The crowding-out effects of corruption in Nigeria: An empirical study”. *E3 Journal of Business Management and Economics*. 2(2):. 059-068.
- Akindele, S.T. (2005). “A Critical Analysis of Corruption and its Problems in Nigeria”. *Anthropologist*. 7(1):7-18
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. In *The Oxford Handbook of Work and Family* (1–24). Oxford University Press.
- Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). *How effective is telecommuting? Assessing the status of our scientific findings*. *Psychological Science in the Public Interest*, 16(2), 40–68. <https://doi.org/10.1177/1529100615593273>
- Allen, M.; Golden, I.O, and Shockley, A.A (2025). Workplace transformation and remote work adoption. *International Journal of Management Studies*.
- Bailey, M. J. and Kurland, S.S (2022). *Organization theory: Modern, symbolic, and postmodern perspectives*. Oxford University Press.
- Bentley, S. (2023). The growth of remote work and its implications. *Business Economics Review*.
- Bloom, M. (2024). *Corruption, Public Investment and Growth in Nigeria: Some Stylized Facts*. NESG Economic Indicators. 2(2)
- Brown, A. A., Smith, B. B., & Johnson, C. C. (2023). Flexible work arrangements and employee productivity in Canadian firms. *Journal Name*, Volume(Issue), pages–pages. <https://doi.org/xxxxx>
- Bloom, A.A; Liang, O,A; Roberts, N.M and Ying, O.Q (2025). Flexible work arrangements and employee productivity in Canadian firms. *Journal Name*, Volume(Issue), pages–pages. <https://doi.org/>

- Castellani, P. (2013). Remote work and organizational performance. *Journal of Business Research*.
- Choudhury, A.S.; Foroughi, K.I and Larson, A.C (2021). "Corruption and the Investment Climate in Nigeria". *Journal of Economic and Sustainable Development*. 2(4) International Centre for Asset Recovery. (2009, September). Sani Abacha. Retrieved from <http://www.assetrecovery.org/>
- Contreras, Z.; Baykal, L.E and Abid, K.I (2020). *COVID-19 guidance for labour statistics data collection: Defining and measuring remote work, telework, work at home and home-based work*. International Labour Organization.
- Declan, M. (2007). Workplace transformation and remote work adoption. *International Journal of Management Studies*.
- Diekmann, J., & Seidel, S. (2005). The growth of remote work and its implications. *Business Economics Review*.
- Drucker, A.A. (2011). *Corruption in Nigeria: Facts before the Case*. Ekpo, H.A. & Agbenebo, T. (1985) "Corruption and Prices: A Theoretical Note". *The Nigeria Journal of Economics and Social Studies*. 27(3):306-316.
- Drucker, P. F. (2011). *The essential Drucker*. HarperBusiness.
- Economic Co-operation and Development (2021). "Corruption and the Investment Climate in Nigeria". *Journal of Economic and Sustainable Development*. 2(4) International Centre for Asset Recovery. (2009, September). Sani Abacha. Retrieved from <http://www.assetrecovery.org/>
- Ferreira, A. H.; Pereira, L.O.; Bianchi, I.U and Silva, K.O (2021). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- Golden, A.A. and Veiga, E.E (2025). *Corruption in Nigeria: Facts before the Case*.
- Gajendran, P. and Harrison, L.N (2024). Remote work and organizational performance. *Journal of Business Research*.
- Grant, F., Wallace, L.A and Spurgeon, L.O (2023). *The motivation to work* (2nd ed.). John Wiley & Sons.
- Hartman, R., & Guss, C. (1996). Virtual organizations and management systems. *Organizational Development Journal*.
- Hatch, M. J. (2006). *Organization theory: Modern, symbolic, and postmodern perspectives*. Oxford University Press.
- Herzberg, F. (1959). *The motivation to work* (2nd ed.). John Wiley & Sons.
- International Labour Organization (2012). "Political Leadership and Corruption in Nigeria Since 1960: A Socioeconomic Analysis". *Journal of Nigeria Studies*. 1,(2) : 1- 25.

- International Labour Organization. (2020). *COVID-19 guidance for labour statistics data collection: Defining and measuring remote work, telework, work at home and home-based work*. International Labour Organization.
- International Labour Organization. (2020). *An employers' guide on working from home in response to the COVID-19 pandemic*. International Labour Organization. <https://www.ilo.org>
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- Messenger, W.E and Gschwind I.O (2023). “Political Leadership and Corruption in Nigeria Since 1960: A Socioeconomic Analysis”. *Journal of Nigeria Studies*. 1,(2) : 1- 25.
- Morikawa, A. (2022). *Corruption and Government Causes, Consequence and Reform*. Cambridge UK Cambridge University press.
- Nakrošienė, P. F.; Bučiūnienė, K.I and Goštautaitė, D.E (2023). *The essential Drucker*. HarperBusiness.
- Niles, A. (2018). *Corruption and Government Causes, Consequence and Reform*. Cambridge UK Cambridge University press.
- Okonkwo, R (2007). Corruption in Nigeria: A Historical Perspective (1947 – 2002). *African Unchained*. Retrieved from <http://africaunchained.blogspot.com/2007/09/corruptioninigeriahistorical.html>.
- Osunyanmi, P.O. (2007). “Development Implication of Nigeria’s Economic Crisis”. *Journal of Development Perspective*. 2(1): 34-59.
- Organisation for Economic Co-operation and Development. (2021). *Teleworking in the COVID-19 pandemic: Trends and prospects*. OECD Publishing.
- Ries, E. (2016). Challenges in remote work environments. *Management Review Quarterly*.
- Robbins, S. P., & Judge, T. A. (2024). *Organizational behavior* (19th ed.). Pearson Education.
- Ryan, R. M., & Deci, E. L. (2020). *Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions*. *Contemporary Educational Psychology*, 61, 101860. <https://doi.org/10.1016/j.cedpsych.2020.101860>
- Sardeshmukh, H.A; Sharma, L. & Golden, T. (2022) “Corruption and Prices: A Theoretical Note”. *The Nigeria Journal of Economics and Social Studies*. 27(3):306-316.
- Staples, D. S., Hulland, J. S., & Higgins, C. A. (1999). *A self-efficacy theory explanation for the management of remote workers in virtual organizations*. Organization Science.
- Storey, B. (1953). *Report of the Commission of Inquiry into the Administration of Lagos Town Council*. Lagos: Government Printer.
- Tanzi, V., Davodi, B., & Sesan, A. (2006). *Fighting Corruption in Nigeria Challenges for the future*. PPC Ibadan.

- Tolu L & Ogunro K. V (2012). "Combating corruption in Nigeria". *International Journal of Academic Research in Economics and Management Sciences*. 1(4): 2226- 3624.
- Transparency International Reports on Corruption 1996 – 2012. United Nations Office on Drugs and Crime (2011). *Impact of Corruption on Development and how States can Better Tackle Corruption*. Under the Spotlight at UN Anti-Corruption Conference in Morocco.
- USAID (2006) *Nigeria economic performance assessment*. A review by the United States Agency for International Development.
- Usman B. (1980) *For the Liberation of Nigeria*, London: New Beacon books Ltd.pp55- 70.
- Wang, R., Liu, A., Qian, K.K & Parker, C. (2021). Virtual organizations and management systems. *Organizational Development Journal*.
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper & Row.

APPENDIX



GODFREY OKOYE UNIVERSITY
UGWUOMU-NIKE, ENUGU STATE, NIGERIA
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION
08038726688

18-05-26

LETTER OF INTRODUCTION

The bearer Princewill Ozoadibe is a final year student from the Department of Business Administration He is carrying out a project on: **EFFECT OF REMOTE WORK ON EMPLOYEES PRODUCTIVITY :A STUDY OF GWC TECH HUB LIMITED ENUGU**. Please accord him necessary assistance.

Thank you and God bless you

Prof. Nicholas Igwe
Head of Department

QUESTIONNAIRE

Department of Business Management
Faculty of Management and Social Science
Godfrey Okoye University,
Enugu.
May, 2026

Dear Respondent,

I am a final year student conducting a research on the topic: *“Effect of Remote Work on Employee Productivity: A Study of Global World Communication Tech Hub Ltd.”*

The purpose of this questionnaire is to obtain information strictly for academic purposes. Your responses will be treated with confidentiality.

Kindly tick (✓) the option that best represents your opinion.

Response Options

Option	Meaning
SA	Strongly Agree
A	Agree
UD	Undecided
D	Disagree
SD	Strongly Disagree

SECTION A: PERSONAL DATA

Please tick (✓) the appropriate option.

1. Gender

- Male
- Female

2. Age

- 18–25 years
- 26–35 years
- 36–45 years
- 46 years and above

3. Marital Status

- Single
- Married
- Divorced
- Widowed

4. Educational Qualification

- OND/NCE
- HND/B.Sc
- M.Sc/MBA
- Others

5. Years of Working Experience

- 1–3 years
- 4–6 years
- 7–10 years
- Above 10 years

6. Department

- Administration
- ICT/Technical
- Human Resources
- Finance
- Others

SECTION B: RESEARCH QUESTIONS

Research Question 1: What are the factors influencing employee productivity in Global World Communication Tech Hub Limited as it relates to remote working environment?

S/N	Questionnaire Items	SA	A	UD	D	SD
7	Employee motivation influences productivity in remote work.					
8	Availability of internet access affects employee productivity.					
9	Effective communication improves productivity among remote workers.					
10	Leadership style influences employee performance in remote work settings.					
11	Training and digital skills improve employee productivity.					

Research Question 2: What are the effects of remote work on employee productivity in Global World Communication Tech Hub Limited?

S/N	Questionnaire Items	SA	A	UD	D	SD
12	Remote work increases employee flexibility.					
13	Remote work improves employee productivity.					
14	Remote work reduces commuting stress and saves time.					
15	Remote work improves work-life balance.					
16	Remote work enhances employee efficiency in task completion.					

Research Question 3: What are the challenges associated with remote work model faced in Global World Communication Tech Hub Limited?

S/N	Questionnaire Items	SA	A	UD	D	SD
17	Poor internet connectivity affects remote work performance.					
18	Unstable electricity supply affects productivity during remote work.					
19	Communication barriers exist among remote employees.					
20	Remote work leads to feelings of isolation among employees.					
21	Home distractions reduce employee concentration during remote work.					

Research Question 4: What are the basic strategies and policies that Global World Communication Tech Hub Limited can adopt to further improve employee's productivity in remote work setting?

S/N	Questionnaire Items	SA	A	UD	D	SD
22	Regular training programmes improve remote work productivity.					
23	Effective communication systems improve employee performance.					
24	Flexible work policies enhance employee productivity.					
25	Provision of digital tools improves remote work effectiveness.					
26	Performance evaluation systems improve employee accountability.					

Thanks for filling the questionnaire