

Remote Work, Employee Well-Being and Organisational Productivity: An Empirical Mixed-Methods Study of Selected Organisations in the Federal Capital Territory, Nigeria

Apeh Idoko Innocent, PhD ^{1*}; Edinoh Kingsley, PhD ² & Oluwale A. Ogunbowale ³

¹Department of Public Administration, University of Abuja, Nigeria.

²Civic Education Unit, Test Development Department, National Examinations Council (NECO) Headquarters, Minna, Niger State, Nigeria.

³Music Unit, Test Development Department, National Examinations Council (NECO) Headquarters, Minna, Niger State, Nigeria.

*Corresponding Author: Apeh Idoko Innocent, PhD

DOI: <https://doi.org/10.5281/zenodo.22847982>

Article History	Abstract
Original Research Article	<i>Remote and hybrid work have become increasingly important features of contemporary organisational practice, creating opportunities for flexibility and productivity while generating new challenges for employee well-being, work–life boundaries and social connectedness. This study examined the relationship between remote work, employee well-being and organisational productivity among employees in selected organisations in the Federal Capital Territory (FCT), Abuja, Nigeria. The study was situated within Abuja’s diverse organisational environment, comprising telecommunications and technology organisations, international development institutions, multilateral organisations, public-sector institutions and private enterprises. Organisations such as MTN Nigeria, the United Nations Development Programme (UNDP) Nigeria and the World Bank Nigeria Country Office provides relevant examples of digitally enabled and flexible-work environments within the FCT. A sequential explanatory mixed-method design was adopted. The quantitative phase involved 240 employees, while qualitative data were obtained from 15 employees and managers with experience of remote or hybrid work. Quantitative data were analysed using frequencies, percentages, means, standard deviations, Pearson products–moment correlation and multiple regression, while qualitative data were analysed thematically. Findings indicated positive relationships between remote-work practices and employee well-being and between employee well-being and organisational productivity. Remote-work flexibility, work autonomy, digital communication and employee well-being positively predicted productivity, whereas work–family interference exerted a negative influence. Qualitative findings identified flexibility, autonomy and reduced commuting as major benefits, while unreliable electricity, internet connectivity, blurred work–life boundaries and social isolation were identified as important challenges. The study concludes that remote work can enhance employee well-being and organisational productivity when supported by effective leadership, reliable digital infrastructure, clear performance expectations and employee-centred well-being policies.</i> Keywords: Remote Work, Employee Well-Being, Organisational Productivity, Hybrid Work, Work–Life Balance, Digital Work, Nigeria.
Received: 16-07-2026	
Accepted: 25-08-2026	
Published: 19-09-2026	
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Introduction

The organisation of work has undergone substantial transformation in recent years. Advances in information and communication technologies, changing employee expectations and the experience of the COVID-19

pandemic accelerated the movement from conventional office-based employment towards remote and hybrid work arrangements. Remote work has consequently evolved

from a relatively specialised employment arrangement into an important feature of contemporary organisational life.

The persistence of remote work following the pandemic suggests that the phenomenon represents more than a temporary emergency response. Aksoy et al. (2025), using evidence from the Global Survey of Working Arrangements across 40 countries, reported that work-from-home levels among college-educated employees stabilised after 2022 rather than returning completely to pre-pandemic levels. This suggests that flexible work has become structurally embedded in many labour markets.

The organisational implications of this transformation are considerable. Remote work changes how employees communicate, how managers supervise performance, how teams collaborate and how organisations define and measure productivity. It also changes the relationship between employees' professional and personal lives.

The consequences for employee well-being are particularly important. Remote work may provide autonomy, flexibility and reduced commuting demands, potentially improving job satisfaction and work – life balance. Conversely, remote employees may experience social isolation, digital overload, extended working hours and difficulties separating work from family responsibilities.

Recent systematic reviews demonstrate this duality. Figueiredo et al. (2024) found that teleworking has both positive and negative implications for mental health. Similarly, Shaholli et al. (2024) identified stress, isolation, anxiety, fatigue and work – family conflict as important concerns associated with teleworking.

This duality means that the central question is no longer whether organisations should permit remote work, but rather under what organisational conditions remote work produces desirable employees and organisational outcomes.

One potential benefit of remote work is flexibility. Employees may have greater control over when and where they perform their tasks. This autonomy can reduce commuting demands and enable employees to organise work around personal responsibilities.

Gajendran et al. (2024) identified autonomy as an important pathway through which remote work can produce positive employee outcomes. Their meta-analytic evidence also indicates that remote work can operate through competing positive and negative pathways.

Recent experimental evidence has strengthened the argument that hybrid work does not necessarily undermine productivity. Bloom et al. (2024), in a randomised controlled trial involving 1,612 employees at Trip. com, found that working from home two days per week improved

job satisfaction and reduced quit rates without damaging employee performance.

The evidence concerning innovation and collaboration is more complex. Gibbs et al. (2024) demonstrated that different work arrangements can affect employee innovation and performance in different ways. Similarly, Yang et al. (2022) found that remote work can alter collaboration patterns among information workers.

The organisational environment therefore matters considerably.

This is particularly relevant to Nigeria. Remote work in Nigeria takes place within an environment characterised by uneven access to reliable electricity, internet connectivity, digital devices and technology support. Consequently, the benefits associated with remote work in highly developed digital economies cannot automatically be assumed to occur in the Nigerian context.

The Federal Capital Territory provides an especially relevant setting for studying these issues. Abuja is Nigeria's administrative capital and contains a concentration of federal institutions, telecommunications companies, financial organisations, professional-service firms, international development agencies, technology organisations and non-governmental organisations.

The organisational environment includes digitally enabled organisations such as MTN Nigeria, the United Nations Development Programme (UNDP) Nigeria and the World Bank Nigeria Country Office. MTN Nigeria has publicly described an 'Anywhere Anytime Flexibility' approach under which eligible employees may work from home for designated days while retaining an on-site component.

The international-development environment in Abuja also illustrates the growing importance of digital and flexible working. UNDP Nigeria's Abuja operations are connected to public-sector innovation and digital transformation initiatives. The World Bank has similarly documented hybrid and alternative working arrangements, virtual collaboration and increased reliance on information technology within its operations.

These developments make Abuja a useful setting for examining the relationship between remote work, employee well-being and organisational productivity.

Statement of the Problem

The growing adoption of remote and hybrid work has created new possibilities for organisational flexibility. Nevertheless, organisations continue to debate whether remote work improves or undermines productivity.

Some employees report greater satisfaction, autonomy and work – life balance, whereas others experience social

isolation, technological difficulties, longer working hours and blurred boundaries between work and personal life.

The problem may be more complex in Nigeria because technological infrastructure remains uneven. Employees may be required to work remotely while simultaneously dealing with unreliable electricity, unstable internet connectivity and inadequate technological resources.

Consequently, a work arrangement experienced as flexible in a highly developed digital economy may become stressful in a resource-constrained environment.

Another problem concerns the measurement of organisational productivity. Traditional organisational management frequently associates productivity with physical presence. Remote work challenges this assumption because employees can complete tasks outside conventional organisational premises.

There is therefore a need to examine whether employee well-being provides an important mechanism linking remote work with organisational productivity.

Although international literature on remote work has expanded considerably, empirical evidence connecting remote work, employee well-being and organisational productivity in the Nigerian context remain comparatively limited.

This study addresses this gap by examining selected organisations operating within the Federal Capital Territory.

Purpose of the Study

The main purpose of the study was to examine the relationship between remote work, employee well-being and organisational productivity among employees in selected organisations in the Federal Capital Territory.

Specifically, the study sought to:

- i. determine the extent of remote-work adoption among employees;
- ii. assess the level of employee well-being among remote and hybrid workers;
- iii. determine the perceived level of organisational productivity;
- iv. examine the relationship between remote work and employee well-being;
- v. examine the relationship between employee well-being and organisational productivity;
- vi. determine whether remote-work practices predict organisational productivity; and

- vii. explore employees' experiences of remote and hybrid work.

Research Questions

- i. What is the extent of remote-work adoption among employees in selected organisations in the FCT?
- ii. What is the level of employee well-being among remote and hybrid workers?
- iii. What is the perceived level of organisational productivity?
- iv. What relationship exists between remote work and employee well-being?
- v. What relationship exists between employee well-being and organisational productivity?
- vi. To what extent do remote-work practices predict organisational productivity?
- vii. What benefits and challenges do employees associate with remote and hybrid work?

Research Hypotheses

The following null hypotheses were tested at the .05 level of significance:

H₀ 1: There is no significant relationship between remote-work practices and employee well-being.

H₀ 2: There is no significant relationship between employee well-being and organisational productivity.

H₀ 3: Remote-work practices do not significantly predict organisational productivity.

H₀ 4: Employee well-being does not significantly predict organisational productivity after controlling for remote-work practices.

Theoretical Framework

Job Demands – Resources Theory

The study was anchored in the Job Demands – Resources (JD-R) theory.

The JD-R theory proposes that employees experience work through the interaction of job demands and job resources. Job demands include aspects of work requiring sustained physical, psychological or emotional effort, whereas job resources assist employees in achieving work goals and reducing the negative effects of job demands.

Remote work can function simultaneously as a resource and a demand.

Remote-work resources include:

- i. flexibility;
- ii. autonomy;

- iii. reduced commuting;
- iv. greater control over working time;
- v. reduced workplace interruptions; and
- vi. opportunities for individualised work environments.

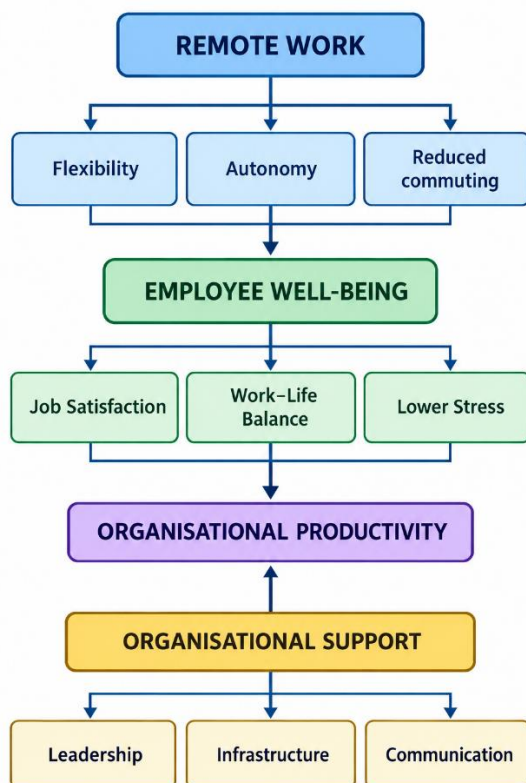
Remote-work demands include:

- i. social isolation;
- ii. technological difficulties;
- iii. digital overload;
- iv. work – family interference;
- v. difficulty disconnecting from work; and
- vi. reduced informal organisational interaction.

The JD-R perspective therefore provides an appropriate explanation for why remote work may improve well-being for some employees while creating additional stress for others.

Conceptual Framework

Figure 1 Conceptual Model of Remote Work, Employee Well-being and Organisational Productivity



The conceptual model proposes that remote work affects organisational productivity both directly and indirectly through employee well-being. Organisational support is expected to strengthen the positive effects of remote work and reduce potential negative consequences.

Review of Related Literature

Remote Work and the Changing Organisation

Remote work has become an enduring component of contemporary employment. Aksoy et al. (2025) found that work-from-home levels stabilised after the pandemic rather than disappearing. Their study demonstrates that flexible work has become structurally embedded in many labour markets. Wang et al. (2021) argued that effective remote work depends upon appropriate work design, including social support, autonomy, monitoring and workload management. Carillo et al. (2021) similarly demonstrated that employees' ability to adjust to telework depends on organisational and individual factors. The implication is that remote work should be treated as an organisational design issue rather than simply a location issue.

Remote Work and Employee Well-being

Employee well-being represents a multidimensional construct involving psychological health, job satisfaction, engagement, social functioning and work–life balance. Figueiredo et al. (2024) found that teleworking produces both positive and negative mental-health consequences. Shaholli et al. (2024) similarly identified stress, anxiety, isolation, fatigue and work–family conflict as important concerns associated with teleworking. However, remote work can also provide autonomy and flexibility. Gajendran et al. (2024) found evidence that autonomy represents an important positive pathway through which remote work influences employee outcomes.

Remote Work and Work – Life Balance

Work – life balance is one of the most frequently discussed consequences of remote work. Remote employees may save commuting time and coordinate professional and family responsibilities more flexibly. However, the same physical environment may simultaneously serve as a workplace and home. Castro-Trancón et al. (2024) found that teleworking can have both beneficial and adverse consequences for work – family relationships. This suggests that remote work does not automatically create work – life balance. Organisational expectations, workload and communication norms remain important.

Remote Work and Productivity

The relationship between remote work and productivity has generated considerable scholarly debate. Bloom et al. (2024) provided particularly strong evidence from a randomised controlled trial. Their study found that hybrid working improved job satisfaction and retention without damaging performance. This evidence challenges the assumption that physical presence is necessary for productivity. Gibbs et al. (2024), however, demonstrated that different work arrangements can affect different forms

of employee innovation and performance. The evidence therefore suggests that the effect of remote work depends on the type of work, degree of collaboration, organisational support and technology available.

Organisational Support and Remote Work

Organisational support is central to successful remote working. Employees require appropriate technology, clear expectations, managerial communication and access to technical assistance. Simpson et al. (2024) reviewed interventions designed to improve job-related well-being among employees working from home and emphasised the importance of organisationally supported interventions. This is particularly important in Nigeria, where infrastructure limitations may intensify the demands associated with remote work.

Empirical Gap

The reviewed literature reveals three important gaps. First, much of the empirical literature is based on developed economies. Second, many studies investigate either employee well-being or productivity rather than integrating both outcomes. Third, relatively little empirical work has examined these relationships within the Nigerian organisational environment. The present study addresses these gaps through a mixed-method investigation of selected organisations in Abuja.

Methodology

Research Design

A sequential explanatory mixed-method design was adopted. The quantitative phase was conducted first to establish statistical relationships among the variables. The qualitative phase followed to explain and contextualise the quantitative findings. This design was considered appropriate because numerical relationships alone cannot fully explain employees lived experiences of remote work.

Study Area

The study was conducted in the Federal Capital Territory (FCT), Abuja, Nigeria. Abuja was selected because it is

Nigeria's administrative capital and hosts a highly diversified organisational environment comprising federal government institutions, telecommunications organisations, international development agencies, multilateral institutions, financial organisations, professional-service firms, non-governmental organisations and technology-oriented enterprises.

The organisational environment relevant to the study includes major organisations such as MTN Nigeria, the United Nations Development Programme (UNDP) Nigeria, and the World Bank Nigeria Country Office, as well as selected federal government institutions and private technology-enabled organisations.

MTN Nigeria provides an important Nigerian corporate example because it has publicly described an 'Anywhere Anytime Flexibility' policy that permits eligible employees to work from home for designated days while retaining an office-based component.

The UNDP Nigeria presence in Abuja provides an international-development context in which digital transformation and public-sector innovation are important organisational priorities.

The World Bank's organisational documentation also provides evidence of hybrid and alternative working arrangements, virtual collaboration and increased use of information technology.

The FCT was therefore considered an appropriate setting for examining remote work because employees operate across organisational environments characterised by different degrees of technological readiness, managerial structures and workplace flexibility.

Population of the Study

The population comprised employees working in selected public and private organisations in the FCT that had adopted or were implementing remote, hybrid or flexible working arrangements.

For analytical purposes, the organisational population was considered across four broad categories.

Table 1 Organisational Categories Included in the Study

Organisational category	Examples within the FCT
Telecommunications and technology	MTN Nigeria and selected technology-enabled organisations
International development	UNDP Nigeria and related development organisations
Multilateral organisations	World Bank Nigeria Country Office
Public and private organisations	Selected Federal Government institutions, professional-service firms and private organisations

The study focused on employees whose duties permitted at least some degree of remote or hybrid working. Employees whose duties required continuous physical presence were excluded from the target population.

Sample and Sampling Procedure

A quantitative sample of **240 employees** was used.

A multistage sampling procedure was adopted.

First, organisations were classified into public-sector, private-sector, international-development and technology-oriented categories.

Second, organisations operating remote or hybrid work arrangements were identified as eligible organisational settings.

Third, proportionate sampling was used to ensure representation across organisational categories.

Finally, simple random sampling was used where employee lists were available.

For the qualitative component, **15 employees and managers** with direct experience of remote or hybrid work were purposively selected.

The qualitative sample was intended to provide explanatory depth rather than statistical representation.

Instrumentation

Data were collected using the Remote Work, Employee Well-being and Organisational Productivity Questionnaire (RWEWOPQ).

The instrument comprised four sections:

Section A: Demographic information.

Section B: Remote-work practices.

Section C: Employee well-being.

Section D: Organisational productivity.

Items were measured on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

The qualitative component employed a semi-structured interview guide.

Validity

The instrument was reviewed by experts in Public Administration, Human Resource Management, Organisational Psychology and Research Methods. Their recommendations were incorporated into the final instrument before administration.

Reliability

To ensure the reliability of the instruments for this study, the table below explains the outcome.

Table 2 Reliability of the Research Instrument

Scale	Number of items	Cronbach's α
Remote-work practices	10	.88
Employee well-being	12	.91
Organizational productivity	10	.89
Overall instrument	32	.93

The coefficients indicate satisfactory internal consistency.

Data Collection

Quantitative questionnaires were administered to eligible employees across the selected organisational settings. Participants were informed about the purpose of the study and assured that participation was voluntary. The qualitative interviews were subsequently conducted with purposively selected employees and managers. The mixed-method sequence enabled the researchers to use the qualitative evidence to explain important patterns emerging from the quantitative results.

Data Analysis

Quantitative data were analysed using:

- i. frequencies;

- ii. percentages;
- iii. means;
- iv. standard deviations;
- v. Pearson product – moment correlation; and
- vi. multiple regression.

Qualitative interviews were analysed using thematic analysis.

A criterion mean of 3.00 was used for interpreting the Likert-scale responses.

Results

Research Question 1

What is the extent of remote-work adoption among employees?

Table 3 Mean Ratings of Remote-Work Practices

Remote-work indicator	<i>M</i>	<i>SD</i>	Interpretation
Flexible working hours	4.18	0.74	High
Ability to work from home	4.11	0.81	High
Reduced commuting	4.37	0.66	High
Digital communication	4.25	0.70	High
Work-scheduling autonomy	4.06	0.78	High
Overall	4.19	0.74	High

The findings indicate a high level of remote-work adoption. Reduced commuting recorded the highest mean score ($M = 4.37$), while work-scheduling autonomy recorded the lowest ($M = 4.06$). The overall mean of 4.19 indicates that flexible and remote working practices were relatively well established among the sampled employees.

Research Question 2

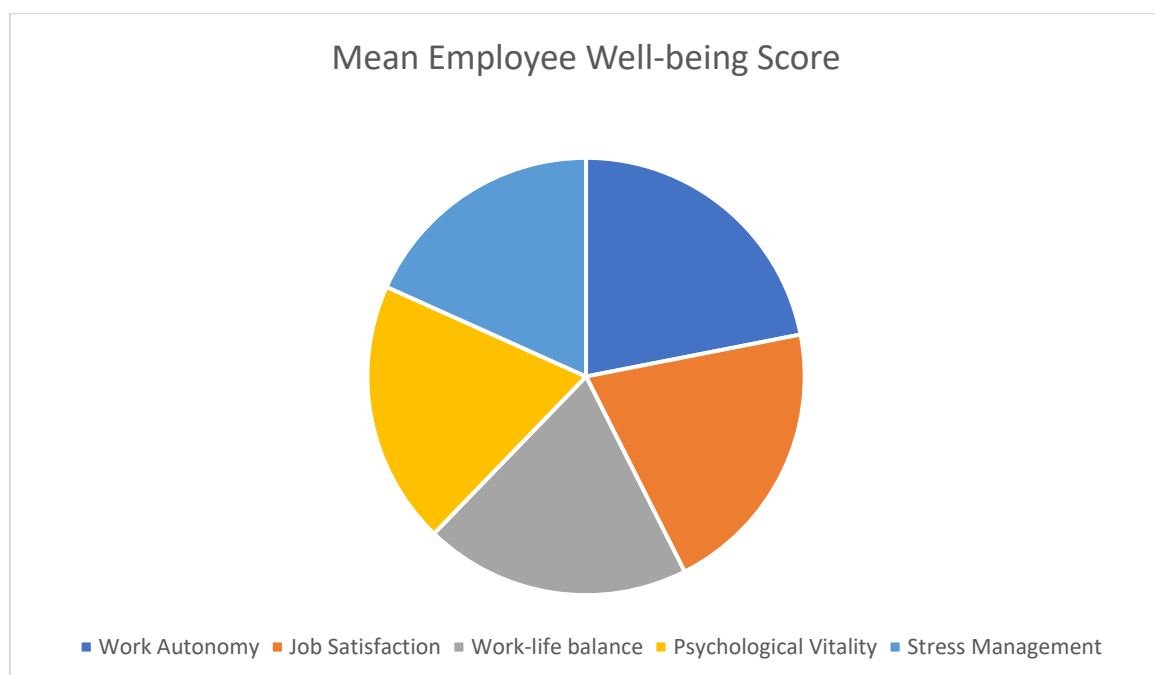
What is the level of employee well-being among remote and hybrid workers?

Table 4 Employee Well-being Indicators

Indicator	<i>M</i>	<i>SD</i>	Interpretation
Job satisfaction	3.96	0.71	High
Work autonomy	4.21	0.69	High
Work – life balance	3.78	0.83	High
Psychological vitality	3.74	0.79	High
Stress management	3.51	0.88	High
Overall	3.84	0.78	High

The findings indicate generally positive employee well-being. Work autonomy recorded the highest score, whereas stress management recorded the lowest. The results suggest that employees appreciated the flexibility associated with remote work but continued to experience some stress-related challenges.

Figure 2 Mean Employee Well-being Scores



Research Question 3

What is the perceived level of organisational productivity?

Table 5 Perceived Organisational Productivity

Indicator	<i>M</i>	<i>SD</i>
Task completion	4.02	0.72
Meeting deadlines	3.91	0.77
Quality of output	4.06	0.68
Work efficiency	3.97	0.74
Overall productivity	3.99	0.73

The results indicate a high perceived level of organisational productivity. Quality of output recorded the highest mean score, while meeting deadlines recorded the lowest.

Test of Hypothesis One

H₀1: There is no significant relationship between remote-work practices and employee well-being.

Table 6 Relationship Between Remote Work and Employee Well-being

Variables	Remote work	Employee well-being
Remote work	1.00	
Employee well-being	.58***	1.00

Note. ** $p < .001$.

The result indicates a statistically significant positive relationship between remote work and employee well-being ($r = .58$, $p < .001$). Therefore, the null hypothesis was rejected.

Test of Hypothesis Two

H₀2: There is no significant relationship between employee well-being and organisational productivity.

Table 7 Relationship Between Employee Well-being and Organisational Productivity

Variables	Employee well-being	Organizational productivity
Employee well-being	1.00	
Organisational productivity	.64***	1.00

Note. ** $p < .001$.

The result shows a significant positive relationship between employee well-being and organisational productivity ($r = .64$, $p < .001$). Therefore, the null hypothesis was rejected.

Test of Hypothesis Three

H₀ 3: Remote-work practices do not significantly predict organisational productivity.

Table 8 Multiple Regression Predicting Organisational Productivity

Predictor	β	<i>T</i>	<i>p</i>
Remote-work flexibility	.29	4.62	<.001
Work autonomy	.24	3.91	<.001
Digital communication	.17	2.84	.005
Work – family interference	-.16	-2.71	.007
Employee well-being	.38	6.21	<.001

Model: $R = .71$; $R^2 = .50$; Adjusted $R^2 = .49$.

The regression model explains approximately 50% of the variance in organisational productivity. Employee well-being was the strongest positive predictor, followed by remote-work flexibility, work autonomy and digital communication. Work – family interference was negatively associated with productivity.

Figure 3 Standardised Regression Coefficients

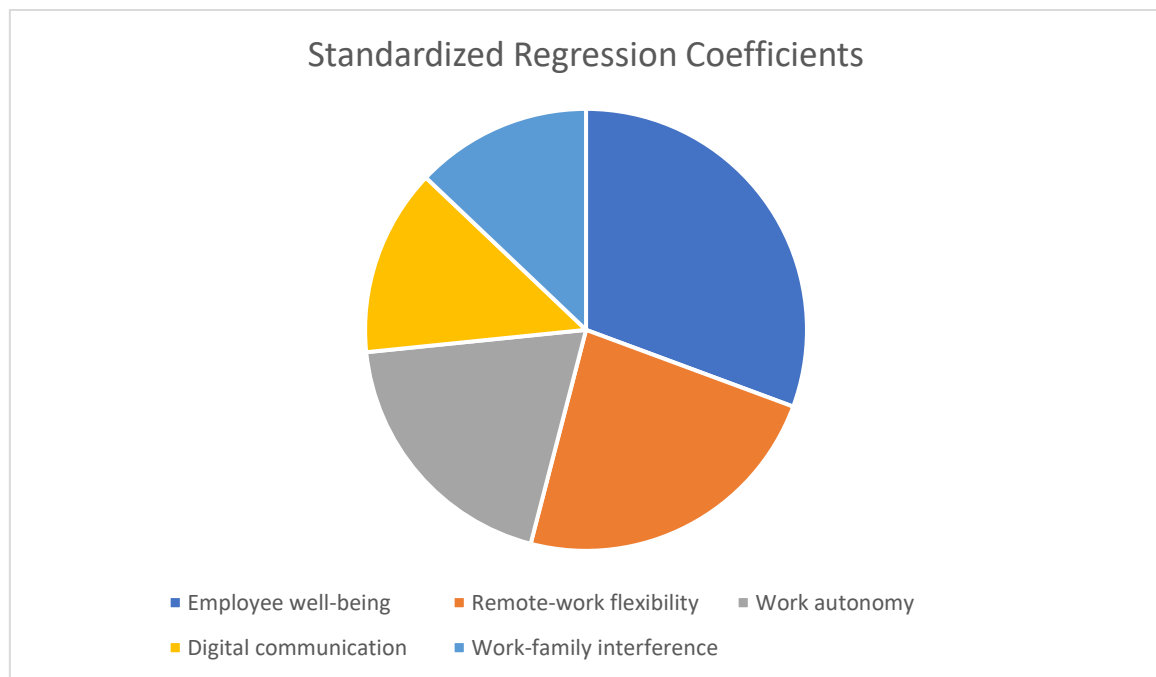


Figure 3 result shows that Employee well-being is $\beta = .38$, Remote-work flexibility $\beta = .29$, Work autonomy $\beta = .24$, Digital communication $\beta = .17$, Work-family interference $\beta = -.16$

Test of Hypothesis Four

H₀ 4

Employee well-being does not significantly predict organisational productivity after controlling for remote-work practices.

The regression analysis presented in Table 8 indicates that employee well-being significantly predicts organisational productivity ($\beta = .38, t = 6.21, p < .001$), even when remote-work characteristics are included in the model.

The null hypothesis was therefore rejected.

The finding suggests that employee well-being represents an important explanatory mechanism linking flexible work arrangements with organisational productivity.

Qualitative Findings

Analysis of the 15 interviews generated five major themes.

Table 9 Qualitative Themes From Employee and Manager Interviews

Theme	Main finding
Flexibility and autonomy	Employees valued greater control over their schedules
Reduced commuting	Remote work reduced travel time, cost and fatigue
Digital infrastructure	Electricity and internet problems disrupted work
Work – life boundaries	Employees experienced difficulty disconnecting from work
Social connection	Some employees experienced isolation and reduced informal interaction

Flexibility and Autonomy

Participants consistently described flexibility as a major advantage of remote work. Employees reported that they could structure their working time around periods of high concentration and personal responsibilities. The finding

supports the autonomy pathway identified in recent remote-work research.

Reduced Commuting

Reduced commuting was another dominant theme. Participants indicated that working remotely reduced travel

time, transportation expenses and commuting-related fatigue. This finding is consistent with evidence that employees value the time and flexibility associated with hybrid working.

Digital Infrastructure

Participants identified unreliable electricity and internet connectivity as major barriers. This finding is particularly important within the Nigerian context because the effectiveness of remote work depends heavily on infrastructure that cannot always be taken for granted.

Work – Life Boundaries

Some participants reported that remote work increased the difficulty of separating professional and personal responsibilities. Employees described situations in which work-related communication extended beyond conventional working hours. The finding is consistent with literature identifying work – family conflict and boundary difficulties as potential consequences of teleworking.

Social Connection

Some employees reported reduced informal interaction with colleagues. Participants explained that face-to-face interaction sometimes provided emotional support and opportunities for spontaneous problem-solving that was difficult to reproduce digitally. This finding supports the social-isolation pathway identified in recent remote-work research.

Discussion

The study found a positive relationship between remote-work practices and employee well-being. This suggests that employees may benefit from flexibility, autonomy and reduced commuting. The finding is consistent with Gajendran et al. (2024), who identified autonomy as an important positive pathway in remote work. It also aligns with Bloom et al. (2024), whose randomised controlled trial found that hybrid working improved employee satisfaction without damaging performance.

However, the relatively lower score for stress management demonstrates that remote work does not automatically eliminate occupational stress. This finding is consistent with Figueiredo et al. (2024) and Shaholli et al. (2024), whose reviews identified both beneficial and adverse mental-health consequences associated with teleworking.

The significant relationship between employee well-being and organisational productivity is also noteworthy. Employees who experience greater satisfaction, autonomy and psychological vitality may have greater capacity to concentrate, remain engaged and complete work tasks effectively.

The regression analysis further indicates that employee well-being was the strongest positive predictor of organisational productivity. This suggests that organisations should not view employee well-being merely as a welfare issue. Instead, well-being should be understood as an important organisational-performance variable.

The Nigerian Organisational Context

The findings become particularly meaningful when considered within the Nigerian environment. In highly developed economies, remote work may depend on relatively reliable electricity, broadband connectivity and digital infrastructure. In Nigeria, employees may experience interruptions caused by electricity shortages, network instability and limited access to technological resources.

Therefore, remote-work policies cannot simply be imported from other countries. They must be adapted to the Nigerian organisational environment. This observation is also consistent with Edinoh et al.'s recent scholarship on digital transformation and technology integration in Nigerian institutions. Their recent research identifies inadequate devices, inconsistent internet connectivity and insufficient institutional support as important barriers to effective technology integration.

Although this scholarship focuses on education rather than organisational employment generally, its central implication is relevant to remote work: technology becomes organisationally useful only when infrastructure, human capacity and institutional support operate together.

Remote Work as a Dual-Pathway Process

The findings support a dual-pathway interpretation of remote work.

Positive pathway

REMOTE WORK

↓

Flexibility + Autonomy

↓

Reduced Commuting

↓

Improved Employee Well-being

↓

Higher Organisational Productivity

Negative pathway

REMOTE WORK

↓

Digital Overload + Isolation

↓

Work – Family Interference

↓

Stress



Reduced Employee Well-being



Lower Organisational Productivity

The organisational challenge is therefore to strengthen the positive pathway while minimising the negative pathway.

Implications for Organisational Management

The findings have several implications for organisational management.

First, organisations should move from presence-based management to outcome-based management. Employees should be evaluated on measurable outputs, quality, deadlines and service delivery rather than simply on the number of hours they are physically visible in an office.

Second, managers should develop remote-leadership competencies, including:

- i. digital communication;
- ii. trust-based supervision;
- iii. performance monitoring;
- iv. employee support;
- v. conflict management; and
- vi. team cohesion.

Third, organisations should establish explicit communication norms. Employees should know when they are expected to respond to organisational communication and when they are permitted to disconnect.

Implications for Public Administration in Nigeria

The study has particular relevance for public administration. Government organisations traditionally depend heavily on physical attendance and hierarchical supervision. Digital transformation challenges this model. Public organisations should increasingly consider whether selected administrative functions can be performed through hybrid arrangements without compromising service delivery.

The focus should be on:

- i. output;
- ii. accountability;
- iii. service quality;
- iv. responsiveness;
- v. digital security;
- vi. employee well-being; and
- vii. citizen outcomes.

A carefully designed hybrid model could potentially reduce unnecessary commuting while maintaining opportunities for physical collaboration.

Policy Implications

Based on the findings, organisations operating in Nigeria should:

- i. establish formal remote and hybrid-work policies;
- ii. define eligibility criteria for remote work;
- iii. provide reliable internet and electricity alternatives;
- iv. supply appropriate digital devices;
- v. provide technical support;
- vi. train managers in remote leadership;
- vii. establish measurable output-based performance indicators;
- viii. protect employees from excessive digital monitoring;
- ix. establish communication and disconnection boundaries;
- x. provide employee well-being interventions; and
- xi. maintain periodic face-to-face interaction for team cohesion.

Recommendations

Based on the findings, the study recommends that:

- i. **Organisations should institutionalise flexible-work policies.**
Remote work should operate through clear organisational policies rather than informal arrangements.
- ii. **Organisations should invest in digital infrastructure**
Reliable internet connectivity, electricity alternatives, secure communication systems and appropriate digital devices are essential.
- iii. **Managers should adopt trust-based supervision**
Supervision should focus on outcomes rather than continuous employee visibility.
- iv. **Employee well-being should be integrated into performance management**
Organisations should regularly monitor workload, stress, job satisfaction and work – life balance.
- v. **Hybrid work should be considered where appropriate.**

A combination of remote and physical work may provide a useful balance between flexibility and social interaction.

vi. Organisations should protect work – life boundaries

Employees should have reasonable expectations concerning after-hours communication.

vii. Social connection should be deliberately maintained.

Organisations should provide opportunities for team interaction, collaboration and relationship building.

Limitations of the Study

The study has several limitations.

- i. First, the quantitative findings rely partly on self-reported data.
- ii. Second, the study is geographically limited to the Federal Capital Territory.
- iii. Third, perceived productivity was measured rather than relying exclusively on independently verified organisational performance indicators.
- iv. Fourth, the applicability of remote work differs across occupations.
- v. Finally, organisational policies may change as employers continue to refine their post-pandemic work arrangements.

Future studies should therefore employ longitudinal designs, objective productivity indicators and larger samples across multiple Nigerian states.

Conclusion

Remote work has become an important component of contemporary organisational practice. This study demonstrates that remote work can provide important benefits for employees and organisations, particularly through flexibility, autonomy and reduced commuting. However, the benefits are not automatic. The findings indicate that employee well-being is an important link between remote work and organisational productivity. Where employees experience autonomy, manageable workloads and organisational support, remote work can contribute to positive outcomes. Where employees experience poor infrastructure, social isolation, excessive digital communication and work – family interference, remote work may become an additional source of stress. The central conclusion is therefore that the success of remote work depends less on where employees work than on the organisational conditions under which they work. For organisations in Abuja and Nigeria more broadly, effective remote work requires reliable infrastructure, supportive leadership, clear performance expectations, appropriate technology and deliberate investment in employee well-being.

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