



## BEYOND OFFICE WALLS: REMOTE WORK AND EMPLOYEE PERFORMANCE IN NIGERIA

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### ABSTRACT

*The growing trend in the use of remote and flexible work methods has raised concerns about their actual productivity effects, as expenditures on communication and technology, as well as flexible time patterns, are not necessarily translated into concrete performance increases. Therefore, the study investigated the effect of remote work on employees' performance in Lagos, Nigeria, to provide practical suggestions for organisational policy and human resource management. The factors considered were communication, digital technology, flexible work arrangements (FWA), and work independence (independent variables) and employee performance (dependent variable). Job Demands–Resources Theory (JD–R) and Self-Determination Theory were examined to elucidate the processes by which the factors of remote work design can affect performance. The research employed a cross-sectional descriptive survey design, involving 648 employees across five operational units at a Microfinance bank. The sample of 247 participants was determined using the Taro Yamane formular. Data was gathered through a 5-point Likert scale questionnaire, and analysed using SPSS. Multiple regression was performed at a significance level of 5%. When analysed, it was found that the combined attributes of remote work had a significant impact on employee performance ( $R = 0.399$ ;  $R^2 = 0.599$ ;  $F = 9.246$ ;  $p < 0.05$ ). However, when examined individually, work independence was the only significant factor with a positive influence ( $\beta = 0.564$ ,  $p = 0.000$ ). Communication outcomes ( $\beta = -0.048$ ;  $p = 0.556$ ), digital technology ( $\beta = -0.024$ ;  $p = 0.835$ ), and FWA ( $\beta = 0.000$ ;  $p = 0.996$ ) had no effect on employee performance. The results indicate that work independence is the primary catalyst of performance, and other factors serve as enablers that require supportive processes. The research therefore suggested that organisations should increase the autonomy of the employees. Nonetheless, provide employees with clear and systematic communication, maximise the use of digital tools, and improve supportive FWA policies (including appropriate feedback systems) to transform remote-work practices into quantifiable performance improvements.*

**Keywords:** Remote Work, Communication, Digital Technology, Flexible Work Arrangement, Work Independence and Employee Performance

### 1.0 Introduction

The COVID-19 pandemic necessitated the rapid adoption of remote work, sparking discussions regarding the implications of long-term remote and hybrid work on employee performance. Studies show that remote work enhances flexibility, resulting in increased job satisfaction since employees can complete work tasks from anywhere of their choice. Nonetheless, the absence of face-to-face interaction exacerbates isolation and disconnection from the work environment, including colleges (Rožman, Zabukovšek, Bobek, & Tominc, 2021). However, organisations that invest effort in achieving an equilibrium between the three (remote, in-person, or hybrid) foster an environment for increased employee satisfaction and performance, enabling employees to navigate the complexities of everyday commuting. According to Maqsood, Saleem, Butt, Shahzad, Zubair, and Ishaq (2021), remote work is

feasible due to technologies, such as computers, telecommunications devices, internet connections, etc. However, the Covid-19 pandemic brought the possibility of remote work to light, expedited the adoption, transition, and adjustment. In contrast to working from the office, remote work diminishes commute duration, offers greater flexibility in working hours, allows for self-paced productivity, enhances job satisfaction, and fosters an improved work-life balance. Nevertheless, limited knowledge exists regarding the fundamental repercussions of remote work, particularly its impact on employee performance and the elements that contribute to its effectiveness compared to in-office work.

Aleem, Sufyan, Ameer, and Mustak (2023) emphasised that for remote work to be successfully implemented, there have to be adequate work tools, collaboration, data security, regulatory frameworks, and collaboration technologies, amongst others. Accordingly, implementing these strategies has resulted in many firms experiencing the same or an increased level of employee productivity (Neil, 2020). However, employees who are adept at functioning effectively in an office environment with a significant amount of supervision may have significant challenges in maintaining performance standards (Sucheran & Olanrewaju, 2021). Wang, Liu, Qian, and Parker (2021) affirmed that the advancement of information and communication technologies (ICTs), particularly high-speed internet accessibility, led to a significant increase in the adoption of remote work, noted to boost performance. On the other hand, the transition to remote work has been linked to several issues and challenges, including social isolation, stress, mental health issues, sleep disorders, burnout (Toscano & Zappalà, 2020; Ezichi, Okpanachi, Jibunoh, Awosan, Tchoumo, Akande, Amaechi, Sanusi, Ogunsanwo, & Adesina, 2025).

The effect of remote work on work-life balance varies, while some employees experience enhanced work-life balance and productivity, others encounter difficulties that result in overload, diminishing job satisfaction, and performance (Khan & Lopez, 2023; Rañeses, Nisa, Bacason, & Martir, 2022). This implies that employees respond differently to remote work, which may be dependent on individual circumstances or the phases of their professional careers. Even though remote work has become a common practice, organisations still grapple with the issue of comprehending under what circumstances it improves or weakens the performance of employees. One of the problems is that in these settings, communication patterns usually shift significantly and result in delays, miscommunications, and decreased teamwork, overriding performance. Also, despite the role of digital technologies to make remote work feasible, employees continue to struggle with poor connectivity, insufficient digital abilities, or simply a lack of access to the relevant tools required to help them feasibly accomplish their tasks.

Although remote work is designed to facilitate work-life balance, they also pose issues of uneven work hours, unclear tasks limit, and discrepancies in productivity levels. Doe (2022) observed that around 70% of remote employees' experience challenges in achieving work-life balance, resulting in about 15% reduction in productivity. Work independence is one of the many factors characterising a remote work setting. This factor, which should empower employees, has diverse effects; while some employees work better with autonomy, others lack accountability and motivation and are unable to work without supervision. These outcomes show that there is a definite lack of awareness of how these variables, amongst others, interrelate to influence performance in remote work settings. Therefore, this study evaluated the impact of remote work on employee performance, with a focus on communication, digital technologies, flexible work arrangements, and work independence. This investigation was crucial to determine the combined impact of these factors on employees' performance. The study's specific aims are to;

- i. Examine the influence of communication in a remote work environment on employee performance.
- ii. Evaluate the impact of digital technologies on employee performance in a remote work environment.
- iii. Assess the impact of flexible work arrangements on employee performance
- iv. Analyse the influence of work independence on employee performance

## 2.0 Literature Review

### 2.1 Conceptual Framework

**Communication:** The remote workplace has undergone significant modifications, primarily due to technological advancements, which promote easy and fast communication (Suwatno, 2019). Effective communication requires the use of an appropriate framework to improve organisational efficiency, promote teamwork, and mitigate miscommunication among colleagues (Safnal, Rasyad & Kabu, 2020). A successful communication model requires that subordinates receive directives from a clear chain of authority, which enhances role clarity and provides prompt feedback in a remote work setting (Akinbode, Owoeye, Olu-Ogunleye, & Aborisade, 2024). A highly centralised remote work environment hinders the formation of informal communication networks, as the majority of interactions are conducted through formal channels, which are often plagued by bottlenecks and delays. Riono (2020) asserts that the establishment of diverse communication channels in a remote work environment primarily improves feedback, promotes teamwork, and cultivates a healthy and transparent organisational climate, enhances creativity and commitment. Given its significance, it is essential to establish reliable communication to ensure that messages are transmitted and received promptly, facilitating rapid task execution to meet deadlines and enhance workflow. Consequently, efficient communication tools must be provided as they are essential for the rapid execution of tasks for the achievement of preset goals (Setiani, 2020; Widya, Nawang, & Palupi, 2023).

**Digital Technology:** In recent years, the pace of digitalisation has accelerated considerably, marked by the widespread incorporation of information and communication technologies, thus representing a significant transformation of operational processes. The availability of comprehensive digital data presents novel opportunities for organisations to augment performance. It presents an opportunity for organisations to create unique value, thereby influencing coordination dynamics and performance (Martínez-Caro, Cegarra-Navarro, & Alfonso-Ruiz, 2020). With the growing reliance of sectors and organisations on data, communication, and connectivity, management utilises digital technologies through effective strategies. Consequently, digitalisation impacts corporate strategies, organisational structures, and operational processes, thereby presenting potential benefits for businesses and overall workplace performance. Many organisations acknowledge the benefits and implications of performance facilitated by digitalisation, maintaining that productivity is improved through the implementation of suitable tools (Truant & Broccardo, 2021). Remote work is enabled through the utilisation of suitable technologies, allowing duties to be accessed and executed from almost any location. Notwithstanding the demonstrable benefits of digital technologies in facilitating remote work, a growing body of research highlights the emergence of adverse consequences, including stress, work overload, anxiety, the fear of missing out, and the excessive and compulsive use of digital technologies, ultimately contributing to sleep deprivation (Marsh, Vallejos, & Spence, 2022). Dittes, Richter, Richter, and Smolnik (2019) contend that remote work necessitates not only the adoption of novel information technology but also instruction regarding its balanced application and a gradual transition to the revised framework.

**Flexible Work Arrangement:** Flexible work arrangements facilitate improved adaptability to work requirements through telecommuting, reduced workdays, and customisable scheduling, among other alternatives. Stefanie, Suryani, and Maharani (2020) observed that flexible scheduling enhances work performance in a manner beneficial to both employees and organisations. Khattak, Mohammad, and Muhammad (2020) characterise work flexibility as the establishment of procedures and policies that grant employees autonomy regarding their working hours. Consequently, flexible working hours are gaining greater importance, with numerous organisations implementing these arrangements to enhance efficiency and foster a more favourable work-life balance. Therefore, in the contemporary world of advanced technology, employees have a wide range of opportunities available within the labour market, including remote work, in-office work, or a hybrid arrangement. Workplace flexibility not only aids in employee retention but also boosts their motivation and productivity, which offers advantages to the organisation. Conversely, organisational inflexibility reduces talent in a dynamic and growing labour market, whereas workplace flexibility enables individuals to achieve a balance between their professional and personal lives. FWA leads to increased employee engagement and improved organisational performance (Govender, Migiro, & Kyule, 2018). However, certain drawbacks of workplace flexibility encompass increased attrition rates, presenteeism, and absenteeism, which may lead to diminished organisational performance and profitability. Organisations adopting workplace flexibility generally utilise multiple adaptable work arrangements customised to particular circumstances. A flexible work arrangement system enables employees to exercise autonomy in determining their work schedules, thereby enhancing morale, reducing work-related stress, and increasing engagement (Hashim, Ullah, & Azizullah, 2017). Therefore, workplace flexibility stems from the readiness to utilise and invest in advanced technologies, along with employees' willingness to adapt to changing organisational demands (Davidescu, Apostu, Paul, & Casuneanu, 2020).

**Work Independence:** Work independence entails the ability to execute specified duties effectively with minimal supervision. According to Virtanen (2021), work independence refers to the ability of remote employees to complete their assignments without the constant need for interaction with colleagues or supervisors. Work independence is facilitated by endorsing asynchronous work, such as providing access to shared databases via technology and ensuring workers can communicate when necessary (Pham, 2023; Uchenna & Audu, 2021). Remote employees often rely on their colleagues for tasks, which can lead to time constraints, diminished autonomy, and reduced productivity. Nonetheless, independence enables remote workers to balance their professional and personal lives effectively. It gives people greater control over their work, establishes a professional and personal time balance, and facilitates improved work organisation. Research indicates that employees exhibiting greater independence are more adept at adapting to remote work environments, due to humans' intrinsic drive for self-determination and autonomy (Nemiro, 2020). Additionally, several studies have equated work independence with job autonomy, asserting that employees with greater job autonomy produce more proficient and innovative output (Shobe, 2018; Zhou, Li, & Gong, 2019; Saragih, 2015). It implies that employees with a high degree of work independence select a work-life balance that enhances job satisfaction and productivity. Tran, Thi Vinh Hien, and Baker (2021) noted that work independence is the degree to which employees believe they are flexible to make job-related decisions, indicating that the organisation values their contributions and ability to make informed choices. However, the capacity for work independence depends on the readiness of organisations and employees, contingent upon their experience, enthusiasm, and knowledge (Khoshnaw & Alavi, 2020).

**Employee Performance:** Employee performance refers to the execution of a specific task, evaluated against established standards of correctness, completeness, cost, and speed

(Mohammed, 2017). Organisational and employee performance is enhanced when both parties recognise their contributions to progress. Dike, Anetoh, Eboh, and Obiorah (2021) assert that management must comprehend the advantages of employee performance and vice versa. This is crucial to the employee as it aids in the formulation of consistent and objective evaluation methods by identifying each employee's strengths, weaknesses, and potential. Skills, competence, knowledge, experience, professionalism, and training influence employee performance. According to Jiang, Du, Zhou, and Cui (2020), highly trained and proficient employees typically exhibit greater competence and commitment to their responsibilities, resulting in enhanced performance compared to those with lesser training. On the other hand, organisational communication is a critical factor influencing staff performance and productivity. Empirical evidence indicates that monetary rewards also affect employee performance (Daramola & Daramola, 2019). Employee performance is associated with meaningful work, an engaging personality, and supportive colleagues and superiors (Sopha, Achsan, & Asih, 2019). Hence, performance is contingent upon the multiplication of three elements: personal capability, organisational support, and exertion, and it diminishes when one or more of these elements are absent. In a nutshell, employee performance dimensions encompass outcomes, character, behaviours, qualities, talents, interests, personality, training, equipment, performance standards, management, colleagues, motivation, work ethic, attendance, and job design (Mathis, Jackson, Valentine, & Meglich, 2017).

## 2.2 Theoretical Review

**Job Demands-Resources Theory (JD-R):** The Job Demands-Resources theory was developed by Demerouti, Bakker, Nachreiner, and Schaufeli (2001). The Job Demands-Resources (JD-R) model is an occupational psychology model that classifies the state of work into two groups: job demands and job resources. Job demands necessitate that an employee work continuously and potentially experience burnout (high workload and emotional stress). Job resources, on the other hand, elucidate that with the right resources, employees can cope better with demands, alleviate stress, and become more engaged (through autonomy, supportive leadership, and feedback). The model suggests that striking a balance between high demands and adequate resources yields positive outcomes, such as increased engagement and improved work performance. Clearly, it delineates that every job entails demands related to workload, role ambiguity, or emotional strain, which must be sustained through effort; failure to do so may result in burnout, which job resources can mitigate. Job resources include factors such as autonomy, effective communication, digital technologies, feedback, and organisational support that facilitate employee effectiveness, motivation, and efficiency. The JD-R Model has been widely applied in various contexts; nevertheless, critics argue that it is overly generalised, often oversimplifying job aspects and inadequately addressing individual differences in coping ability (Volderauer, Raich, Bierwisch, Stummer, & Som, 2024). However, the theory is relevant to this study as it provides a robust framework for examining the research variables within the context of remote work. First, effective communication is a vital job resource that reduces uncertainty and facilitates task collaboration. Digital technologies are essential tools that enable employees to perform tasks in remote work settings. Additionally, flexible work arrangements serve as a motivator for employees who manage their personal and professional obligations (Gašić, Berber, Slavić, Strugar Marić, Bjekić, & Aleksić, 2024). Work independence can positively or negatively influence intrinsic motivation; nevertheless, without accompanying training, it may pose a challenge for employees struggling with self-management.

**Self-Determination Theory (SDT):** The Self-Determination Theory (SDT) is a motivational framework developed by Deci and Ryan (1985). It emphasises the three fundamental psychological needs: autonomy, competence, and relatedness, as motivators of human action and achievement. The theory posits that employees perform optimally when their needs are

satisfied. Conversely, dissatisfaction with these demands leads to demotivation and a decline in performance. Self-Determination Theory (SDT) has significantly contributed to organisational research; nonetheless, it has faced criticism for its challenging operationalisation, cultural bias towards individualism, and occasional neglect of external elements such as technology and work structure (Vallerand, 2021). This theory is relevant to this study, aligning with the variables in this study. Work independence is characterised by the essential requirement for autonomy, enabling employees to self-manage tasks and make decisions in remote work environments (Xia, Chiu, Lee, Sanusi, Dai, & Chai, 2022). Employees exhibit heightened creativity, dedication, and productivity when autonomy is enhanced. Digital technologies influence competence by enabling workers to feel capable, efficient, and self-assured in performing remote tasks. Inadequate technology leads to frustration, negatively impacting performance. Communication enhances relatedness by fostering a sense of belonging among employees and mitigating the isolation associated with remote work. Moreover, flexible working promotes autonomy and work-life balance, leading to increased intrinsic motivation and enhanced performance. Self-Determination Theory is pertinent to this study as it elucidates how remote work may either enhance or impede employee performance, contingent upon the degree to which the remote setting satisfies employees' psychological requirements, hence, provides a comprehensive understanding of how remote work settings affect employee motivation and performance outcomes.

### 2.3 Empirical Review

Rifki, Fauzan, Jaya, Hendri, and Fahruna (2025) conducted a quantitative study examining the mediation of remote work performance and employee performance in Indonesia. The researchers employed a cross-sectional survey design and administered structured questionnaires to 237 remote workers, selected through convenience sampling from service-based organisations. The questionnaire was used to gauge remote-work engagement, perceived flexibility, telecommuting, work-life balance, job satisfaction, and employee performance. Data was analysed using Structural Equation Modelling (SEM) through SmartPLS, which allowed for the evaluation of both direct and mediated relationships between variables. Results indicated that telecommuting had positive effects on perceived flexibility and work-life balance, which in turn boosted job satisfaction. These mediated the correlation between remote work and employee performance, i.e., remote work had an impact on performance, but not directly, but rather through satisfaction and balance. The researchers suggested that organisations seeking to enhance performance through remote working need to implement sufficient flexibility mechanisms, support employee well-being, and offer supportive digital workplaces. The study provided valuable insights; however, its methodology was weak in several aspects, despite its contribution. Convenience sampling minimises the applicability of findings to other firms. There was a possibility of over correlation due to social desirability, as the study exclusively used self-report data; hence, employees may have provided answers to avoid giving their organisations a bad image. Conducting the research in a single region and company may limit the generalisability of findings, especially in areas of organisations with dissimilar structures.

Bett, Sang, and Chepkwony (2022) examined the relationship between flexible work arrangements (FWAs) and employee performance in East African-based private companies across the banking, educational, and manufacturing industries. The population size consisted of 350 employees, and a sample of 150 was selected through simple random sampling. The method employed was a descriptive survey, utilising questionnaires to measure work-life balance, flexibility in work schedules, the availability of telecommuting options, and performance. Correlation and regression analysis revealed that although FWAs positively influenced employee satisfaction and perceived work-life balance, there was no statistically significant impact on quantitative performance measures ( $p > 0.05$ ). The participants

expressed a positive attitude toward flexibility, but objective performance measures, including the number of tasks completed and the quality of output, did not show a significant increase. The study's methodological limitations include a small sample size and a focus on only three sectors, thereby limiting generalisations. Other potentially influencing factors, such as managerial support, organisational culture, and employee competencies, were not factored in, which would have confounded the relationship between FWAs and the performance results.

In their research, Al Mohamed, Al Mohamed, and Alebrahem (2024) investigated the impact of working remotely on job performance among professionals in the finance sector, discussing the influence of motivation, work environment quality, and work-life balance on the relationship between remote work and performance. The researcher employed a quantitative cross-sectional research design, administering a self-developed structured questionnaire to 2650 employees of finance and banking institutions. Non-probability sampling (voluntary and convenience) was used to select 300 replies/participants. The measurement considered variables such as the frequency of remote work, perceived adequacy of the work environment, work-life balance, and self-rated productivity. The data were analysed with the help of descriptive statistics, correlation analysis, and multiple regression, which helped to define the predictive relationships and indirect effects. The results indicated that remote work has an indirect impact on performance; the higher the productivity reported by employees with a supportive home working environment and a healthy work-life balance. The authors found that remote working could not be used to improve performance when organisations do not invest in digital infrastructure, ergonomic work equipment, and employee well-being schemes. Nonetheless, the study's methodology has several limitations. It was cross-sectional, which hindered the causal inference process and prevented it from demonstrating changes in performance over time. The sample was not representative due to the use of non-probability sampling, which limited the extrapolation of the results to other sectors. The dependency on the self-reported productivity prompted questions of subjectivity and bias, and no specific indication of the validated scales was made in the study, which casts doubt on construct validity.

Papadopoulos and Nikolaidis (2024) analysed the influence of experiences with remote work and perceived career development on organisational loyalty through a cross-sectional survey. The researcher employed a quantitative survey research design involving structured questionnaires with Likert scale items, which measured the quality of remote work experiences, perceived career development opportunities, and organisational loyalty. Utilising Krejcie and Morgan's sampling determination, 360 full-time employees were chosen from both public and private enterprises in Greece. The data were analysed using SPSS, and regression analysis was conducted to test the predictive ability of the two independent variables and their influence on loyalty outcomes. The results showed that employees with positive experiences of remote work, as well as those with high perceptions of career development, had greater organisational loyalty, meaning that psychological support and career visibility are essential in remote working environments. The authors concluded that remote work arrangements should be accompanied by precise mechanisms for career growth, mentorship, and performance visibility to preserve employee commitment in the long term. The methodology used in the study had its flaws, though it provided some relevant insights. The cross-sectional survey design had its limitations, as it was unclear whether loyalty had any impact on perceptions of the quality of remote work or vice versa over time. Hence, it lacked long-term tracking that would have allowed for determining how loyalty or perceptions would change as employees increased their time working remotely.

Ngugi, Mberia, and Ngula (2021) assessed the impact of internal communication on employee engagement and performance in employees working in technical training institutions in Nairobi County, Kenya. The population consisted of 250 administrative and teaching staff, and a sample of 180 participants was selected using the stratified random sampling method. The study adopted a cross-sectional survey design, using structured questionnaires to assess variables such as communication clarity, frequency, employees' views on organisational messaging, and their performance. The results showed that internal communication had no significant effect on employee performance ( $p > 0.05$ ). Although respondents acknowledged that communication pathways existed and were moderately efficient in conveying organisational goals, this did not translate into quantifiable productivity, enhanced engagement, or the accomplishment of tasks. The methodology had numerous limitations: the use of survey data created an opportunity for subjectivity in reporting, as employees could underreport their perceptions of communication and overreport their performance. Additionally, the narrow scope of the sector and the relatively small sample size of the study also limit generalisation to other industries and geographic settings.

Stenling, Tafvelin, Bentzen, and Olafsen (2025) employed a three-wave longitudinal design to investigate the impact of remote work intensity on work performance among 512 Norwegian workers, focusing on leadership behaviours and employee motivation. Structured questionnaires were used to collect data at three time points by measuring remote-work frequency, perceptions of need-supportive and controlling leadership, intrinsic motivation, and self-rated performance. The authors employed longitudinal regression and mediation modelling to measure changes over time and determine the indirect effects. The results indicated that an increase in the intensity of remote work was associated with a heightened perception of the need for supportive leadership, which positively influenced employee motivation and ultimately led to better performance outcomes. The research found that leadership style is a significant mediating factor in influencing the outcomes of remote work on performance, and that ensuring leaders promote supportive communication and autonomy-promoting behaviour in virtual work settings is critical. Notably, the longitudinal design allowed the researcher to interpret the time more robustly than the cross-sectional research, but the limitations associated with the methodology were still present. The time intervals between waves were not specified, despite having three time points, which may have been inadequate to fully comprehend the long-term adaptation to remote work arrangements. The study also did not focus on objective performance measures, and leadership behaviour was evaluated based on employees' perceptions, rather than confirmed managerial measures, which undermines the soundness of the conclusions.

De Sola, Gonza, and Lopez (2025) conducted a longitudinal study, evaluating the role of job autonomy and technological perception on engagement and well-being of remote employees. The research employed structured questionnaires at various times using a three-wave panel design (pre-remote work, December 2018; limited remote work, December 2019 and full-time remote work during the pandemic, July 2020.) to collect data from 194 employees of the Italian Public Administration. The study variables were perceived autonomy, technology usability and reliability, work engagement, and subjective well-being. Both stability and change over time were investigated using longitudinal Structural Equation Modelling and repeated-measures analysis. Findings showed that employees who reported higher autonomy levels had higher engagement and better well-being, and positive technology perceptions further enhanced these results across all waves. The authors found that autonomy and high-performing digital tools influence remote work. However, the study's methodology was deficient in some aspects, despite these contributions. Self-report measures, even when repeated over time, introduce subjectivity and potential common-method bias. The research did not include objective or behavioural measures of engagement, such as digital activity logs

or performance measures. Although the study employed a longitudinal design, it did not consider the negative aspects of remote working, including technology overload, interruptions, and burnout, which can interact with perceptions of autonomy and technology.

Nwankwo (2022) investigated the impact of new digital technologies on employee performance at Fidelity Bank in Anambra State, Nigeria. The study population consisted of 300 employees, and 200 directly engaged in digital operations were purposely selected. The descriptive survey design employed structured questionnaires to measure the adoption of technology, the frequency of technology use, the perceived ease of using digital tools, and the performance outcomes of employees. To determine the extent of the impact of digital technologies on employees, regression analysis revealed that although the latter were generally accessible and used, they did not have a significant effect on employee performance. This implies the existence and usefulness of digital tools, but not enough to enhance performance. The methodological weakness of the study was the use of purposive sampling, which is relevant to the selected employees; however, it restricts generalisability to other departments or organisations.

### 3.0 Methodology

The study utilised a cross-sectional descriptive survey approach to investigate the effects of communication, digital technology, flexible work arrangements, and work autonomy on employee performance at a Microfinance Bank in Lagos, Nigeria. A cross-sectional design was considered appropriate due to its efficiency, time-saving qualities, and cost-effectiveness, which enable the examination of correlations among variables at a single point in time (Barnett, 2023). The study population comprised 648 employees from the bank's principal operational units. Taro Yamane, with a 5% margin of error, was employed, resulting in a computed sample size of 247. To enhance representativeness, the sample technique was stratified, with each department—customer service, bank tellers, internal audit, finance, and trade services—constituting a distinct stratum. Convenience sampling was used within each stratum to select employees who were present throughout the distribution period. Convenience sampling was used to incorporate readily accessible and interested individuals, thereby enhancing response rates (Adeoye, 2024). Primary data were obtained through the creation of a standardised questionnaire, which employed a 5-point Likert scale for measurement alternatives. The questionnaire was disseminated electronically through Google Forms. An electronic questionnaire was utilised to guarantee participant confidentiality, reduce manual data-entry errors, and allow employees to complete the survey at their convenience, accommodating various work schedules and locations (Alhassan, 2024). The questionnaire link was sent to employees via the Human Resources department to enhance participation and ensure that the survey obtained a broad and representative sample (Kumar, 2024).

The collected data were analysed using SPSS software, and regression analysis was employed to evaluate the hypotheses at a 5% significance level. Significantly, rigorous ethical standards were adhered to during the investigation. The study's goal was elucidated to the participant. They were assured that the study would be conducted with confidentiality and that participation was entirely optional. Informed consent was acquired via a mandatory acceptance feature integrated into the Google Form. To preserve anonymity, respondents were instructed not to disclose names, work titles, or any other identifiable information. The study faced constraints, notably that the cross-sectional methodology limited the assessment of variables over various periods, as data were collected at a single point in time. The application of stratified sampling, in conjunction with convenience sampling, may restrict generalisability beyond the investigated organisation, particularly in contexts with fewer or

more departments. The exclusive use of an online data-collection tool may have posed challenges for staff without technological proficiency.

#### 4.0 Results and Findings

The study hypotheses were assessed using regression analysis, which produced the model description data, and ANOVA, and coefficients. The model summary includes, among others, the value of R (correlation coefficient), which shows the strength and direction of the association between the independent variable and the dependent variable. R2 (coefficient of determination) showed the extent to which the independent variables explain the variation of the dependent variables. The primary concentration of the ANOVA and coefficient outputs is the p-value, which was used to identify whether there exists a significant statistical effect of the IV on the DV. As a result, a p-value level of 0.05 was employed to determine whether to reject the hypothesis or not.

H01-4: There is no significant effect of Communication, Digital Technology, Flexible Work Arrangements and Work Independence on Employee Performance

#### Regression Analysis

Model Summary			
Model	R	R Square	Std. Error of the Estimate
1	.399a	.159	.48511
ANOVA			
	Sum of Squares	Df	Sig.
Regression	8.704	4	.000
Residual	45.890	195	
Total	54.594	199	
Coefficients			
	Unstandardized Coefficients	Standardised Coefficients	Sig.
	B.	Beta	
Communication	-.048	-.047	.556
Digital Technology	-.024	-.015	.835
Flexible Work	.000	.000	.996
Work Independence	.564	.411	.000

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Independence, Flexible Work, Digital Tech, Communication

The model summary result, R = 0.399, indicates a positive relationship between remote work (encompassing communication, digital technology, flexible work arrangements, and work independence) and employee performance. Linking the coefficients of the predictors, the R2 value of 0.159 indicates that the joint impact of these predictors explains approximately 15.9% of the variation in employee performance. This conclusion is reinforced by the ANOVA finding, which indicates a significant effect of the combined independent variables on employee performance, as it produced a significant value of 0.000, which is less than the preset 0.05 level of significance. However, the coefficients analysis gives different results for the individual predictors. The unstandardised coefficient of communication stands at -0.048 with a p-value of 0.556, indicating that communication does not make a significant contribution to employee performance. There is also no significant impact of digital technology; the coefficient is -0.024, and the p-value is 0.835. Flexible work arrangements also do not have any effect with a coefficient of 0.000 and a p-value of 0.996, which is a definite insignificance. Conversely, work independence is a more powerful factor and is revealed as a significant

influence. Its coefficient of 0.564, with a p-value of 0.000, is significant. It implies that work independence contributes to the variation in employee performance by 56.4%.

The analysis demonstrated that the combined evaluation of remote work (communication, digital technology, flexible work arrangements (FWA), and work independence) has a significant impact on employee performance. This outcome aligns with that of Al Mohamed et al. (2024), who found that the results of remote-work features impact employees' productivity only when combined (hybrid) and when offered in conducive work settings with digital facilities. Similarly, Stenling et al. (2025) demonstrated that the intensity of remote work influences performance in interaction with leadership behaviours and motivation, which supports the findings that remote work has a compounding impact on performance.

However, the results of the coefficient depict a different scenario for the individual variables. There was no significant effect of communication within a remote work environment on employee performance. This observation aligns with the research conducted by Ngugi, Mberia, and Ngula (2021), who evaluated the internal communication among employees in technical training institutions in Nairobi, Kenya. Their study of 180 workers, as a result of a multiple regression analysis, indicated that communication, which was moderately effective and reached, did not translate directly into any quantifiable performance improvement. Also, flexible working did not show any significant impact on employee performance. This finding aligns with those of Bett, Sang, and Chepkwony (2022), who examined 150 employees across banking, education, and manufacturing sectors in East Africa. Although the employees reported being more satisfied and experiencing a better work-life balance, the regression analysis revealed that FWAs did not have a significant effect on the performance outcomes.

Furthermore, the study reveals that digital technology did not have a significant effect on employee performance, which aligns with the results of Nwankwo (2022), who examined 200 employees working at Fidelity Bank in Nigeria. Although sophisticated digital tools were being used, the regression output revealed that the adoption of technology did not substantially boost individual productivity. Conversely, work independence was found to be the only notable predictor, as its effect on employee performance is significant. The findings of De Sola et al. (2025) corroborate this result. The authors discovered that autonomy consistently increases engagement and well-being, ultimately leading to better working remotely results. In support of this, Stenling et al. (2025) found that to transform remote working conditions into more robust performance, supportive leadership impacts and encourages autonomy and motivation.

## 5.0 Conclusion and Recommendations

The study findings reveal that communication, digital technology, and flexible work arrangements do not significantly affect employee performance; conversely, work independence has a favourable impact on employee performance. It emphasises the significance of work autonomy in enhancing performance; thus, if implemented effectively, remote work arrangements can improve other factors, such as job satisfaction, retention, and engagement. Consequently, the following recommendations are put forward based on the findings;

- i. Employees should be trusted to make decisions on their jobs and work schedules, to foster a sense of ownership and accountability; nevertheless, managers should offer support when necessary.

- ii. Employees should receive adequate training and motivation about self-management through the establishment of individual goals and the monitoring of their own progress. Nonetheless, HR and management must facilitate mechanisms for monitoring and delivering feedback.
- iii. To improve communication, management and HR should establish formal and transparent channels to allow information exchange among teams. Employees should be open to engaging in various channels to enhance collaboration.
- iv. Management also requires training on effective digital communication technologies to enhance information flow and clarity.
- v. Organisations need to make investments in efficient and durable technologies that can facilitate workflow.
- vi. Management should design flexible work schedules that equally prioritise organisational and individual employee demands. Concurrently, Human Resources must periodically evaluate and update these policies to ensure optimal employee satisfaction.

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