

# Effects of Teleworking on Team Performance: Evidence from the Nigerian Public Sector

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## Abstract

Teleworking has become a new work practice in many organizations accentuated by the recent COVID-19 pandemic. Contending findings in the literature on the relationship between teleworking and employee performance in various industries motivated this new study. The paper seeks to examine the effect of teleworking on team performance in the public sector in Nigeria. The study is focused on selected government agencies in Abuja and Kaduna State, Nigeria. 384 questionnaires are administered on the senior staff of these agencies, and quantitative method is adopted to measure the effect of remote work and team communication on the performance of the team members. SPSS software is used to analyse the data collected, and descriptive statistics and multiple regression analysis are undertaken to determine the effect of teleworking on team performance. The statistical tests conducted reveal a significant relationship between remote work and team performance. Findings also show there is significant relationship between team communication and team performance in the Nigerian public sector. Recommendations are proposed that governments should create a policy on remote work for workers in the public sector, and increased investments should be made in ICT infrastructure in order to increase the motivations and efficiencies of workers.

## Keywords

Teleworking, team performance, Nigeria, organization, remote work

## Introduction/Problem Statement

Teleworking is now considered an alternative work arrangement in some organizations since the recent COVID-19 crisis which took the world unawares, leading to the lockdown of many countries and affected many businesses as their workers had to result to physical distancing. OECD (2020) discovered that this lingering pandemic caused some organizations to adopt remote work style for their employees driven by information and communications technology (ICT) tools in order to communicate and exchange

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information with other stakeholders. This new arrangement has continued in many firms owing to its significant effect on the performance of their team members (Sahadi, 2020). However, despite the positive results of teleworking, not all organizations were fortunate to adopt it to their organizational design due to the unique nature of their job which requires the physical presence of workers. For instance, production companies could not adopt teleworking because it necessitates workers to be at the factory operating machines, hence they have to observe physical distancing all through the crisis (Brussevich, Dabla-Norris and Khalid, 2020). Another challenge which precludes the adoption of remote work in organizations was lack of ICT skills among the employees of firms because many were not familiar with the use of zoom technology, video conferencing, email and so on (OECD, 2020). But surveys conducted recently in various countries establish a positive relationship between teleworking and team performance. For instance, Ipsen (2021) conducted a study on teleworking focusing on 29 European countries using 5,748 employees as respondents. It adopted survey technique using quantitative method, and the results revealed that most workers had positive performance working from home during the pandemic because they enjoyed greater work-life balance and work control. In a similar study by Nur et al. (2020), using Google form to conduct survey on 110 participants, it was found that the majority of the participants confirmed that teleworking has actually enhanced their productivity because it has more advantages and they would continue with the practice to the future.

However, before the pandemic, Hunter (2019) analysed the results of the survey conducted on teleworking by Vodafone. It was shown that 75% of companies in the globe were fast adjusting to flexible work schedules which enable their employees to telework because of its enormous contributions to their productivity. Rupiotta and Beckmann (2018) in a similar study showed that remote offices have increased tremendously in the last decades mainly because of advancement in technology, and a positive relationship was established between productivity and workers operating from home in comparison to the workers who are always working in the office. These findings revealed that remote work in organizations had been gaining acceptance pre-COVID era, which was catalysed by the pandemic, and the basic attractions of this work style are linked to flexible work schedules, effective time planning, and work-life balance for employees (Fetoshi, 2021). In contrast, the study conducted by Stanford University before the public health emergency found that remote work had reduced the productivity of employees of a Chinese service center in the United States (Bloom et al, 2015). Furthermore, Gabriel (2020) argued that the success of remote work has been attributed to effective communication among the team members using ICT

devices such as telephone, WhatsApp, zoom, email, and Microsoft Teams because virtual discussions and meetings can only hold using these technologies, but these technologies however may reduce the efficiency of team members where there is low internet penetration and poor internet network, stemming from distorted information flow. Hovhannisyan and Keller (2019) also believed that the impact of poor network on team communication can severe relationships with the key stakeholders of a firm such as customers, investors, and the society. OECD (2020) equally posited that remote work creates a protracted spatial gap among the team members and where there is an interference of personal and family issues in work schedules and there is an absence of effective information exchange due to lack of reliable ICT tools among employees, an unproductive overtime is bound to occur. It was further revealed in the study of OECD (2020) that remote work is an agelong practice in organizations, hence different studies have been conducted in the area, but its effect on team performance remains unclear.

Meanwhile, some studies have argued that it is pertinent for firms to know the reason for adopting remote work for their team because it is basically noted for flexibility of the work arrangements, guaranteed work-life balance, work from home without commuting, and higher concentration on the company's tasks (Dobson, 2020). Remote work also reduces distractions because when operating from home, employees immerse themselves fully in the task at hand, ending in long hours of work without realizing it (Ayling and McCartney, 2020). In the study of Ozimek (2020), it was found that teleworking has enhanced the performance of the managers in the United States due to high concentration, and 61.9% of the practicing human resources firms have concluded their plans to sustain the practice and continue it to the future. Besides, many studies have argued that teleworking is like two-edged swords to organizations because it may affect team positively and negatively through direct and indirect channels. Direct channel can cause team to perform satisfactorily through increased motivation and knowledge exchange among the members and indirect channel can reduce productivity among the members due to impaired communication resulting from virtual communication.

As stated earlier in the paper, diverse conclusions of various studies on the relationship between teleworking and employee performance motivated this study in an emergent country like Nigeria. This study will attempt to examine the effect of teleworking on team performance in the public sector, and see how the results compare to the global realities. The study will focus on selected government agencies in Abuja and Kaduna State, Nigeria, and it will measure the effect of remote work and team communication on the performance of the team members in those agencies. The study will make significant contributions to literature in the areas of team communication, remote working, and team performance. Findings from the public sector of a developing country (Nigeria) will compare to the ambiguous results of different scholars in this area. Organizations in different sectors will also

benefit from the findings of the study as well as the recommendations to be made as it will help them to understand the effect that teleworking has on their team performance, which will enhance their informed decision-making. Practicing human resources professionals will also gain more understanding about the effect of remote working on the performance of teams and decide the need to incorporate it in their human resources strategy.

## **Research Objectives**

The aim of this study is to examine the effect of teleworking on team performance in the public sector in Nigeria, and the two objectives of the study are to:

- 1) Analyze the effect of remote work on team performance in the public sector.
- 2) Ascertain the effect of team communication on team performance in the public sector.

## **Literature Review**

The origin of remote work dates back to 1970 when Jack Nilles, an infrastructure Engineer was designing a space vehicle and telecommunication infrastructure project for the Air Force of the United States and he decided that his subordinates should work from home instead of commuting to work daily because of the stress involved in such exercise (Nilles, 1975). Teleworking was not properly defined until Cambridge English Dictionary (n.d) defined it as an activity requiring employees of firms to work away from the office, particularly in the comfort of their homes where telephone and electronic mail are utilized to transmit information to the managers, colleagues and other stakeholders of the firms. But Parris (2017) opined that teleworking and remote work connote different meanings, even though they are used interchangeably. Teleworking according to Parris means a situation where the employees are instructed to work from home but might also be asked to combine some tasks in the office, while remote work is a situation where employees conduct their activities outside the geographical location of the firm without a need to visit the office. Hence, the recent pandemic gave rise to the wider adoption of teleworking and remote work among various firms in the world due to the associated restriction on movement of people and goods. Popovici and Lavinia (2020) on the other hand believe teleworking is a result of globalization which has increased independence among individuals due to advancement in information and communications technology, and this is driving organizations to consider it as an innovative way of creating work

flexibility for workers due to its significant impact on team performance. Meanwhile, different researchers have expressed concerns about the kind of jobs that can be performed remotely using information technology. In order to address these concerns, some professors of economics at the University of Chicago recently conducted a study to ascertain the type of jobs that can be performed remotely, and the findings revealed that about 37% of jobs in differing occupations can be carried out away from the office (Dingel and Neiman, 2020). The breakdown of these jobs includes legal and education, computer tasks and data analysis, human resources management and finance, office and administration, architecture and design, and sales and digital marketing, while food production, construction project, manufacturing, farming and agriculture, logistics and transportation, as well as healthcare cannot be done remotely. However, a similar study in about 85 countries showed that a limited number of jobs can only be performed remotely in the developing countries due to cultural asymmetry, difference in management approach, inadequate technology infrastructure and the knowledge of the workforce (Morikawa, 2020). The recent study by the Office for National Statistics in the United States tried to examine the nature of jobs that can be complemented by teleworking, and it was found that economists professionals, statisticians, managers and administrative assistants are deemed suitable for remote style (Office for National Statistics, 2020).

Furthermore, several researchers have identified the merits of teleworking in organizations and the society. Ipsen et al. (2021) averred that it is a great way of helping employees to balance work with families and personal lives which reduce work related stress, and also save cost of transportation to work daily, which ultimately increase their work performance. The perspective of Zykova and Maussymbe (2021) on teleworking reveals that the reduction in transportation to work daily helps to alleviate traffic issues in the cities as well as environmental pollution caused by commuters, which helps the city planners to keep the environment clean.

Teleworking practice is another cost saving measure for firms in today's world as they are able to attract different professionals who are keen on working independently based on the terms and conditions of the organization without the need for training, transportation, and accommodation expenses on the part of the firm. This cost saving measure is the main attraction of teleworking to many employers due to the fact that it reduces overhead cost such as water bills, telephone and internet expenses, electricity charges, computer maintenance, software update expenses, cleaning and security expenses, and other costs being incurred in the office (Aladejobi, 2021). Another significance of teleworking lies in its solution to employee turnover because the practice increases job satisfaction for workers due to work-life balance they derive from it.

On the other hand, many scholars have criticized teleworking practice, and Aladejobi (2021) argued that when individual team members work on some

sensitive professional projects, they need close communication, but because this is lacking in teleworking, it can adversely affect the relationship between the managers and the subordinates. Zykova and Maussymbe (2021) believed that remote working may be difficult to adopt in small organizations where employee compensation is low because it requires the use of some technology resources such as good internet connection and strong telecommunication facilities that will bridge the distance among the team members, and where these are missing, providing practical demonstration of sensitive projects to the team lead becomes impossible, which may result in project failure. Lack of management practice that involves coordinating tasks in the cyberspace as well as lack of ICT skills among employees is another criticism facing teleworking, and Ipsen et al. (2021) argued that working distance away from the office may create unnecessary confusion in the task to be undertaken by the team members due to inadequate information from the office, and the practice also has the tendency to reduce interpersonal relationship among workers, reduce knowledge sharing and create difficulty in managing talents in the organization (Bolisani et al., 2020).

Lippe and Lippenyi (2020) posited that cooperation and coordination issues are among the weaknesses of remote working because when employees work alone in their various locations where there are different time zones, they face high anxiety resulting from incessant changes in government policies and strategies, and these may lower their performance. Furthermore, working in distance might lead to significant mental issues among employees which include depression, loneliness, aggression and so on, and this may reduce employee productivity (Aladejobi, 2021). Pillastrini et al. (2020) averred that environment in the home is not suitable for workers, especially where there is no availability of office furniture and this may cause unhealthy posture, leading to muscular disorders. The study also found that some companies that are bent on teleworking usually give instructions to their workers to go home with their office chairs in order to avert medical bills resulting from muscular disorders. Cyberattacks is another weakness of teleworking because e-mail, WhatsApp, and websites are vulnerable to hacking and some of these attacks include ransomware, phishing and so on, but Sebastian (2021) suggested that control of access, management of incidents, monitoring remotely, training of employees, backups and adequate recovery strategy and so on, can address these issues with some effectiveness.

### ***Teamwork Communication and Team performance***

Rising population across different continents and constant changes in the needs of customers motivate global organizations to engage more talented workers

across various geographical locations to work as a team with the aid of information and communication technology which offers platforms for collaborations on various projects belonging to these companies. Internet and telecommunication infrastructure however have made it possible for the teams to communicate virtually through meetings and discussions, while also conduct innovative research focused on their projects (Swati, Neerja and Vandana, 2017). Gabriel (2020) posited that virtual team has helped multinational organizations to achieve a global team where communication among the team members is made easy using technology such as telephone, video conference such as zoom, and email to exchange information among the members, and other researchers equally posited that various technology platforms such as WhatsApp, Microsoft Teams, and so on have played a formidable role in making teleworking a reality, and this has significantly enhanced the performance of the virtual team members (Deckert, 2020).

### ***Information and Communications Technology (ICT), and Team Performance***

Innovation in technologies has attracted the attention of academia and industry in recent times, and ICT tools which include telephone, satellites, internet, computer and so on, have reduced the distance among employees working in the same organizations from different geographical territories (Ana and Carmen, 2014). OECD (2010) posited that telecommunication technology has always been the saving grace for all sectors during the period of both artificial and natural crisis because it offers substantial contributions to a wide range of sectors by improving information as well as knowledge exchange within and outside the firms resulting to employee and organizational performance. For instance, during the recent coronavirus pandemic, the human resources professionals have had to devise new approach of operating using teleworking among employees where information and communications technology (ICT) devices were used to engage virtual teams, and this has continued as a practice among many firms due to its large impact on employee performance in businesses of all types (OECD, 2020). Another benefit of ICT was cited by Tachiki et al. (2004) where they agreed that it helps in lowering the cost of coordination in firms due to reduced costs in communication and procurement as well as managing relationships with the suppliers and customers.

### ***Remote work and team performance***

The recent global outbreak spurred a number of new innovations and change within organizations bringing about work from home as a new way of conducting transactions thereby rendering office work less significant (Savić, 2020). Some scholars opined that the pandemic is unarguably the most economic and human disaster globally but is has initiated an interesting move about how we conduct works (Ford et al., 2020). In a study by Adeyemi

(2020), it was contended that the lockdown which enabled stay at home for workers unleashed untold hardship on the developing countries which they may not recover from, in years to come, but it exposed people to new work practice and many activities. Caligiuri and Cieri (2021) considered this as a vivid case of disruptive change which forced workers and firms to adopt prompt and sudden adjustments to their activities. Garg and Rijst (2015) argued that teleworking is not really a new work practice because it has been existing as a digital form of working from outside the office before the disaster, and many developing countries have been known to practice it, but Nur et al. (2020) believed that the lockdown engineered the hidden advantages of the practice in about 150 countries which will continue to the future. Hence, a lot of studies have been conducted to date on teleworking and their results show that the practice is growing in popularity across the globe due to its positive impact on employee productivity (Belzunegui-Eraso and Erro-Garces, 2020).

### **Research Methodology**

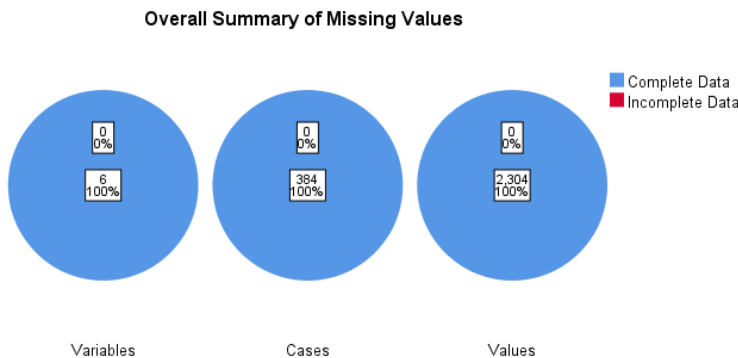
This study adopted survey research design, and the population include 10,000 employees of government agencies, ministries and parastatals in Abuja and Kaduna state focusing on the senior staff cadre. The reason for this group is to measure the effect of teleworking on their team performance. Sample size was however determined through Taro Yamane statistical formular and it came down to 384 employees. The survey was focused on the sample size using questionnaires, and online survey was conducted among these employees via email using close-ended and five Likert scale questionnaires indicating strongly true, true, indifferent, untrue and strongly untrue. Since workers tend to be slightly biased when they provide their details, anonymous survey was conducted in order to provide objective answers to the survey questions. The questions were tailored to the independent variables of the study which include remote work and team communication, and the dependent variable which is team performance. Six questions were directed at the employees of the agencies surveyed, and these employees were randomly sampled in order to give fair representation to the population of the study in those two cities. Hence, out of 400 questionnaires administered, 384 copies were duly returned by the participants. Quantitative method was used to measure the questionnaires using descriptive statistics with the aid of SPSS software. The unorganized data collected was organized and analyzed for useful presentation using frequency distribution tables. According to Gorman and MacIntosh (2015), data coding and entry into the SPSS is the first stage of data analysis process, and this process involves the use of rows containing records and

columns containing attributes which help to organize the data in a conventional form. The coding of the data in this exercise was based on the questionnaires completed by the respondents of the survey. In order to determine the influence of teleworking which is measured by remote work and team communication on the team performance in the public sector, multiple regression analysis was undertaken, including coefficient analysis to test the effect of teleworking on team performance in the Nigerian Public Sector.

### Data Analysis and Presentation

This study has focused on the effect of teleworking on team performance in the Nigerian public sector where remote work and team communication are independent variables and team performance is dependent variable, and the data collected from the participants of the study has been analyzed using SPSS software. The analysis of the data is presented below:

**Figure 1: Data cleaning**



**Source:** Survey data, 2022

In order to check for completeness and consistency in the data collected from the participants in the survey, a check for missing data was first conducted, and the outcome shows a very clean, structured and meaningful data to undertake a reliable analysis on the effect of teleworking on team performance in the Nigerian public sector.

**Figure 2: Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	Df	Sig.
Remote work	.382	384	0.9	.584	384	.9
Team communication	.457	384	0.8	.514	384	.8

a. Lilliefors Significance Correction

Survey data, 2022

In the figure above, a test for normality was conducted using Kolmogorov-Smimov and Shapiro-Wilk and the outcome shows the significance levels at 0.9 and 0.8 for remote work and team communication respectively. Hence, it is concluded that the data are normally distributed because both values are higher than 0.05.

### Figure 3: Descriptive Statistics

The frequency distribution tables and charts below show the analysis of the responses from the study's respondents.

**Table 1: Some government employees worked from home during the pandemic**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly true	269	70.1	70.1	70.1
	True	39	10.2	10.2	80.2
	Indifferent	7	1.8	1.8	82.0
	Untrue	34	8.9	8.9	90.9
	Strongly untrue	35	9.1	9.1	100.0
	Total	384	100.0	100.0	

Source: Survey data, 2022

In table 1, the question seeks to know if some employees of government were allowed to work remotely during the pandemic and 269 respondents which represent 70.1% believed it is strongly true, 39 respondents which represent 10.2% believed it is true, 7 respondents which represent 1.8% were indifferent, 34 respondents which represent 8.9% believed it is untrue, and 35 respondents which represent 9.1% believed it is strongly untrue. This finding shows that some government employees actually worked remotely during the pandemic.

**Table 2: Employees were satisfied working from home during the Pandemic**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly true	329	85.7	85.7	85.7
	True	16	4.2	4.2	89.8
	Indifferent	5	1.3	1.3	91.1
	Untrue	20	5.2	5.2	96.4
	Strongly untrue	14	3.6	3.6	100.0
	Total	384	100.0	100.0	

Source: Survey data, 2022

In table 2, the question seeks to know if employees were satisfied working from home during the pandemic, and 329 respondents which represent 85.7% believed it is strongly true, 16 respondents which represent 4.2% believed it is true, 5 respondents which represent 1.3% were indifferent, 20 respondents which represent 5.2% believed it is untrue, and 14 respondents which represent 3.6% believed it is strongly untrue. This finding provides strong evidence that employees were quite satisfied working from home during the public health crisis.

**Table 3: Governments have a policy on remote work for workers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly true	19	4.9	4.9	4.9
	True	44	11.5	11.5	16.4
	Indifference	11	2.9	2.9	19.3
	Untrue	35	9.1	9.1	28.4
	Strongly untrue	275	71.6	71.6	100.0
	Total	384	100.0	100.0	

**Source:** Survey data, 2022

In table 3, the question aims to know from the workers if Governments have a policy on remote work, and 19 respondents which represent 4.9% believed it is strongly true, 44 respondents which represent 11.5% believed it is true, 11 respondents which represent 2.9% were indifferent, 35 respondents which represent 9.1% believed it is untrue, and 275 respondents which represent 76.1% believed it is strongly untrue. This is a clear indication that Governments do not have extant policy framework on remote work for workers.

**Table 4: Employees adopted ICT tools such as telephone, WhatsApp, zoom, e-mail etc to communicate while working remotely**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly true	300	78.1	78.1	78.1
	True	30	7.8	7.8	85.9
	Indifferent	10	2.6	2.6	88.5
	Untrue	19	4.9	4.9	93.5
	Strongly untrue	25	6.5	6.5	100.0
	Total	384	100.0	100.0	

**Source:** Survey data, 2022

In table 4, the question seeks to know from the workers if they adopted ICT tools such as telephone, WhatsApp, zoom, email, and so on, for

communication while working remotely, and 300 respondents which represent 78.1% believed it is strongly true, 30 respondents which represent 7.8% believed it is true, 10 respondents which represent 2.6% were indifferent, 19 respondents which represent 4.9% believed it is untrue, and 25 respondents which represent 6.5% believed it is strongly untrue. The result shows that different telecommunication tools were used by the workers for communication within their teams during the pandemic.

**Table 5: Using these tools enabled close communication among the team members while working remotely**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly true	300	78.1	78.1	78.1
	True	50	13.0	13.0	91.1
	Indifferent	5	1.3	1.3	92.4
	Untrue	15	3.9	3.9	96.4
	Strongly untrue	14	3.6	3.6	100.0
	Total	384	100.0	100.0	

**Source:** Survey data, 2022

In table 5, workers were asked if the telecommunication tools enabled close communication among the team members while working from home, and 300 respondents which represent 78.1% believed it is strongly true, 50 respondents which represent 13.0% believed it is true, 5 respondents which represent 1.3% were indifferent, 15 respondents which represent 3.9% believed it is untrue, and 14 respondents which represent 3.6% believed it is strongly untrue. This result provides strong evidence that ICT tools enabled close communication among the team members during teleworking.

**Table 6: Working from home increased the performance of the team members during the pandemic**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly true	345	89.8	89.8	89.8
	True	20	5.2	5.2	95.1
	Indifference	4	1.0	1.0	96.1
	Untrue	7	1.8	1.8	97.9
	Strongly untrue	8	2.1	2.1	100.0
	Total	384	100.0	100.0	

**Source:** Survey data, 2022

In table 6, workers were asked if working from home increased the performance of the team members, and 345 respondents which represent 89.8% believed it is strongly true, 20 respondents which represent 5.2% believed it is true, 4 respondents which represent 1.0% were indifferent, 7 respondents which represent 1.8% believed it is untrue, and 8 respondents which represent 2.1% believed it is strongly untrue. This result provides strong evidence that teleworking increased the performance of the team members in government agencies.

**Table 7: Correlation Coefficient**

		Remote work	Team communication	Team performance
Remote work	Pearson Correlation	1	.978**	.832**
	Sig. (2-tailed)		.000	.000
	N	384	384	384
Team communication	Pearson Correlation	.978**	1	.833**
	Sig. (2-tailed)	.000		.000
	N	384	384	384
Team performance	Pearson Correlation	.832**	.833**	1
	Sig. (2-tailed)	.000	.000	
	N	384	384	384

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient test shows that remote work and team communication are correlated with team performance at the significant levels of 0.832 and 0.833 respectively, and because these figures are higher than 0.01, we state that remote work and team communication have significant relationship with team performance in the public sector.

**Table 8: Regression Analysis**

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Team communication, Remote work <sup>b</sup>	.	Enter

a. Dependent Variable: Team performance

b. All requested variables entered

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 <sup>a</sup>	.701	.699	.40601

a. Predictors: (Constant), Team communication, Remote work

### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	147.108	2	73.554	446.202	.000 <sup>b</sup>
	Residual	62.806	381	.165		
	Total	209.914	383			

a. Dependent Variable: Team performance

b. Predictors: (Constant), Team communication, Remote work

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.069	.109		.637	.524
	Remote work	.149	.051	.386	2.902	.004
	Team communication	.205	.060	.455	3.420	.001

a. Dependent Variable: Team performance

Both the regression and coefficient tables reveal that 0.069 increase in the team performance in the public sector causes 0.149 increase in remote work and 0.205 increase in team communication alike. The model result however shows that both remote work and team communication cause variation of 70% in team performance in the public sector, and the same variables have significant relationship with team performance at the levels of 0.004 and 0.001.

## Discussions

This study has examined the effect of teleworking on team performance in the public sector in Nigeria, and one major finding of the study is that remote work has significant relationship with team performance due to the fact that government workers derived high satisfaction from remote work. This finding is premised on the fact that many workers had issues commuting to work during the pandemic due to the nationwide lockdown, and considering the fact that commuting to work from the satellite towns in Abuja after the pandemic was a serious challenge to so many workers due to the heavy traffic on various highways leading to the federal agencies and parastatals. This challenge however can be alleviated through increased investments in public infrastructure such as rail transportation from various satellite towns of Abuja to the Central Business District where most of these agencies are located. The security issue in Kaduna state also precludes government workers from commuting to work daily due to high rate of insecurity in the North West region. Hence, this study corroborates the work of Fetoshi (2021) which finds that remote work and work environment at home have significant influence on workers' performance in Kosovo. Some scholars have also argued in the literature that teleworking offers opportunity for workers to balance work with families and personal lives which reduce work-related stress and increase work satisfactions, and also save cost of transportation to work daily, which ultimately enhance the performance of workers (Ipsen et al., 2021). Hence, this result accentuates the global findings on remote work in Africa where teleworking is fast becoming the preferred work style among employers of labour.

Secondly, the study also finds that team communication has significant relationship with team performance stemming from the fact that workers used different telecommunication tools for information exchange within their teams during teleworking, and these tools enabled close communication among the team members. Gabriel (2020) and (Deckert, 2020) interrogate the significance of communication in achieving team goals which is made easy using technology such as telephone, video conference such as zoom, email to exchange information as well as WhatsApp, Microsoft Teams, and other tools. These telecommunication technologies have helped in reducing the physical distance among employees who are not working on-site due to geographical spread, and OECD (2010) regards them as enablers of information exchange in all sectors because of their substantial contributions in improving information as well as knowledge exchange within and outside the firms, resulting to greater employee and organizational performance.

## Conclusion/Recommendations

The outcome of this study shows that the Nigerian governments have no extant policy on remote work for workers due to lack of trust between government

and employees. It is recommended that a new policy on teleworking should be created in order to increase the motivations of workers, particularly as we live in a world of uncertainties. Fetoshi (2021) considers the trust issue in organizations as the bane of successful workplace. Hence, government should establish trust with the workers in order to increase their efficiency and performance in various agencies and parastatals where they work. Setting up a monitoring department in various agencies will ensure regular video calls with workers who are teleworking and this will build stronger relationships with them. This will also help to track their working hours and activities for the purpose of assessing their productivity using different criteria.

It is also recommended that government should provide telecommunication tools for workers such as software or digital platforms, as well as video conferencing platforms that can aid interactions and information exchange among the remote workers. Investment in project management tools is also recommended to boost collaborations among the team members such as Microsoft team, Trello and Asana technologies and this will help to surmount the challenges of lack of teamwork in various agencies. Moreover, tools such as Workplace Analytics are also recommended in government agencies as this will help to identify collaboration patterns that affect productivity of workers, effectiveness and engagement.

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