REMOTE WORK AND EMPLOYEE PRODUCTIVITY

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BY

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DECLARATION

I, **Happiness Inemesit GODWIN,** do hereby declare that this project has been written by me and that it is entirely my own work and composition. The work has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree, to the best of my knowledge. All sources of information collected and materials used have been duly acknowledged by means of reference.

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Happiness Inemesit GODWIN
Researcher

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Date

CERTIFICATION

We certify that the research was carried out by **Happiness Inemesit GODWIN with** matriculation number **MGS2007661** in the Department of Business Administration and that the work is adequate in scope and qualify for the requirements for the award of B.Sc. Honours in Business Administration

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DEDICATION

I dedicate this project to God Almighty, my creator and the source of my inspiration, wisdom, and knowledge. His strength has carried me through this program, and it's His wings that have lifted me.

I also extend this dedication to my father, Mr Godwin Akpan, who paved the way for me to embark on this journey. My heartfelt appreciation goes to my late mother, late Mrs. Justina Godwin and my stepmom Mrs Mary Godwin, who supported and encouraged me every step of the way, ensuring that I gave my all to complete what I started.

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ABSTRACT

The study examined impacts remote work and employee productivity. *This study focuses on the impact of remote work on employee productivity in organizations that have implemented remote work policies in Nosak Group, a manufacturing and agricultural products company in Benin City. The study specific objectives was to examine the impact of the frequency of remote work on employee productivity, analyze how the quality of the work environment influences employee productivity in a remote work context, assess the effect of work-life balance on productivity while working remotely and evaluate how flexibility in remote work arrangements contributes to employee productivity. The population for this study includes employees from various industries who have been working remotely, either full-time or part-time, since the COVID-19 pandemic. To ensure a representative sample, the study focuses on employees and management staff of Nosak Group, a manufacturing and agricultural products company in Benin City, who are engaged in remote work. The study will examine individuals across different departments that have adopted remote or hybrid work models, providing a comprehensive understanding of how remote work affects productivity within Nosak Group. According to the company's staff records, Nosak Group has* ***over*** *500 employees. A total number of 85 questionnaires was administered because of the possibility of no return of questionnaires and possible invalids by respondents. Data collected from the survey responses was analyzed using statistical methods, particularly multiple regression analysis. It was that the relationship between remote work factors and employee productivity in the sector. While flexibility, work-life balance, and remote work frequency are often regarded as key contributors to employee performance, the results suggest that their direct impact varies. Some factors significantly enhance productivity, while others show no statistical significance. However, based on the conclusion the necessary recommendations was made.*

CHAPTER ONE

Introduction

1.1 Background of the Study

The concept of remote work has undergone a profound transformation, evolving from a short-term solution during the COVID-19 pandemic to a permanent and mainstream practice adopted by organizations across the globe. Prior to the pandemic, remote work was often viewed as a perk or an exception for certain employees. However, with the widespread adoption of digital tools and platforms, it became a necessity for many organizations during lockdowns and social distancing measures. This shift has since driven a broader transformation in how businesses operate, leading to the normalization of remote work as a viable long-term working model. Recent statistics show that the number of remote workers has continued to grow even after the pandemic's peak. According to a 2023 report by Gallup, approximately 39% of U.S. employees work remotely, with 24% working exclusively from home (Gallup, 2023).

Similarly, a study by McKinsey found that 58% of global executives reported that their companies plan to offer more flexible remote work options in the future, indicating the ongoing relevance of remote work across industries (McKinsey & Company, 2022). These numbers reflect a broader trend in which both employers and employees are recognizing the benefits of remote work, such as flexibility, reduced commuting time, and improved work-life balance. The adoption of remote work offers several potential benefits for both employees and

employers. Key advantages include the elimination of daily commuting, which saves employees time and money, and the ability to create more flexible schedules, which can improve job satisfaction and overall well-being (Choudhury et al., 2020). For example, a 2021 survey by Buffer reported that 32% of remote workers cited flexible schedules as the main benefit of working remotely, followed by the elimination of commuting (Buffer, 2021).

These factors are often associated with improved productivity, as employees can tailor their work environment and schedules to their personal needs. However, while remote work has many advantages, it also presents challenges that can potentially reduce productivity. Some studies suggest that the lack of a clear separation between work and home life can lead to burnout and stress (Schieman et al., 2021). Employees may struggle to maintain focus when working from home due to distractions such as household responsibilities or family interruptions. Furthermore, the absence of in-person communication and direct supervision can hinder collaboration and create feelings of isolation, which may negatively impact morale and engagement (Wang et al., 2021). Research has also indicated that remote workers may experience difficulties in maintaining a work-life balance, with some workers reporting longer work hours and higher levels of stress due to the blending of personal and professional responsibilities (Masuda et al., 2022).

This research aims to explore how different factors such as the frequency of remote work, the quality of the work environment, work-life balance, and flexibility affect employee productivity in a remote work setting. By examining these factors, this study seeks to

contribute to the growing body of literature on remote work and its implications for organizational performance, employee well-being, and productivity. Furthermore, it aims to provide actionable insights for organizations striving to optimize their remote work policies and practices. Understanding how these factors influence productivity can help businesses create supportive remote work environments that promote high levels of employee performance and satisfaction. Overall, this research seeks to address the gap in the literature regarding the specific elements of remote work that contribute to or hinder productivity, providing a clearer picture of how organizations can manage and support their remote workforce effectively.

1.2 Statement of the Problem

The rapid rise in remote work, accelerated by the COVID-19 pandemic, has introduced both opportunities and challenges for employees and organizations. Remote work, while offering significant benefits such as flexibility and autonomy, also presents challenges that may hinder productivity. Scholars such as Wang et al. (2021) highlight that while remote work offers advantages like reduced commuting time, it may also lead to distractions at home, making it difficult for employees to maintain focus and stay productive. Similarly, Choudhury et al. (2020) point out that while remote work provides greater flexibility, it can blur the boundaries between work and personal life, leading to work-life imbalance and potential burnout. Masuda et al. (2022) further emphasize that the lack of direct supervision and face-to-face

communication in remote work environments can result in a decrease in employee engagement and collaboration, which could ultimately affect productivity.

Despite these findings, there remains a gap in understanding the specific factors within remote work settings that contribute to or hinder employee productivity. Most studies conducted have been focused on developed economies, with limited research exploring the impact of remote work on employee productivity in developing countries, especially within the Nigerian context. Furthermore, while some studies suggest that remote work boosts productivity, others point to potential drawbacks, such as the loss of personal interaction and increased distractions at home, leading to mixed results. This research aims to fill the existing gap by examining the influence of key factors such as the frequency of remote work, work environment quality, work-life balance, and flexibility on employee productivity, particularly in the Nigerian context. By focusing on these specific aspects of remote work, the study seeks to provide valuable insights for organizations in Nigeria and other similar contexts, helping them develop more effective remote work policies and practices that can enhance employee productivity.

1.4 Research Questions

This study seeks to answer the following research questions:

2. How does the frequency of remote work affect employee productivity?
3. What is the relationship between the quality of the work environment and employee productivity in remote work settings?
4. How does work-life balance impact employee productivity in remote work environments?
5. In what ways does flexibility in remote work arrangements influence employee productivity?

1.4 Objectives of the Study

The primary objectives of this study are to:

1. examine the impact of the frequency of remote work on employee productivity.
2. analyze how the quality of the work environment influences employee productivity in a remote work context.
3. assess the effect of work-life balance on productivity while working remotely.
4. evaluate how flexibility in remote work arrangements contributes to employee productivity.

1.5 Hypotheses of the Study

The following null hypotheses have been formulated to guide this research:

1. The frequency of remote work does not have a significant effect on employee productivity.
2. There is no significant relationship between the quality of the work environment and employee productivity in remote settings.
3. Work-life balance does not significantly impact employee productivity during remote work.
4. Flexibility in remote work arrangements does not significantly contribute to employee productivity.

1.6 Scope of the Study

This study focuses on the impact of remote work on employee productivity in organizations that have implemented remote work policies in Nosak Group, a manufacturing and agricultural products company in Benin City. It will examine factors such as the frequency of remote work, work environment quality, work-life balance, and flexibility, and how this influence productivity. The scope will be limited to organizations that have adopted remote work models in response to global trends and evolving work practices.

1.7 Significance of the Study

This study provides valuable insights into the relationship between remote work and employee productivity, particularly focusing on the key factors that influence productivity in

remote settings. By examining the frequency of remote work, work environment quality, work-life balance, and flexibility, this research can help organizations develop and implement more effective remote work policies. The findings of this study will also contribute to the growing body of literature on remote work and its impact on employee performance, particularly in the Nigerian context, where remote work is still evolving. Moreover, the study will benefit managers and policymakers by identifying best practices and strategies to enhance employee productivity in remote work environments. Understanding how these variables interact to influence productivity can help organizations foster a productive, engaged, and satisfied workforce while maintaining organizational objectives.

1.8 Operations Definition of Terms

Remote Work: A work arrangement that allows employees to perform their job duties from locations outside the traditional office environment, typically from home or other remote locations.

Frequency of Remote Work: The number of days or hours an employee works remotely, which may vary from fully remote, hybrid, or occasional remote work.

Work Environment Quality: The suitability of the remote workspace, including factors such as comfort, noise levels, technological access, and the overall setting conducive to productive work.

Work-Life Balance: The ability of employees to manage work responsibilities alongside personal life without significant stress or conflict between the two.

Flexibility: The degree of autonomy employees have in deciding when and where to work, as well as the ability to set their own schedules in alignment with their productivity peak times.

CHAPTER TWO

Literature Review

2.0 Introduction

This chapter reviews existing literature on remote work and employee productivity, emphasizing the key factors that influence productivity in remote work settings. It also outlines the conceptual and theoretical frameworks relevant to this study and discusses empirical findings from both global and local contexts. The chapter explores variables such as the frequency of remote work, work environment quality, work-life balance, and flexibility, and highlights the gaps in the literature. A brief history of Nosak Group, a significant business organization in Benin City, is included to contextualize the study in the local setting.

2.2 Conceptual Framework

Remote work, often referred to as telecommuting, is a flexible arrangement that allows employees to perform their tasks from locations outside the traditional office environment. This modern work model has been made possible by a range of digital tools such as video conferencing, cloud storage, and collaborative platforms. Employees can now work from home, coworking spaces, or any other location of their choice (Allen et al., 2015). The concept of remote work gained significant traction due to rapid technological advancements, and its adoption was further accelerated by the COVID-19 pandemic, which necessitated

alternative work models to prioritize health and safety. Today, companies around the world have incorporated remote and hybrid work models as part of their strategies to provide employees with greater flexibility and to meet changing workforce expectations (Gartner, 2022; Golden & Gajendran, 2019).

The global acceptance of remote work is evident in recent statistics. In the United States, approximately 58% of workers report having the option to work remotely, whether full-time or part-time (Gallup, 2022). In Europe, around 40% of employees worked remotely at least some of the time by 2021, representing a significant increase compared to pre-pandemic levels (Eurofound, 2022). These figures reflect the growing trend toward flexible work arrangements, which are becoming central to employee engagement and retention strategies in many organizations. Remote work offers several advantages that have made it a popular choice among employees and employers alike. One of the most notable benefits is flexibility, which enables employees to better balance their professional and personal commitments. This increased autonomy can lead to greater job satisfaction and improved overall well-being (Golden & Gajendran, 2019).

Additionally, remote work can lead to significant cost savings. Employees save money on commuting, meals, and professional attire, while employers benefit from reduced expenses on office space, utilities, and other related costs (Eurobond, 2022). Moreover, remote work has been linked to higher productivity levels, especially for tasks that require deep focus and minimal distractions. Employees often report that they can accomplish more when working in

a comfortable, personalized environment (Gartner, 2022). The ability to recruit talent without geographic limitations is another significant advantage for organizations. This broader talent pool allows companies to access a more diverse and skilled workforce, which can be instrumental in driving innovation and growth (Gallup, 2022). Furthermore, remote work supports environmental sustainability by reducing the carbon emissions associated with daily commuting (Buffer, 2021).

Despite its many advantages, remote work is not without challenges. One of the most significant drawbacks is the difficulty employees face in maintaining clear boundaries between their personal and professional lives. The absence of a distinct separation can lead to overwork, stress, and burnout (Golden, 2022). Additionally, working remotely can result in feelings of isolation due to the lack of face-to-face interaction with colleagues. This sense of disconnection can negatively impact teamwork, collaboration, and social cohesion within organizations (Gajendran & Harrison, 2007). The reliance on technology is another challenge associated with remote work. Stable internet connections and access to reliable digital tools are essential for maintaining productivity. However, technological disruptions or inadequate infrastructure can hinder employees' ability to perform their tasks effectively (Allen et al., 2015). Managers also face difficulties in overseeing remote teams, as traditional methods of performance monitoring and accountability may not translate well to a remote setting (Gartner, 2022).

Furthermore, disparities in employees' access to suitable workspaces and high-speed internet can create inequalities, making it harder for some individuals to adapt to remote work (Eurobond, 2022). While remote work offers numerous benefits such as flexibility, cost savings, and increased productivity, it also presents challenges that organizations must address to ensure its success. By implementing strategies that support employee well-being, fostering virtual collaboration, and providing the necessary tools and training, companies can maximize the advantages of remote work while mitigating its disadvantages. Through these efforts, remote work can continue to evolve as a sustainable and effective model for the modern workplace

2.2.1.1 Models of Remote Work

Remote work is structured in several models, each affecting employee engagement, communication, and productivity in different ways. The three main models—full-time remote work, hybrid work, and occasional telecommuting—reflect varying levels of flexibility and interaction with traditional office environments. The full-time remote work model allows employees to work entirely outside the office, typically from home. This model provides employees with maximum flexibility, enabling them to set their schedules and design a work environment that suits their personal needs. However, full-time remote work can lead to a sense of isolation and decreased collaboration if not managed effectively. According to Gajendran and Harrison (2007), working entirely remotely can reduce social interaction,

which may weaken team cohesion and diminish employees' sense of connection with the broader organizational culture.

Thus, organizations need to find ways to maintain team spirit and communication for fully remote employees to prevent feelings of detachment. Hybrid work, in which employees split their time between remote and office locations, offers a balanced approach by combining the benefits of flexibility with opportunities for face-to-face interaction. Hybrid work has been shown to promote higher productivity levels by allowing employees to enjoy both the autonomy of remote work and the collaborative benefits of in-person engagement (Allen et al., 2015). This model has gained popularity as many workers express a preference for it; for instance, a 2022 study by McKinsey revealed that 58% of workers favor a hybrid setup, as it enables them to remain productive without losing personal connections with colleagues (McKinsey, 2022). As a result, many organizations are adopting hybrid models as a way to enhance both employee satisfaction and performance. Occasional telecommuting represents a more limited approach, where employees work remotely only on specific days.

This arrangement offers flexibility without requiring a complete shift to a remote or hybrid model. Occasional telecommuting can help employees manage their work-life balance by reducing commuting time while still maintaining regular in-person interactions with their team. This approach is especially useful for roles that require periodic, rather than constant, remote work and allows employees to benefit from both flexible scheduling and consistent collaboration within the office environment. Each remote work model provides distinct

advantages and challenges, and the effectiveness of each depends on the specific needs of the organization and its employees. By choosing the right model and addressing potential downsides such as isolation in full-time remote work or scheduling complexities in hybrid setups—organizations can harness the benefits of remote work while fostering an environment that supports both productivity and employee well-being. The success of remote work depends on several factors, including organizational support, the quality of the work environment, and employee access to necessary resources. To maximize productivity, organizations must consider tailored approaches that address the unique needs of remote, hybrid, and occasional telecommuting arrangements.

2.2.2 Concepts of Employee Productivity

Employee productivity is a measure of how efficiently individuals or teams complete tasks and meet organizational goals, which directly contributes to business outcomes. Productivity is commonly evaluated through various metrics, such as output per hour, task completion rates, and the quality of work produced. High productivity is typically associated with positive attributes such as employee engagement, skill, and alignment with organizational objectives, all of which drive organizational success (Sonnentag & Frese, 2002). In recent years, productivity in remote work settings has become a topic of considerable interest. Unlike traditional office environments, where productivity can be easily monitored, remote work challenges organizations to assess productivity without direct oversight. Some studies have found that remote work can positively impact productivity.

For example, Bloom et al. (2015) reported that employees working from home often experience increased productivity due to reduced commute times, greater scheduling flexibility, and access to quieter, individualized work environments. A recent study by Prodoscore (2022) similarly found a 47% increase in productivity among remote workers compared to pre-pandemic levels, attributing the improvement to factors like enhanced focus and reduced time lost to in-office distractions. However, research also highlights potential downsides to remote work's effect on productivity. Allen et al. (2015) suggest that challenges such as social isolation, lack of immediate feedback, and blurred boundaries between work and personal life can detract from productivity. For instance, Choudhury et al. (2021) found that while remote work allows flexibility, it can also increase workload due to extended work hours, which may lead to burnout. According to a report from Gallup (2023), employees working remotely at least part-time are 27% more likely to report feeling "always on," contributing to mental fatigue and potentially affecting productivity in the long term.

Key determinants of productivity in remote settings include work environment quality, availability of resources, autonomy, and work-life balance. Access to necessary technological tools, such as high-speed internet, reliable software, and ergonomic workspaces, has been shown to positively influence productivity, as it allows employees to work without unnecessary disruptions. Studies on autonomy also indicate that remote work arrangements that grant employees more control over their schedules and tasks foster intrinsic motivation, which leads to greater engagement and efficiency (Deci & Ryan, 1985). For example, a 2022

report by Slack's Future Forum found that 80% of workers with flexible remote options reported higher productivity due to the autonomy they experienced in remote roles. Conversely, excessive workload, insufficient resources, and isolation can hinder productivity in remote work settings.

According to Demerouti et al. (2001), the Job Demands-Resources (JD-R) model suggests that productivity is maximized when job demands and resources are balanced. Remote workers lacking adequate resources or facing excessive work demands without support may experience stress, reducing productivity. For instance, Gardner et al. (2023) found that remote workers who lacked regular feedback and managerial support reported lower productivity levels, emphasizing the importance of social and organizational support in remote work environments. In summary, while remote work provides an opportunity to enhance productivity by reducing commute times, offering flexibility, and supporting work-life balance, it requires organizations to thoughtfully design policies that mitigate challenges. Organizations must address job demands, support employees with the necessary resources, and facilitate a balance between autonomy and performance expectations to harness the full potential of remote work on productivity. The following sections of this chapter delve into relevant theories and empirical studies to further analyze the factors that influence productivity in remote work settings.

2.3 Measurement or Determinants of Employee Productivity

Employee productivity in remote work settings is influenced by several determinants, which include:

1. **Frequency of Remote Work**: This refers to how often employees work remotely, ranging from fully remote to hybrid setups. It can affect how employees manage their tasks, interact with colleagues, and balance work-life responsibilities.
2. **Work Environment Quality:** The quality of the physical or virtual environment in which employees work impacts their ability to concentrate, manage tasks efficiently, and stay motivated.
3. **Work-Life Balance:** This refers to the ability of employees to effectively manage both work and personal responsibilities. Poor work-life balance may lead to burnout, negatively affecting productivity, while a good balance fosters better well-being and performance.
4. **Flexibility:** The ability to adjust work hours and tasks as per individual preferences can enhance productivity. Flexible work arrangements allow employees to optimize their productivity based on personal preferences and schedules.

2.4 Theory of Employee Productivity

2.4.1 Job Demands-Resources (JD-R) Model

The Job Demands-Resources (JD-R) Model, developed by Demerouti et al. (2001), is a theoretical framework that examines how the balance between job demands and job resources

influences employee well-being and performance outcomes, including productivity. According to the JD-R model, job demands refer to aspects of the job that require sustained physical or mental effort, such as workload, time pressures, and emotional stress. High job demands can lead to stress and exhaustion if not balanced by sufficient job resources, which are the elements that support employees in achieving their work goals, such as autonomy, feedback, support, and skill development opportunities (Bakker & Demerouti, 2007). In the context of remote work, the JD-R model becomes particularly relevant, as remote work can simultaneously reduce and increase different types of job demands.

For example, remote work can reduce the physical and emotional demands associated with commuting, which saves time and minimizes travel-related stress, potentially enhancing employee productivity and work-life balance. However, working remotely also introduces new demands, such as the need for increased self-discipline, the management of home-based distractions, and coping with social isolation (Gajendran & Harrison, 2007). These demands, if not addressed, can result in decreased productivity and increased burnout. On the resource side, remote work provides unique advantages that can help offset these demands. Flexibility in scheduling allows employees to work during their most productive hours, which can enhance efficiency and work satisfaction. Autonomy, another critical resource in remote settings, empowers employees by allowing them to make decisions about how and where they work. Studies show that autonomy and flexibility are associated with higher engagement and productivity (Bailey & Kurland, 2002).

Additionally, remote work often offers opportunities for employees to create customized work environments, which can improve comfort and focus, further supporting productivity. Despite these potential benefits, the JD-R model also highlights the importance of adequate resources to address the unique demands of remote work. For instance, effective communication tools and regular supervisor support can help employees stay connected and feel supported. Without sufficient resources, high demands from remote work, such as the pressure to be constantly available and the challenges of work-life boundary management, can negatively impact productivity and well-being (Schaufeli & Bakker, 2004). Therefore, organizations must ensure that resources such as flexible work policies, access to technology, and ongoing social and professional support are available to help employees manage the demands of remote work.

In sum, the JD-R model suggests that the success of remote work in enhancing productivity depends on the balance between job demands and resources. When resources are adequate to manage the demands of remote work, employees are more likely to experience higher productivity, engagement, and well-being. However, if demands outweigh resources, the benefits of remote work may be offset by stress and burnout, ultimately reducing productivity (Bakker & Demerouti, 2014).

2.4.2 Self-Determination Theory (SDT)

Self-Determination Theory (SDT), developed by Deci and Ryan (1985), is a psychological framework that focuses on the intrinsic and extrinsic factors that influence human motivation, well-being, and performance. SDT posits that there are three basic psychological needs crucial for fostering motivation and optimal functioning: autonomy, competence, and relatedness. Autonomy refers to the need to feel in control of one's actions and decisions; competence refers to the need to feel effective in one's activities and to master tasks; and relatedness refers to the need for connection with others and feeling part of a community (Deci & Ryan, 2000). When these needs are satisfied, individuals are more likely to be intrinsically motivated, which leads to greater engagement, satisfaction, and performance outcomes, including productivity. In the context of remote work, SDT is particularly relevant, as remote work environments are often designed to enhance autonomy and flexibility.

Remote work typically allows employees to manage their own schedules, choose their working environment, and complete tasks at their own pace, which can contribute to a sense of control over their work. This autonomy is a key factor in enhancing intrinsic motivation, as employees who feel that they have control over how, when, and where they work are more likely to experience greater job satisfaction and motivation (Deci & Ryan, 1985). Several studies have shown that autonomy in the workplace is positively associated with higher motivation, greater engagement, and improved performance (Baard et al., 2004; Gagné & Deci, 2005). Moreover, remote work can also enhance the feeling of competence. For

example, remote workers often have more opportunities to engage in deep work and focus on tasks without the typical interruptions that occur in office settings. This can increase the sense of mastery and achievement, further boosting intrinsic motivation. Additionally, remote work allows employees to tailor their workspaces and routines to match their needs and preferences, which can contribute to a sense of competence and control.

However, despite these advantages, SDT also highlights potential challenges to motivation in remote work settings. One of the critical aspects of SDT is relatedness, or the need for connection and belonging with others. Remote work, especially in fully isolated or virtual environments, can diminish opportunities for social interaction, collaboration, and team bonding, which are essential for fostering a sense of relatedness. The lack of face-to-face interaction with colleagues and supervisors can reduce social support, leading to feelings of isolation, disengagement, and decreased motivation for some employees (Gagné & Deci, 2005). Furthermore, employees working remotely may struggle to maintain a connection to the organization's values and culture, which can also affect their intrinsic motivation. Research has shown that employees who feel socially disconnected or isolated in remote work environments may experience lower job satisfaction, reduced motivation, and even burnout (Cacioppo et al., 2006).

For example, a study by Golden et al. (2008) found that while telecommuting increased autonomy and flexibility, it also led to a reduction in the level of interpersonal interaction, which could negatively impact employees' motivation and productivity over time. Thus, while

remote work may fulfill the psychological need for autonomy and competence, it can potentially undermine the need for relatedness. To address this imbalance, organizations must consider ways to foster social connections and team collaboration in virtual settings, such as through regular video meetings, virtual team-building activities, and encouraging open communication channels. In conclusion, SDT suggests that remote work has the potential to enhance productivity by satisfying employees' needs for autonomy and competence, leading to higher intrinsic motivation. However, to sustain motivation and productivity in the long term, organizations must also address the need for relatedness by fostering a sense of community and connection among remote workers.

2.5 Empirical Review

Alexander et al. (2021): According to a McKinsey & Company report by Andrea Alexander, Aaron De Smet, Meredith Langstaff, and Dan Ravid, employee productivity may have increased during the pandemic, but many employees report feeling anxious and burned out. This anxiety, the study suggests, could undermine long-term productivity gains if not addressed. The source of this anxiety is linked to a lack of clear communication from employers regarding post-pandemic work arrangements, such as hybrid work models. The absence of detailed guidelines and expectations has led to uncertainty among employees, which may ultimately affect job satisfaction and interpersonal relationships, thus impacting overall work performance.

Kimondo (2022): Edith W. Kimondo's study on the effects of remote working on employee productivity at Absa Bank Plc highlights the positive impact of remote work on productivity. Conducted during the Covid-19 pandemic, the study found that remote work led to more flexible schedules, improved work-life balance, and reduced commuting time, which contributed to increased employee productivity. However, the study also noted some downsides, including reduced human interaction, which negatively impacted team cohesion and social relationships. To address these challenges, the study recommended regular online meetings and physical team-building sessions to maintain strong interpersonal relationships and improve team performance. These studies show a mixed impact of remote work on productivity, with clear benefits in terms of flexibility and work-life balance, but also challenges related to communication and team cohesion. Addressing these challenges is key for sustaining productivity in remote work environments.

Gegerfelt and Sandström (2021): Gegerfelt and Sandström (2021) investigated how remote work affected employee productivity in Sweden. Their study, based on survey data from Swedish employees and managers, revealed a general increase in productivity during remote work. They identified several factors influencing productivity, including employees' desire to work remotely, age, and family situation. The study also highlighted a preference for hybrid work models (40-60% remote work), suggesting that a balance of both remote and in-office work could maximize productivity.

Vafin (2021) discussed the potential benefits of remote work for both employee productivity and firm profitability. The study posited that remote work boosts productivity through improved work-life balance and higher employee engagement. Additionally, it highlighted the cost-cutting potential of remote work, particularly in terms of reducing operational expenses. However, Vafin cautioned that firms must carefully evaluate hidden costs associated with remote work and address challenges to ensure long-term growth in this model. The study also noted the lack of rigorous empirical data on the profitability of remote work, especially post-pandemic.

Anakpo, Nqwayibana, and Mishi (2023) conducted a systematic review to examine the impact of work-from-home (WFH) on employee productivity and performance during the COVID-19 pandemic. Their analysis included 26 studies selected from 112 potential studies published between 2020 and 2022. The findings revealed that the effects of WFH on productivity and performance are influenced by factors such as the nature of the work, employer and industry characteristics, and home settings. The majority of studies reported a positive impact of WFH on productivity, though a few studies noted either no difference or a negative impact. The review emphasized that improvements in technology and information technology (IT) training are crucial for ensuring continued productivity in remote work arrangements, especially for those planning to adopt the WFH model beyond the pandemic.

Galanti, Guidetti, Mazzei, Zappalà, and Toscano (2021): This study examined the effects of family-work conflict, social isolation, job autonomy, and self-leadership on employees'

productivity, engagement, and stress while working from home (WFH) during the COVID-19 pandemic. Using data from an online questionnaire completed by 209 employees, the study found that family-work conflict and social isolation were negatively related to productivity and engagement, while self-leadership and autonomy had a positive impact. Furthermore, family-work conflict and social isolation contributed to higher stress, although autonomy and self-leadership did not affect stress levels. The findings indicate that both individual factors (e.g., self-leadership) and work-related factors (e.g., family-work conflict) play crucial roles in WFH productivity and employee well-being.

Galanti, Guidetti, Mazzei, Zappalà, and Toscano (2021): This study examined the effects of family-work conflict, social isolation, job autonomy, and self-leadership on employees' productivity, engagement, and stress during work-from-home (WFH) conditions during the COVID-19 pandemic. Data from 209 employees was analyzed through hierarchical linear regression. The results revealed that family-work conflict and social isolation negatively impacted both productivity and engagement, while autonomy and self-leadership had positive effects. Social isolation and family-work conflict also led to higher stress levels, though autonomy and self-leadership did not mitigate stress. These findings highlight the complex interplay of individual and work-related factors in remote work experiences.

Similarly, **Kurdy, Al-Malkawi, & Rizwan (2023)** identified that job satisfaction, workload, work-life balance, and social support were significant factors influencing productivity in remote work settings in the UAE during the pandemic. They also found that job level did not

significantly moderate these relationships, pointing to the importance of employee satisfaction and support in enhancing productivity while working from home. These studies collectively underline the mixed impacts of WFH, suggesting that while autonomy and support can improve productivity and engagement, issues such as social isolation and family-work conflict can hinder performance and well-being.

Jalagat and Jalagat (2019); This study rationalizes the concept of remote working, exploring its implications on employee productivity, particularly in the context of developed countries like the United Kingdom, Germany, and the United States, which have widely adopted the Work From Home (WFH) model. In contrast, countries like Oman are still in the early stages of remote work adoption. The findings suggest that remote working enhances productivity, flexibility, and access to global talent while offering cost savings, a better working environment, and positive environmental impacts. However, the study also highlights challenges such as social isolation, task prioritization difficulties, and potential laziness, which can hinder productivity. The paper suggests further evaluations, particularly in Oman, to assess the viability of remote working and compare it with countries that have longer experience in implementing such models. This could help refine policies and practices for better adoption and implementation of remote work across various industries

Edith W. Kimondo (2022) evaluates the effects of remote working on employee productivity at Absa Bank Plc, particularly during the COVID-19 pandemic. The research investigates how remote work policies and practices have influenced the productivity of employees in the

banking sector. The study finds that remote work positively affects employee productivity by offering flexible work schedules, reducing commuting time, and enhancing work-life balance. It also highlights the challenges of reduced human interaction and the monotony of working from home, which can affect social relationships.

Jakob Gegerfelt and Moa Sandström (2021) investigates how remote work affects employee productivity in Sweden during the COVID-19 pandemic. Using data from a web-based questionnaire administered to Swedish employees and managers, the study explores the factors influencing productivity, including the desire to work remotely, age, family situation, gender, educational background, collaboration, and management support. The results show a moderate increase in productivity, with factors such as the desire to work remotely, age, and family situation having a significant impact on productivity. The majority of employees preferred a hybrid work model, working remotely 40-60% of the time.

Work from home during the COVID-19 outbreak: The impact on employees' remote work productivity, engagement, and stress" by Teresa Galanti, Gloria Guidetti, Elisabetta Mazzei, Salvatore Zappalà, Ferdinando Toscano (2021) focuses on how work-related and individual factors such as family-work conflict, social isolation, job autonomy, and self-leadership impact employees' productivity, engagement, and stress levels while working from home (WFH) during the COVID-19 pandemic. The study used a cross-sectional design and hierarchical linear regression to analyze data from 209 employees working remotely during the pandemic.

Rationalizing remote working concept and its implications on employee productivity" by Revenio Jalagat and Almalinda Jalagat (2019) explores the concept of remote working, especially in developed countries such as the UK, Germany, and the US, and compares it to its relatively new adoption in developing countries like Oman. It discusses the advantages and challenges of remote work and its impact on employee productivity.

Strategi Sumber Daya Manusia di Masa Pandemi dan New Normal Melalui Remote Working, Employee Productivity, Dan Upskilling For Digital" by Raniasari Bimanti Esthi (2020) explores the strategies implemented by leaders during the COVID-19 pandemic and the transition to the "new normal" in Indonesia. The research is qualitative, based on observations, interviews, and literature studies. The study identifies three key strategies that leaders focused on:

2.5.1 Tabular Summary of Empirical Review

S/N	Study Name	Year	Research Focus	Methodology	Key Findings
1	**McKinsey & Company Report** (Alexander, De Smet, Langstaff, Ravid)	2021	Examining employee productivity during the pandemic, anxiety, burnout, and the impact of unclear post-pandemic work models.	Report-based study using qualitative data and analysis	- Employee productivity increased during the pandemic. - Many employees feel anxious and burned out. - Anxiety may undermine long-term productivity gains. - Lack of clear communication from employers regarding hybrid work models

					and post-pandemic work arrangements. - Uncertainty about guidelines and expectations negatively affects job satisfaction and interpersonal relationships.
2	**Effects of Remote Working on Employee Productivity at Absa Bank Plc** (Kimondo)	2022	Analyzing the effects of remote working on employee productivity during the Covid-19 pandemic.	Case study at Absa Bank Plc with survey data from employees.	- Remote work led to flexible schedules, improved work-life balance, and reduced commuting time, contributing to increased productivity. - Challenges included reduced human interaction, which negatively affected team cohesion and social relationships. - Recommendations included regular online meetings and physical team-building sessions to enhance team performance.
3	**The Impact of Anxiety and Burnout on Employee Productivity During the Pandemic** (Alexander et al.)	2021	Investigating the rise in productivity during the pandemic and the negative impacts of anxiety and burnout.	Report by McKinsey & Company with employee surveys.	- Increased productivity during the pandemic. - Anxiety and burnout were significant issues that could threaten long-term productivity. - Unclear communication from

					employers regarding hybrid work models and post-pandemic arrangements contributed to employee anxiety. - The study emphasized the need for leaders to address these concerns to maintain sustainable productivity and employee well-being.
4	**The Future of Remote Work and Its Effects on Employee Productivity** (Alexander et al.)	2021	Exploring the impact of remote work on employee productivity and the future of hybrid work models.	Report by McKinsey & Company based on employee surveys and qualitative insights.	- Productivity increased during the pandemic. - Employees experienced heightened anxiety and burnout despite increased productivity. - Anxiety linked to unclear communication from employers regarding post-pandemic work arrangements. - Employees felt uncertain due to lack of sufficient guidance about hybrid work models, leading to stress and dissatisfaction. - The study highlights the importance of addressing anxiety and providing clearer communication for

					long-term productivity and employee well-being.
5	**Impact of Remote Work on Employee Productivity in Sweden** (Gegerfelt & Sandström)	2021	Investigating the impact of remote work on employee productivity in Sweden.	Survey-based research with Swedish employees and managers.	- General increase in productivity during remote work. - Factors influencing productivity: employees' desire to work remotely, age, and family situation. - Employees preferred hybrid work models (40-60% remote work), indicating a balance of remote and in-office work could optimize productivity. - The study suggests that factors like work preference and family situation should be considered to maximize work output.
6	**The Potential Benefits of Remote Work for Employee Productivity and Firm Profitability** (Vafin)	2021	Investigating the impact of remote work on employee productivity and firm profitability.	Conceptual analysis, discussion of remote work benefits and challenges.	- Remote work boosts employee productivity through improved work-life balance and higher employee engagement. - It can also lead to cost savings by reducing operational expenses. - Caution is advised regarding hidden costs (e.g., technology, security), which may impact

					long-term growth. - Lack of sufficient empirical data on the profitability of remote work, especially in the post-pandemic context.
7	**The Impact of Work-From-Home on Employee Productivity and Performance During the COVID-19 Pandemic** (Anakpo, Nqwayibana, & Mishi)	2023	Examining the impact of work-from-home (WFH) on employee productivity and performance during the COVID-19 pandemic.	Systematic review of 26 studies selected from 112 potential studies published between 2020 and 2022.	- The impact of WFH on productivity and performance is influenced by factors like the nature of the work, employer and industry characteristics, and home settings. - Majority of studies reported a positive impact on productivity. - A few studies indicated no change or negative impacts. - Technology improvements and IT training are crucial for sustained productivity, especially for organizations considering long-term WFH adoption beyond the pandemic.
8	**The Impact of Work-From-Home on Employee Productivity and Performance During the**	2023	Exploring the impact of work-from-home (WFH) on employee productivity and performance by	Systematic review of 26 studies from various databases.	- WFH effects depend on factors like work nature, employer characteristics, industry, and home settings. - Most studies showed

	COVID-19 Pandemic (Anakpo, Nqwayibana, & Mishi)		synthesizing existing studies from 2020 to 2022.		positive impacts on productivity, though some reported no change or negative impacts. - Enhancing technology and IT training is crucial for improving WFH outcomes, particularly for long-term adoption post-pandemic. - The findings align with other studies (e.g., Gegerfelt & Sandström, 2021; Rañeses et al., 2022), which noted improved productivity but also challenges like time management and social isolation.
9	**The Impact of Family-Work Conflict, Social Isolation, Job Autonomy, and Self-Leadership on WFH Productivity, Engagement, and Stress** (Galanti, Guidetti, Mazzei, Zappalà, & Toscano)	2021	Examining the effects of family-work conflict, social isolation, job autonomy, and self-leadership on employee productivity, engagement, and stress during the COVID-19 pandemic.	Cross-sectional study based on an online questionnaire from 209 employees.	- Family-work conflict and social isolation negatively impacted productivity and engagement. - Self-leadership and autonomy positively impacted productivity and engagement. - Family-work conflict and social isolation contributed to higher stress, while autonomy and self-leadership did not affect stress levels. - Both personal (e.g.,

					self-leadership) and work-related factors (e.g., family-work conflict) are crucial in shaping WFH outcomes.
10	**The Impact of Family-Work Conflict, Social Isolation, Job Autonomy, and Self-Leadership on WFH Productivity, Engagement, and Stress** (Galanti, Guidetti, Mazzei, Zappalà, & Toscano)	2021	Investigating how family-work conflict, social isolation, job autonomy, and self-leadership affect employee productivity, engagement, and stress during WFH conditions during the COVID-19 pandemic.	Data from 209 employees analyzed through hierarchical linear regression.	- Family-work conflict and social isolation negatively impacted productivity and engagement. - Autonomy and self-leadership had positive effects on productivity and engagement. - Family-work conflict and social isolation increased stress, while autonomy and self-leadership did not reduce stress. - Emphasizes the complex relationship between individual and work-related factors in shaping remote work outcomes.
11	**Rationalizing Remote Working Concept and Its Implications on Employee Productivity** (Jalagat & Jalagat)	2019	Examining the positive and negative impacts of remote working on employee productivity and its implications in Oman.	Secondary data and literature review of studies on remote work.	- Positive impacts include increased productivity, flexibility, and work-life balance. - Negative impacts include social isolation, task prioritization issues, and challenges in

					balancing work and personal life. - Calls for further research in developing countries like Oman.
12	**The Impact of Remote Working on Employee Productivity during COVID-19 in the UAE: The Moderating Role of Job Level** (Kurdy, Al-Malkawi, & Rizwan)	2023	Investigating factors affecting remote work productivity in the UAE during the COVID-19 pandemic, with a focus on job level.	Survey-based, analyzed using Structural Equation Modeling (SEM).	- Significant factors influencing productivity include job satisfaction, workload, work-life balance, and social support. - Job level did not significantly moderate these relationships. - Highlights the importance of employee satisfaction and support in remote work.
13	**Jalagat & Jalagat**	2019	Explores remote work and its implications on productivity, focusing on developed countries.	Qualitative analysis and case studies.	- Remote work enhances productivity, flexibility, and access to global talent. - Positive environmental impact and cost savings.
14	**Kimondo**	2022	Evaluates the impact of remote working on employee productivity at Absa Bank during COVID-19.	Survey of employees at Absa Bank Plc.	- Productivity increased due to flexibility, reduced commute time, and better work-life balance. - Enhanced work satisfaction.

15	**Gegerfelt & Sandström**	2021	Investigates the impact of remote work on productivity in Sweden during COVID-19.	Mixed-method approach (surveys and interviews).	- Moderate productivity increase. - Factors like desire to work remotely, age, and family situation significantly affect productivity.
16	**Alexander et al.**	2021	Examines remote work's impact on productivity and employee anxiety during COVID-19.	Quantitative surveys and psychological assessments.	- Productivity increased but was counterbalanced by heightened anxiety and burnout. - Lack of clarity about post-pandemic work models.
17	**Vafin**	2021	Examines potential benefits of remote work on employee productivity and firm profitability.	Case study and financial analysis.	- Boosts productivity via improved work-life balance. - Cost-saving for firms due to reduced operational expenses.
18	**Anakpo, Nqwayibana & Mishi**	2023	Systematic review on WFH's impact on employee productivity during COVID-19.	Systematic review of various studies.	- Positive impact on productivity in most cases. - Productivity affected by work nature, employer characteristics, and home setting.
19	**Galanti et al.**	2021	Examines the effects of family-work conflict, social isolation, and self-leadership on productivity	Survey and qualitative analysis.	- Family-work conflict and social isolation negatively impacted productivity. - Autonomy and self-leadership had a positive effect on

			during WFH.		productivity.

2.6 Summary and Gaps in the literature reviewed

2.6.1 Summary

This chaper reviewed relevant literature on remote work and employee productivity, focusing on key factors such as frequency of remote work, work environment quality, work-life balance, and flexibility. It also discussed the theoretical foundations of the study, including the JD-R model and SDT. The empirical review highlighted the mixed effects of remote work on productivity, while the research gaps pointed to the need for further studies in developing countries like Nigeria. The next chapter will outline the research methodology used to explore these issues, including the research design, sample selection, and data collection methods.

2.6.2 Gaps in the Literature

Despite the growing body of research on remote work and productivity, significant gaps remain. Most existing studies have been conducted in developed countries, with limited attention paid to the unique challenges faced by organizations in developing countries like Nigeria. The existing literature also focuses largely on large multinational organizations, with little research examining how smaller organizations, such as Nosak Group, implement remote work policies and their impact on productivity. Furthermore, there is limited empirical research on the specific factors that influence remote work productivity in a Nigerian context,

particularly in regions like Benin City, where infrastructure and resources may differ significantly from those in developed countries. This study aims to fill these gaps by examining the influence of remote work factors—such as frequency of remote work, work environment quality, work-life balance, and flexibility—on employee productivity within Nosak Group in Benin City.

2.7 Brief History of Nosak Group in Benin City

Nosak conglomerate based in Benin City, Nigeria, with a diverse portfolio spanning across several key industries, including manufacturing, agriculture, logistics, and distribution. Established in the early 1990s, Nosak Group initially focused on manufacturing and agricultural products, playing a significant role in the local economy by producing essential goods and providing employment opportunities. Over the years, the company expanded its reach and diversified its operations to include logistics, with a strong emphasis on delivering quality products and services across Nigeria and beyond. Throughout its history, Nosak Group has been recognized for its commitment to corporate social responsibility and community development. The company has contributed to the infrastructural growth of Benin City and surrounding areas by supporting initiatives in education, healthcare, and local employment.

Nosak Group's growth has been characterized by a focus on innovation, quality, and sustainability, positioning itself as a leader in its industries. In response to the evolving global business landscape, Nosak Group has embraced modern work practices, including the adoption of remote work policies. The company began exploring remote work options in

recent years, particularly in the wake of the COVID-19 pandemic, which accelerated the shift toward flexible work arrangements. With the rise of digital communication tools and the growing importance of employee well-being, Nosak Group introduced remote work policies to ensure business continuity and support its workforce. These policies reflect the company's adaptability and commitment to maintaining productivity while addressing the changing needs of its employees. Nosak Group's experience with remote work offers valuable insights into how Nigerian businesses are navigating the complexities of modern work environments, balancing traditional operational structures with the flexibility of remote work. The company's approach to remote work is part of its broader strategy to enhance employee satisfaction, increase productivity, and foster a more dynamic and sustainable workforce.

2.8 Theoretical Framework

The study is anchored on the job demands-resources (jd-r) model and self-determination theory (sdt), which provide a comprehensive framework for understanding how remote work affects employee productivity and well-being. these theories collectively explain how the balance between job demands and resources, as well as the fulfilment of psychological needs, influences motivation, engagement, and overall performance in a remote work setting, the jd-r model, developed by Demerouti et al. (2001), emphasizes the interaction between job demands, which require sustained effort, and job resources, which facilitate goal achievement and personal development. in the context of remote work, this model explains how reducing certain demands, such as commuting, can decrease stress and improve energy levels, while

introducing new demands, such as managing distractions and role blurring, can create challenges.

At the same time, resources like autonomy and flexibility help employees manage these demands and enhance productivity. for instance, autonomy allows employees to align their tasks with peak productivity periods, while flexibility enables them to balance professional and personal obligations effectively. the jd-r model highlights the need for organizations to personalize resource allocation to address the unique challenges faced by employees in remote work environments. Self-determination theory, developed by Deci and Ryan (1985), complements the jd-r model by focusing on intrinsic motivation and the fulfilment of three core psychological needs: autonomy, competence, and relatedness. remote work naturally enhances autonomy, as employees have greater control over their schedules and work environments, which fosters higher job satisfaction and motivation.

It also supports competence by allowing employees to optimize their tasks according to their strengths and preferences, boosting confidence and productivity. however, the reduced social interaction in remote work settings can diminish the sense of relatedness, leading to feelings of isolation and disengagement. organizations can address this by fostering virtual connections through regular meetings and team-building activities, ensuring employees feel connected to their colleagues and the organization. By anchoring the study on the jd-r model and sdt, it becomes evident that balancing job demands and resources while addressing employees' psychological needs is critical for optimizing productivity and well-being in remote work settings. these theories provide a robust foundation for understanding the

complexities of remote work and guiding organizational strategies to support employee success.

CHAPTER THREE

Methodology

3.1 Introduction

This chapter presents the methodology used in examining the relationship between remote work and employee productivity. It outlines the research design, data collection methods, sample size, sampling technique, and model specification. These sections serve as a foundation for understanding how the study aims to achieve its objectives, ensuring a systematic approach to data collection, analysis, and interpretation.

3.2 Research Design

This study adopts a quantitative research design to analyze the relationship between remote work variables and employee productivity. The ex post facto design allows for an analysis of data collected at a specific time to examine the effects of remote work characteristics—such as frequency, work environment quality, work-life balance, and flexibility—on productivity. The quantitative approach enables the measurement and assessment of relationships between variables using statistical techniques, facilitating a clear understanding of remote work's impact on productivity.

3.3 Population Size

The population for this study includes employees from various industries who have been working remotely, either full-time or part-time, since the COVID-19 pandemic. To ensure a representative sample, the study focuses on employees and management staff of Nosak Group, a manufacturing and agricultural products company in Benin City, who are engaged in remote work. This population includes Staff members who work entirely from home or other remote locations under the company's remote work policy, employees who alternate between remote and on-site work, supervisors and team leads responsible for overseeing remote teams and evaluating productivity and Individuals involved in designing, implementing, and monitoring remote work policies. The study will examine individuals across different departments that have adopted remote or hybrid work models, providing a comprehensive understanding of how remote work affects productivity within Nosak Group. According to the company's staff records, Nosak Group has **over** 500 employees.

3.4 Sample Techniques

To get the sample size for the study a Taro Yamane formula at 90% confidence level was used to obtained the size. The calculation formula of Taro Yamane is presented as follows.

$$n = \frac{N}{1+N(e)^2}$$

Where ：

n = sample size required

N = number of people in the population

e = allowable error (%)

When this formula is applied to the above sample.

$$n = \frac{500}{1 + 500\ (0.1)^2}$$

$$n = \frac{500}{1 + 500\ (0.01)}$$

$$n = \frac{500}{1 + 5}$$

$$n = \frac{500}{6}$$

$$n = 83.3$$

Based on the sample size above, the number was approximated to 85. A total number of 85 questionnaires will be administered because of the possibility of no return of questionnaires and possible invalids by respondents.

3.5 Model Specification

In line with previous studies on productivity, this study uses a model specification to analyze the relationship between employee productivity and various remote work factors. The model is structured as follows:

Employee Productivity = β_0 + β_1 (Frequency of Remote Work) + β_2 (Quality of the Work Environment) + β_3 (Work-Life Balance) + β_4 (Flexibility in Remote Work Arrangements) + ε

Econometrical form of the model is expressed as:

$EP = \beta_0 + \beta_1 FRW + \beta_2 QWE + \beta_3 WLB + \beta_4 FLEX + \varepsilon$

Where:

EP = Employee Productivity;

β_0 = the intercept on the dependent variable;

β_1 to β_4 = Coefficient of independent variables;

FRW = Frequency of Remote Work;

QWE = Quality of the Work Environment;

WLB = Work-Life Balance;

FLEX = Flexibility in Remote Work Arrangements; and

ε = Error term.

The expected a priori signs are: $\beta_1>0$, $\beta_2>0$, $\beta_3>0$, $\beta_4>0$.

The model allows for an assessment of the strength and direction of the relationship between each remote work factor and employee productivity, facilitating the identification of significant predictors of productivity in remote work settings.

3.6 Operationalization of Variables

S/N	Variable	Operationalization	Variable Type	Measurement	Source
1	Employee Productivity (EP)	The efficiency and effectiveness of employees in completing tasks and meeting performance expectations while working remotely.	Dependent	Self-reported productivity measured by task completion rates, output efficiency	Sonnentag & Frese (2002)
2	Frequency of Remote Work (FRW)	The number of days per week or month an employee works remotely.	Independent	Measured as the number of days per week employees work remotely	Allen et al. (2015)
3	Quality of Work Environment (QWE)	The physical and virtual conditions that support remote work efficiency. | - Availability of necessary tools (internet, software, hardware)	Independent	Rated on a scale assessing comfort, access to resources, and noise levels	Beauregard et al. (2019)
4	Work-Life Balance (WLB)	The ability of employees to effectively manage professional responsibilities alongside personal life. | - Work-related stress levels	Independent	Self-reported work-life balance score based on the ability to manage work and personal life	Gajendran & Harrison (2007)
5	Flexibility (FLEX)	The degree to which employees have control over their work	Independent	Rated on a scale measuring the extent of flexible work hours	Deci & Ryan (1985)

S/N	Variable	Operationalization	Variable Type	Measurement	Source
		schedule and tasks. | - Autonomy in setting work hours		allowed	

This operationalization of variables ensures that the study accurately measures each factor's contribution to productivity, aligning with established literature in the field. The data collected will be analyzed to understand how each of these variables impacts employee productivity within remote work settings, fulfilling the objectives of the research.

3.7 Data Collection

Data for this research were collected through structured questionnaires administered to employees working remotely. The questionnaire includes questions designed to measure the frequency of remote work, quality of work environment, work-life balance, and flexibility. Employee productivity is assessed through self-reported performance metrics, capturing aspects such as task completion rates and overall output efficiency. These data collection methods ensure that variables of interest are directly aligned with the study’s objectives and allow for the statistical analysis of relationships between remote work factors and productivity.

3.8 Data Analysis

Data collected from the survey responses will be analyzed using statistical methods, particularly multiple regression analysis. This technique allows for the examination of the relationship between each independent variable (frequency of remote work, work environment quality, work-life balance, and flexibility) and the dependent variable (employee productivity). SPSS software will be used to conduct the regression analysis and assess the statistical significance of each variable's impact on productivity. This analytical approach helps determine which aspects of remote work most significantly affect productivity outcomes.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF DATA

4.1 Introduction

This chapter analysis presented is based on the data obtained from response to the questionnaire administered. The respondents were staffs of the Nosak Group. The analysis of the data was to obtain answer to the research questions and specific objectives. The data were estimated with Statistical Package for Social Sciences (SPSS) version 20. The analysis was done and interpreted in headings and subheadings such as response rate, data presentation and interpretation of results and then discussion of findings.

4.2 Data Presentation and Analysis for Sample Background Variables

A total of eighty five (85) questionnaires were distributed among the staffs of Nosak Group, eighty five (85) was properly filled and returned. The response from the respondents were in tables showing the options, the decision made.

Section A: Table 4.1 Respondents personal data

Items	Options	Frequency	% of Response
Gender	Male	61	71.8%
	Female	24	28.2%
	Total	**85**	**100**%
Age	19yrs Below	0	0%
	20 – 29yrs	36	42.4%
	30 - 35yrs	16	18.8%
	36 – 41yrs	28	33.0%
	41yes and above	5	5.9%
	Total	**85**	**100**%
Marital Status	Single	47	55.3%
	Married	32	37.6%
	Others	6	7.1%
	Total	**85**	**100**%
Education Status	SSCE/GCE	41	48.2%
	OND/NCE	18	21.2%
	HND/B.Sc	23	27.1%
	M.Sc/MBA/Others	3	3.5%
	Total	**85**	**100**%
Working Experience	3yrs Below	38	44.7%
	4-6yrs	24	28.2%
	7-10 yrs	18	21.2%
	11 yrs above	5	5.9%
	Total	**85**	**100**%

Source: Field Survey 2025.

Gender Distribution

The table shows a clear gender disparity, with a significant majority of male respondents (71.8%) compared to females (28.2%). This could suggest that the survey sample might be drawn from a population where males dominate, or it could indicate a bias in the sampling process. This imbalance is important for understanding the representation of genders in this study and may impact how the findings are generalized across different gender groups.

Age Distribution

The table reveals that there are no respondents below 19 years of age, which suggests the focus of the survey is on adults who are likely to be in the workforce or have reached a certain level of maturity. The largest group, comprising 42.4% of respondents, falls within the 20-39 years age bracket, indicating that the survey may be targeting individuals at the beginning or early stage of their professional careers. The next significant group is 36-41 years (33.0%), suggesting that many respondents are in the mid-career stage, possibly with more stability and experience. A smaller portion, 18.8%, falls within the 30-35 years age group, which indicates a subset of individuals at the early phase of career development. The smallest group, 5.9%, is aged 42 years and above, which could include more senior professionals with decades of experience. This age distribution reflects a generally younger workforce with varying levels of career progression.

Marital Status

The marital status distribution shows that the majority of respondents are single (55.3%), which could suggest that a significant portion of the sample is younger or still at a stage in life where marriage has not yet occurred. This group may have different priorities and lifestyle choices compared to married individuals, particularly in terms of career flexibility or family responsibilities. The second largest group, 37.6%, are married, which indicates a more settled demographic with likely increased responsibilities, possibly influencing their career choices and attitudes. The remaining 7.1% are categorized as "Others," which likely includes divorced,

separated, or widowed respondents. This category is small but still provides insight into the variety of relationship statuses within the sample.

Educational Status

The table indicates that a significant portion of respondents, 48.2%, have attained only SSCE/GCE (secondary school education), suggesting that the sample may come from a context where a large percentage of people have not pursued higher education. This could imply a workforce with varying educational levels and possibly different levels of specialization. The second largest group, 27.1%, holds an HND/B.Sc., indicating a moderate level of higher education. These individuals are likely to hold more specialized positions and may possess a stronger academic background. The next group, 21.2%, has OND/NCE qualifications, pointing to vocational or technical training. This group may represent a workforce with practical skills but less formal academic education. Finally, a small portion, 3.5%, have M.Sc/MBA or other advanced qualifications. These individuals are likely to occupy senior roles or specialized positions, contributing perspectives based on their advanced education.

Work Experience

The table shows that nearly half of the respondents (44.7%) have 3 years or less of work experience, indicating that the sample likely consists of younger professionals or those still in the early stages of their careers. This group may be more focused on career development, growth opportunities, and gaining skills. The next largest group (28.2%) has between 3-6

years of experience, indicating that these respondents are somewhat established in their fields and may have gained more technical expertise. The group with 7-10 years of experience (21.2%) represents individuals who are likely mid-career and may have gained leadership or specialized roles. The smallest group, with 11 years or more of experience (5.9%), is likely to include senior professionals with extensive experience, possibly in leadership or decision-making positions. This distribution reflects a workforce with a mix of early-career, mid-career, and senior professionals.

4.3 Data presentation and Analysis

4.3.1 Reliability Test

In this study, we structured questionnaires across the variable (Employee Productivity, Frequency of Remote Work, Quality of the Work Environment, Work-Life Balance, Flexibility in Remote Work Arrangements) in analyzing our date, we conducted reliability test using Cronbach Alpha test to test the reliability of the structured questions. The result was resented in the table below.

Table 4.2 Reliability Test using Cronbach's Alpha

Research questions	Number of items	Cronbach Alpha
Employee Productivity	4	0.7165
Frequency of Remote Work	4	0.7398
Quality of the Work Environment	4	0.7046
Work-Life Balance	4	0.7551
Flexibility in Remote Work Arrangements	4	0.7270

Source: SPSS (2025)

The table 4.2 above revealed that the Cronbach's Alpha values if the given variables were all above the benchmark of 0.50 (Employee Productivity, Frequency of Remote Work, Quality of the Work Environment, Work-Life Balance, Flexibility in Remote Work Arrangements). In the measure of the reliability of workforce performance, all the six (6) questions structured were reliable for the measurement of the internal consistency of the variable. Thes justified a good reliability of the questions set in measuring the variables. The higher a coefficient shows that the stronger the inter relationship of each item of measures.

4.3.2 Descriptive Statistics

Table 4.3 Descriptive Statistics

	FRW	QWE	WLB	FLEX	EP
Mean	13.0471	8.8706	7.8706	8.3647	7.8000
Median	13.0000	9.0000	8.0000	8.0000	8.0000
Std. Deviation	3.64465	1.91975	1.82436	1.68217	1.62422
Skewness	.357	.488	.714	.294	.946
Std. Error of Skewness	.261	.261	.261	.261	.261
Kurtosis	-.761	.127	.317	-.373	1.001
Std. Error of Kurtosis	.517	.517	.517	.517	.517
Minimum	7.00	5.00	5.00	5.00	5.00
Maximum	21.00	14.00	13.00	13.00	13.00
Sum	1109.00	754.00	669.00	711.00	663.00

The table 4.3 results of the descriptive statistics reveal key insights into the variables related to remote work and employee productivity. The mean value of Frequency of Remote Work (FRW) is 13.05, with a minimum of 7.00 and a maximum of 21.00, suggesting that remote work frequency varies significantly among respondents. The standard deviation of 3.64 indicates moderate dispersion from the mean. The skewness value of 0.357 shows a slight positive skew, implying that a few respondents reported higher-than-average remote work frequency. The kurtosis of -0.761 suggests a relatively flat distribution compared to a normal distribution.

For Quality of the Work Environment (QWE), the mean value is 8.87, with a minimum of 5.00 and a maximum of 14.00. The standard deviation of 1.92 suggests some variation in work environment perceptions. The skewness of 0.488 indicates a moderate positive skew, meaning that more respondents rated their work environment on the higher end of the scale. The kurtosis value of 0.127 suggests a distribution close to normal.

The Work-Life Balance (WLB) variable has a mean value of 7.87, with a minimum of 5.00 and a maximum of 13.00. The standard deviation of 1.82 indicates moderate dispersion. A skewness of 0.714 suggests a stronger positive skew, meaning that more employees rated their work-life balance on the higher side. The kurtosis value of 0.317 implies a relatively normal distribution.

Regarding Flexibility in Remote Work Arrangements (FLEX), the mean value is 8.36, with a minimum of 5.00 and a maximum of 13.00. The standard deviation of 1.68 shows some

variation in perceived flexibility. A skewness of 0.294 suggests a slight positive skew, while a kurtosis of -0.373 indicates a slightly flatter distribution.

Finally, Employee Productivity (EP) has a mean of 7.80, with a minimum of 5.00 and a maximum of 13.00. The standard deviation of 1.62 suggests moderate variations in productivity levels. The skewness value of 0.946 indicates a more pronounced positive skew, suggesting that more employees reported higher-than-average productivity levels. The kurtosis of 1.001 suggests a sharper peak in distribution compared to normal.

Fig. 4.1 Normality Test

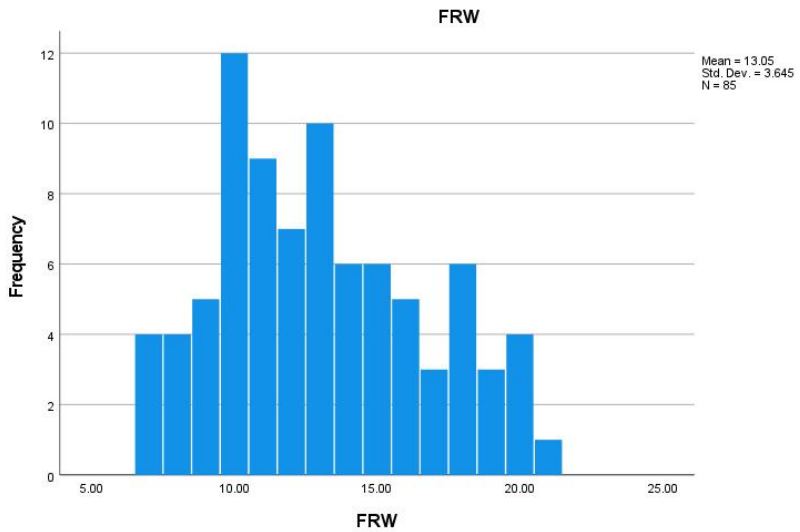


Fig. 4.2 Normality Test

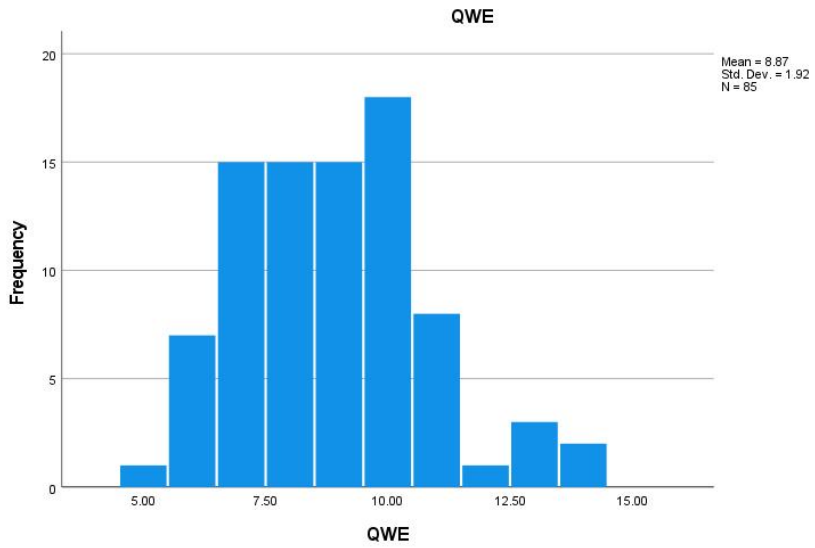


Fig. 4.3 Normality Test

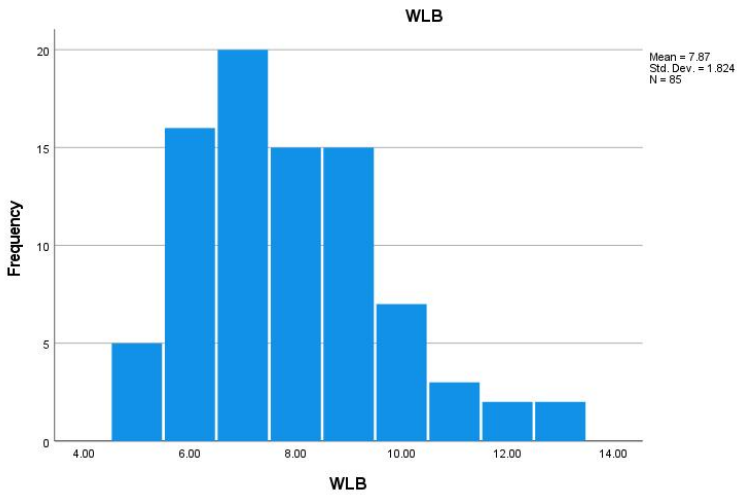


Fig. 4.4 Normality Test

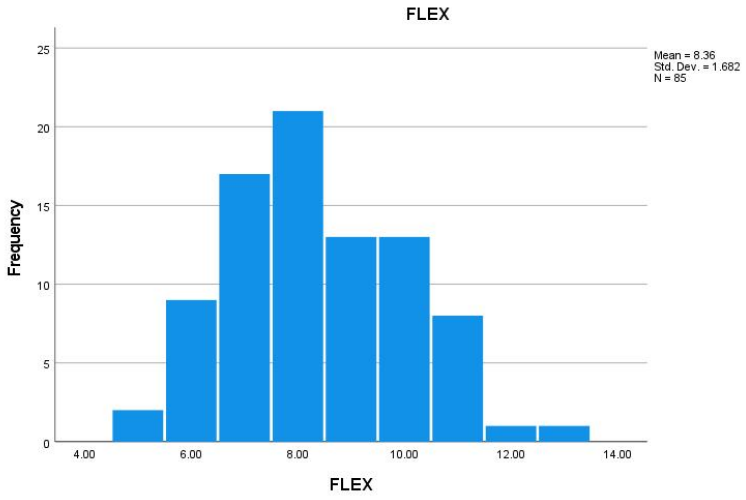
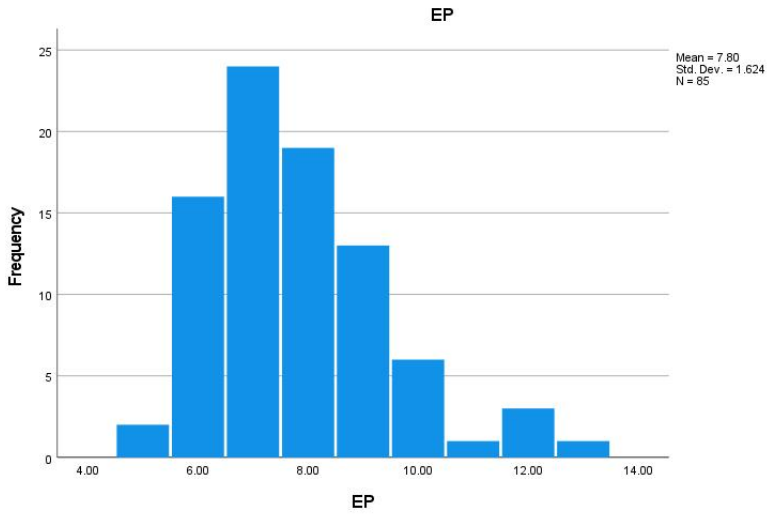


Fig. 4.5 Normality Test



Source: Researchers Computation, 2025

The histogram normality and other descriptive statistics of the regression variables are revealed in the normality test above. The result showed a mean Jarque-Bera normality test, based on the skewness and kurtosis values, suggests that most variables exhibit slight deviations from normality, with EP showing the highest positive skew. Overall, the variables are fairly dispersed, with most distributions slightly right-skewed, meaning that higher ratings are more frequent. This statistical summary provides valuable insights into how remote work conditions, flexibility, and work-life balance impact employee productivity.

4.4 Estimation and Interpretation of Model/Relationship Between Remote Work and Employee Productivity

4.4.1 Correlation Analysis

Bivariable Person correlation coefficients were conducted on the data for all the variables in the study. Table 4.4 Below showed the Person correlation coefficients among research variables

Table 4.4 Correlation Analysis

Correlations

	FRW	QWE	WLB	FLEX	EP
FRW	1				
QWE	.094	1			
	.390				
WLB	-.085	.056	1		
	.439	.609			

FLEX	.160	.214*	-.062	1	
	.143	.049	.573		
EP	.006	.160	.594**	.227*	1
	.959	.145	.000	.036	

Source: SPSS 20 (2025)

The correlation analysis revealed that the explanatory variables (FRW, QWE, WLB, and FLEX) exhibit varying degrees of correlation with the dependent variable (EP). Specifically, FRW with a coefficient of 0.006 was found to have a negligible positive correlation with EP. QWE with a coefficient of 0.160 exhibited a weak positive correlation with EP, while WLB with a coefficient of 0.594 demonstrated a strong positive correlation with EP, indicating that improved work-life balance significantly enhances employee productivity. FLEX with a coefficient of 0.227 also showed a weak to moderate positive correlation with EP, suggesting that flexibility in remote work arrangements contributes to higher productivity. Furthermore, none of the variables has a coefficient value greater than 0.80, which would have indicated the existence of a multicollinearity problem. This implies that the explanatory variables are not highly correlated, ensuring the reliability of subsequent regression analysis. Therefore, the variables in the study are free from multicollinearity concerns, allowing for the conduction of Ordinary Least Squares (OLS) regression analysis without concerns about distorted estimates.

4.5.2 Results of Regression Analysis

The research project employed standard multiple regression analysis to evaluate the predictive capabilities of the various predictor variables (Frequency of remote work, quality of the work

environment, work-life balance, flexibility in remote work arrangements) in relation to the criterion variable (Employee productivity).

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654[a]	.428	.399	1.25902

a. Predictors: (Constant), FLEX, WLB, FRW, QWE

b. Dependent Variables: EP

The model summary in Table 4.5 shows an R^2 value of 0.428, indicating that approximately 42.8% of the variance in Employee Productivity (EP) can be explained by the predictor variables (Frequency of Remote Work (FRW), Quality of the Work Environment (QWE), Work-Life Balance (WLB), and Flexibility in Remote Work Arrangements (FLEX)). The adjusted R^2 value of 0.399 suggests that after accounting for the number of predictors, the explanatory power of the model slightly decreases. This indicates that while the independent variables contribute to explaining employee productivity, other factors not included in the model may also play a role. The standard error of the estimate (1.25902) represents the average deviation of the observed values from the predicted values in the model. A lower standard error suggests better predictive accuracy. Overall, the relatively moderate R^2 value suggests that while the model provides a reasonable explanation of employee productivity,

additional variables may need to be considered to enhance the model's fit and predictive power.

Table 4.6: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.790	4	23.698	14.950	.000[b]
	Residual	126.810	80	1.585		
	Total	221.600	84			

a. Dependent Variable: EP

b. Predictors: (Constant), FLEX, WLB, FRW, QWE

The ANOVA table above reveals an F-statistic of 14.950 and a p-value of 0.000, indicating that there is a statistically significant relationship between the dependent variable (Employee Productivity (EP)) and the predictor variables (Frequency of Remote Work (FRW), Quality of the Work Environment (QWE), Work-Life Balance (WLB), and Flexibility in Remote Work Arrangements (FLEX)). The Sum of Squares for Regression is 94.790, while the Residual Sum of Squares is 126.810, showing that the model explains a considerable portion of the variation in employee productivity compared to the unexplained variance. Since the p-value (0.000) is less than the conventional threshold of 0.05, it suggests that the predictor variables collectively have a significant impact on employee productivity. This implies that remote

work frequency, work environment quality, work-life balance, and flexibility in remote work arrangements play an essential role in explaining variations in employee productivity.

4.5.3 Test of Hypotheses

The hypotheses were tested with a p-value in the regression result. Where the p-values are greater than or equal to 0.05, the null hypotheses (H_0) are not rejected. And where the p-values are less than 0.05, the null hypotheses (H_0) are rejected. The results of the interpretations are presented below.

Table 4.7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.952	1.124		.847	.400
	FRW	.005	.038	.011	.124	.902
	QWE	.060	.074	.071	.820	.414
	WLB	.540	.076	.606	7.110	.000
	FLEX	.240	.085	.248	2.829	.006

a. Dependent Variable: EP

Hypothesis One: The frequency of remote work does not have a significant effect on employee productivity.

The result in Table 4.7 shows that the frequency of remote work (FRW) has a t-statistic of 0.124 and a p-value of 0.902, which is greater than the 5% significance level. This indicates that FRW does not significantly affect employee productivity. Thus, we fail to reject the null hypothesis, meaning that the frequency of remote work does not have a significant impact on employee productivity.

Hypothesis Two: There is no significant relationship between the quality of the work environment and employee productivity in remote settings.

The table above shows that the quality of the work environment (QWE) has a t-statistic of 0.820 and a p-value of 0.414, which is greater than 0.05. This suggests that QWE does not have a statistically significant relationship with employee productivity. Based on this result, we fail to reject the null hypothesis, indicating that the quality of the work environment does not significantly influence employee productivity.

Hypothesis Three: Work-life balance does not significantly impact employee productivity during remote work.

The table above shows that work-life balance (WLB) has a t-statistic of 7.110 and a p-value of 0.000, which is less than 0.05. This means that work-life balance significantly impacts employee productivity. Therefore, we reject the null hypothesis and conclude that work-life balance has a significant and positive impact on employee productivity.

Hypothesis Four: Flexibility in remote work arrangements does not significantly contribute to employee productivity.

The table above shows that flexibility in remote work arrangements (FLEX) has a t-statistic of 2.829 and a p-value of 0.006, which is less than 0.05. This indicates that flexibility in remote work arrangements significantly contributes to employee productivity. As a result, we reject the null hypothesis and conclude that flexibility in remote work arrangements has a significant impact on employee productivity.

4.6 Discussion of Findings

Hypothesis One: The frequency of remote work does not have a significant effect on employee productivity.

The findings indicate that the frequency of remote work does not significantly affect employee productivity, as shown by the high p-value (0.902) and low t-statistic (0.124). This aligns with the study by Alexander et al. (2021), which highlighted that although remote work increased productivity during the pandemic, many employees experienced anxiety due to unclear communication from employers, potentially undermining long-term productivity. Similarly, Anakpo, Nqwayibana, and Mishi (2023) found that the impact of remote work on productivity varies based on industry and job nature. However, this result contrasts with Kimondo (2022), who found that remote work positively affected productivity at Absa Bank Plc due to improved work-life balance and flexible schedules. The mixed findings suggest that while remote work offers flexibility, its impact on productivity may depend on organizational policies, communication clarity, and individual job roles.

Hypothesis Two: There is no significant relationship between the quality of the work environment and employee productivity in remote settings.

The results show that the quality of the work environment does not significantly impact employee productivity (t-statistic = 0.820, p-value = 0.414). This finding aligns with the study by Galanti et al. (2021), which suggested that while job autonomy and self-leadership enhance productivity in remote work settings, family-work conflict and social isolation can negatively impact engagement and productivity. Similarly, Kurdy, Al-Malkawi, and Rizwan (2023) found that while work environment factors like job satisfaction and workload influence productivity, they do not always directly translate into performance improvements. However, this contrasts with findings from Gegerfelt and Sandström (2021), who highlighted that a well-structured remote work environment, including employer support and collaboration tools, positively affects productivity. The lack of significance in this study suggests that other factors, such as employee self-management and organizational culture, may play a more dominant role in influencing remote work productivity than the physical or digital work environment alone.

Hypothesis Three: Work-life balance does not significantly impact employee productivity during remote work.

The results indicate that work-life balance significantly affects employee productivity, as evidenced by the low p-value (0.000) and high t-statistic (7.110). This finding is consistent with the studies by Kimondo (2022) and Vafin (2021), both of which found that remote work enhances productivity by allowing employees to maintain a better work-life balance, reducing

commuting stress, and improving job satisfaction. Similarly, Galanti et al. (2021) highlighted that work-life balance plays a crucial role in reducing stress and enhancing engagement, which translates into higher productivity levels. This result is also supported by Kurdy, Al-Malkawi, and Rizwan (2023), who emphasized that work-life balance significantly influences remote work productivity. The strong positive impact suggests that organizations should prioritize policies that support work-life balance, such as flexible scheduling and mental health initiatives, to sustain high employee productivity levels in remote settings.

Hypothesis Four: Flexibility in remote work arrangements does not significantly contribute to employee productivity.

The findings reveal that flexibility in remote work arrangements significantly contributes to employee productivity, with a low p-value (0.006) and a t-statistic of 2.829. This aligns with the study by Gegerfelt and Sandström (2021), who found that employees preferred a hybrid work model, indicating that a balance between remote and in-office work maximizes productivity. Additionally, Kimondo (2022) reported that flexible remote work schedules led to increased efficiency in the banking sector. Similarly, Vafin (2021) suggested that remote work flexibility boosts engagement and firm profitability by enhancing employee satisfaction and reducing operational costs. These findings indicate that organizations should consider offering more flexible remote work arrangements to optimize productivity while addressing potential challenges such as communication gaps and team cohesion.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section reveals the summary of findings, conclusion, recommendations, contribution to knowledge and suggestion for further research.

5.2 Summary of Findings

The study's findings emphasize the relationship between remote work factors and employee productivity in the banking sector. While flexibility, work-life balance, and remote work frequency are often regarded as key contributors to employee performance, the results suggest that their direct impact varies. Some factors significantly enhance productivity, while others show no statistical significance. This highlights the need for organizations to refine remote work policies by integrating these elements with other performance-enhancing strategies. Additionally, the findings present opportunities for improving workplace structures to ensure long-term productivity gains in remote work settings. However, the major findings of this study include:

1. The frequency of remote work does not significantly affect employee productivity in the banking industry.
2. The quality of the work environment does not significantly impact employee productivity in remote settings.
3. Work-life balance significantly enhances employee productivity during remote work.

4. Flexibility in remote work arrangements significantly contributes to employee productivity in the banking industry.

5.3 Conclusion

The findings of this study underscore the significance of remote work dynamics in shaping employee productivity in the banking industry. However, the results indicate that the frequency of remote work and the quality of the work environment do not have a statistically significant impact on productivity. This suggests that while these factors may influence work preferences and employee satisfaction, their direct effect on productivity remains inconclusive within this context.

A substantial proportion of respondents recognize the benefits of work-life balance in improving employee efficiency, engagement, and job satisfaction. Similarly, flexibility in remote work arrangements is perceived as a crucial factor in enhancing performance, allowing employees to better manage their schedules and maintain a balance between professional and personal responsibilities. While previous research suggests that a well-structured work environment supports productivity, the findings of this study indicate that its impact may be mediated by other factors such as job expectations, communication effectiveness, and technological support.

Despite these insights, the study highlights areas for improvement. While remote work offers advantages in terms of flexibility and work-life balance, organizations must address potential challenges such as social isolation, reduced team cohesion, and unclear communication. This

suggests the need for banking institutions to refine their remote work policies by fostering a structured approach that integrates flexibility with effective engagement strategies, clear expectations, and enhanced digital collaboration tools.

5.4 Recommendations

Based on the study's findings, the following recommendations are proposed to enhance employee productivity in remote work settings within the banking industry:

1. Organizations should establish clear and well-structured remote work policies. Transparent communication regarding expectations, performance metrics, and hybrid work arrangements can help alleviate employee uncertainty and improve productivity.
2. Banks should invest in digital tools, cybersecurity measures, and reliable IT support to ensure seamless remote work operations. Providing employees with necessary resources, such as ergonomic office setups and high-speed internet support, can enhance efficiency and reduce work-related stress.
3. To mitigate the challenges of social isolation and reduced team cohesion, regular virtual check-ins, interactive team-building activities, and periodic in-person meetings should be integrated into remote work structures. These initiatives can foster collaboration, engagement, and a sense of belonging among employees.
4. Organizations should encourage policies that support a healthy work-life balance, such as flexible scheduling, designated break periods, and mental health support programs.

Providing employees with guidance on workload management and stress reduction techniques can enhance overall well-being and productivity.

5. AI-powered tools should be leveraged to assess employee performance based on productivity metrics rather than hours worked. Data-driven insights can help managers identify areas for improvement and provide tailored feedback to employees working remotely.
6. Given the mixed impact of remote work on productivity, a well-balanced hybrid work model (e.g., 40–60% remote work) can be adopted to combine the benefits of both remote and in-office work. This model ensures flexibility while maintaining face-to-face collaboration and team synergy.
7. Continuous training in digital literacy, self-management, and time optimization can help employees adapt effectively to remote work environments. Banks should offer workshops on AI-driven tools, virtual collaboration platforms, and productivity enhancement strategies to support long-term success.
8. By implementing these recommendations, banking institutions can create a more effective and sustainable remote work structure that enhances employee productivity while addressing potential challenges associated with remote work.

5.5 Contribution to knowledge

This study contributes to existing knowledge in several ways:

1. The study adds to the literature on work-life balance by evaluating how AI-based HR tools affect remote work flexibility, employee well-being, and work arrangements, contributing to discussions on sustainable HRM practices.

2. This research identifies key challenges associated with AI adoption in HR, such as ethical concerns, potential biases in AI-driven decision-making, and employee resistance to AI-based HR processes. These findings provide a foundation for developing policies and best practices for responsible AI use in HRM.

3. The study offers practical recommendations for HR managers on leveraging AI tools effectively while ensuring that human-centric HRM practices remain integral. It highlights the need for balancing AI-driven efficiency with employee experience and satisfaction.

4. This research serves as a foundation for future studies by identifying gaps in knowledge, particularly regarding AI's long-term impact on HRM, ethical considerations, and industry-wide comparisons of AI adoption in HR practices.

5.6 Suggestion for Further Research

The following below are the suggestion for further studies:

1. Future studies should examine the relationship between employee well-being, sense of purpose, transcendence, emotional intelligence, and inclusiveness in different industries beyond the beverage sector to determine whether the findings hold across various work environments.

2. Given the inconclusive results regarding well-being and organizational performance, future research could adopt a longitudinal approach to track changes over time and assess the long-term impact of well-being initiatives on business outcomes.

3. Further research could investigate potential mediators or moderators, such as leadership style, organizational culture, or job design, that might influence the relationship between these employee-centric factors and organizational performance.

4. Conducting comparative studies across different cultural and geographic contexts could help determine whether cultural differences affect the impact of employee well-being, purpose, and transcendence on performance.

Future research should examine how specific HR policies, leadership behaviors, and workplace interventions shape employee well-being, purpose, and inclusiveness, and whether such interventions can lead to measurable improvements in organizational performance.

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APPENDIX

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN

Dear Respondent,

APPEAL FOR THE COMPLETION OF QUESTIONNAIRE

I am an undergraduate student in the above named Department. As part of the requirement for the programme, I am conducting a research on "impact of remote work on employee productivity in organizations". In this regard, you have been randomly selected as a member of the sample.

I also wish to assure you that your responses will be treated in strict confidence and used for the stated academic purpose only.

Thank you.

Yours Faithfully,

Happiness Inemesit GODWIN
Researcher

SECTION A: DEMOGRAPHIC INFORMATION

Tick as appropriate

1. Sex: Male ( ) Female ( )
2. Age: 19yrs below ( ) 20-29yrs ( ) 30-35 yrs ( ) 36-41 yrs ( ) 42yrs and above ( )
3. Marital Status: Single [ ] Married [ ] Other [ ]
4. Educational Level: SSCE/GCE [ ] OND/NCE [ ] HND/BSC [ ] MSc/ MBA/Ph.D [ ] Others [ ]
5. Working Experience 3yrs below [ ] 4-6yrs [ ] 7-10yrs [ ] 11 yrs and above [ ]

SECTION B: RESEARCH STATEMENTS

S/N	PARTICULARS					
*	**The impact of the frequency of remote work on employee productivity**	**SD**	**D**	**U**	**A**	**SA**
6	I am more productive when I work remotely more frequently.					
7	Working remotely frequently allows me to complete tasks more efficiently.					
8	Frequent remote work reduces unnecessary meetings and improves my focus.					
9	Frequent remote work improves my ability to meet deadlines.					
10	Frequent remote work makes communication with my team more difficult.					
*	**The quality of the work environment influences employee productivity in a remote work context**	**SD**	**D**	**U**	**A**	**SA**
11	A well-equipped home office setup (ergonomic chair, proper desk, etc.) improves my productivity.					
12	Having a quiet and distraction-free workspace at home helps me stay focused and productive.					
13	Poor internet connectivity negatively affects my work efficiency when working remotely.					
14	Good lighting and ventilation in my remote workspace improve my concentration and performance.					
15	Frequent technical issues (hardware/software failures) reduce my productivity while working remotely.					
*	**The effect of work-life balance on productivity while working remotely**	**SD**	**D**	**U**	**A**	**SA**
16	Remote work allows me to manage my personal and professional responsibilities more effectively.					
17	I find it easier to maintain a healthy balance between work and personal life when working remotely.					

18	The flexibility of remote work reduces stress and improves my productivity.					
19	Remote work blurs the boundaries between work and personal life, negatively affecting my productivity.					
20	Remote work enables me to spend more quality time with my family, which positively impacts my productivity.					
*	**How flexibility in remote work arrangements contributes to employee productivity**	**SD**	**D**	**U**	**A**	**SA**
21	Having the flexibility to choose my remote work schedule improves my productivity.					
22	Flexible remote work arrangements help me maintain better focus on my tasks.					
23	The flexibility of remote work improves my ability to meet deadlines.					
24	Having the flexibility to work from different locations improves my work performance.					
25	Being able to work remotely at my preferred hours allows me to perform tasks more efficiently					