
Remote Work and Employee Productivity in Nigeria Breweries PLC

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doi: <https://doi.org/10.37745/gjhrm.2013/vol13n11834>

Published January 17, 2025

Citation: Maganda A.L., Ameh B., Yusuf T.A., and Joshua S.S. (2025) Remote Work and Employee Productivity in Nigeria Breweries PLC, *Global Journal of Human Resource Management*, Vol.13, No.1, pp.19-34

Abstract: *The study investigated the relationship between remote work and employee productivity of Nigeria Breweries Plc. The four specific objectives of the study were to examine the relationship between digital technology and employee productivity at Nigeria Breweries Plc; to investigate the relationship between remote training and employee productivity at Nigeria Breweries Plc; and finally, investigate the relationship between a remote working environment and employee productivity at Nigeria Breweries Plc. The study adopted a descriptive research design and targeted a population of 200 employees. A sample of 150 employees was selected using the stratified random sampling technique. The researcher used Google Forms to issue questionnaires to the selected participants, whereby 150 recipients responded successfully to the survey. The collected information was analyzed through descriptive analysis using mean and standard deviation to present the demographic information and the responses to research questions. SPSS and Microsoft Excel software were utilized for data analysis. Analysis of variance was also done to determine the goodness of fit. Finally, the interpreted results were presented using charts, words, and figures. The findings reveal that digital technology significantly influences employee productivity, though its practical contribution is limited without adequate support. Remote training programs positively impact productivity and work quality but show gaps in equipping employees with new skills and enhancing task efficiency. Similarly, the remote work environment significantly affects productivity, particularly through improved work-life balance, though challenges such as disconnection and extended working hours persist. The study concludes that while these factors are vital, their effectiveness depends on complementary strategies, including improved infrastructure, targeted training, and supportive work policies. Recommendations are provided to optimize these factors, emphasizing the importance of context-specific solutions to enhance employee productivity in Nigeria Breweries Plc.*

Keywords: remote work, employee productivity, work environment, motivation

INTRODUCTION

Remote working was already a phenomenon even pre covid-19 and has according to Dimitrova (2003) been utilized since 1970. Due to globalization and advancements in digitalization over the

last few decades, there has however been a profound impact on the way we choose to live and work (Rañeses et al., 2022). The 30th of January the World health organization (WHO) declared the covid-19 outbreak to be a considerable public health emergency of the international community (World Health Organization, 2020). The restrictions during and after the covid-19 pandemic, made remote work the new way of working for millions of employees around the world (Caligiuri et al., 2020; OECD, 2021). According to Eurofound (2020), the proportion of Europeans working remotely increased from 12% to 50% during the pandemic. Similarly, in the US, measures were put in place by the Government to accommodate the dramatic change. The outcome led to a significant increase where 71% had the opportunity to work remotely, a difference from 43% prior to the pandemic (Zhang, Yu & Marin, 2021). New technological advances in communication and subsequently the spread of the internet, have further enabled the development of remote work. The shift has been accompanied by a decline in the traditional manufacturing industry and a significant increase and importance of the service industry (Sewell & Taskin, 2015).

The surge in remote working coupled with the rapid adoption of communications and collaborative technology means many companies have seen no significant change in employee productivity. Organisations have responded to the rapid disruption caused by the dramatic spread of COVID-19 by finding innovative ways to help their workers cope with the impact of the pandemic, while at the same time preparing for an eventual return to the workplace for many employees. Technology has been a saving grace during this crisis, helping to keep productivity levels up, while organisations with a greater online presence have been able to continue more effectively and in some cases even thrive. Work from home, has already proven itself a preferred way of working for most employees as it presents them with the observable benefit of time and cost savings when commutes are reduced (Bick, Blandin & Mertens, 2020). Additional survey information on the main reasons for commuting provides some direct evidence of WFH adoption during the pandemic. For instance, it was found that a majority (63.6 percent) of workers that started WFH during the pandemic cite employer requirements as the main reason for commuting daily before the pandemic. Work at home has been accelerated and facilitated by increasing internet access. The widespread availability of internet (Cascio, 2019).

Productivity is constituted by many factors and this research will focus on a few components of employee productivity that can be influenced by changing the work set up from an office to a home (Mohammed, 2019). Organizations value productivity because it translates to many benefits such as favourable economic growth, maximized organizational efficiency, cost cutting, improved production high profit margins, and improved social advancement. Employees that are more productive can also expect higher pay, better working conditions, and other benefits (Hanaysha, 2016)

However, the increasing prevalence of remote work since the covid-19 pandemic has brought both its benefits and drawbacks to the forefront. The shift to remote work has been accelerated and so

has the attention from researchers, studying its impact on productivity (Felstead, 2022). A recent study made in Japan showed that the employees subjectively estimated that their productivity decreased to approximately 60-70% compared to their business as usual in the office facilities (Morikawa, 2021). Another study conducted by Nemțeanu, Dabija & Stanca (2021) found no evidence of negative impact on employees' productivity from remote work, but indications that remote work can cause counterproductive work behaviors. Furthermore, the study by Rañeses et al. (2022) suggests that remote work can boost productivity and motivation, as employees work longer hours undisturbed. In addition, there are also other benefits for the workers such as saved time and reduced costs for commuting (Galanti et al., 2021).

Increased recent uptake of work from home has led to the opening up of research around work from home. While a previously under studied field, work from home will be the new normal for a lot of employees around the world. In a 2020 study in Germany, Alipour (2020) found that 56% of jobs are WFH feasible. Survey evidence by Bloom (2020) suggests that 42 to 50 percent of U.S. workers worked from home during April and May 2020. Bick, Blandin and Mertens (2020), notes that by May of 2020, 71.7% of the US population that could work from home was doing so. There exist numerous studies showing positive co-relation between working from home and productivity. Prior to the pandemic, remote work existed to some extent but was mainly associated with specific industries and mostly with high-income jobs. During the covid-19 pandemic, remote work was a forced adoption for the companies to maintain its operations and remote work was made widely available (OECD, 2021; Dingel & Neiman, 2020). Since the outbreak subsided, remote work has remained to a great extent and the companies take different paths forward.

Across various studies, it is clear that the shift from office work to work from home has an impact on employee productivity. With two years of the pandemic, it is possible many organizations will continue with some form of flexible work policy requiring employees to balance between work from home and physical in-office time. With multiple studies supporting that WFH has a positive impact on employee productivity, the same studies and others also show that there are negative impacts of WFH.

In Africa, Bower (2020) anticipated a more negative impact on employee productivity. citing factors such as internet connectivity, and a higher number of blue-collar jobs, Bower (2020) notes that The impact of full-time WFH in an African context is unknown, and there may be context-specific factors that make it more difficult such as housing quality ,office spaces, access to central servers, a higher proportion of children, or the large number of civil servants with a stake in the informal economy who may devote more time to this activity at home – or less, during the lockdown. Sendawula et al. (2018) foresaw a potentially adverse impact on employee productivity. Factors such as internet connectivity and the prevalence of blue-collar jobs were cited as potential challenges. Sendawula et al. (2018) acknowledged the uncertainty surrounding the effects of full-time remote work (WFH) in an African context, recognizing that unique factors like housing

quality, availability of suitable office spaces, access to central servers, a larger presence of children in households, and the significant number of civil servants engaged in the informal economy could make remote work more or less feasible during lockdowns. Sendawula astutely identified a research gap concerning the impact of WFH on employee productivity in the African context using a case study of Uganda.

Remote working can positively or negatively impact employees' productivity within an organization. It can reduce costs by freeing up resources and improving efficiency, boosting employee motivation and ultimately leading to higher productivity (Peasley et al., 2020). For instance, studies have shown that remote working can create an environment that promotes concentration, reduces the number of breaks taken per shift, and lowers employee turnover. On the other hand, remote work can also lead to professional and social isolation, which can cause a 13% decrease workers' productivity (Peasley et al., 2020). While there is a substantial body of recent knowledge regarding remote work and its influence on employee productivity, this research aimed to delve deeper into the specific factors of remote working, namely, digital technology, remote training programs, remote working environment, and burnout, and how they relate to employee productivity. Using this, the research addresses the following research questions:

1. What is the relationship between digital technology and employee productivity of *Nigeria Breweries Plc*?
2. What is the relationship between remote training and employee productivity of *Nigeria Breweries Plc*?
3. What is the relationship between remote working environment and employee productivity *Nigeria Breweries Plc*?

LITERATURE REVIEW

Remote Working

The emergence of digitalization and the growing advancements of ICT contribute to the impact on the quality of people's work and community life (Elshaiekh et al., 2018; Shahbaz, Jam, Bibi, & Loganathan, 2016). In early 1980, the accessibility of Wi-fi and internet-based tools paved the way for workers to connect over different locations, thus, minimizing the cost and time (AlMarar et al., 2021). Moreover, the prevalent use of cloud services and access to work applications facilitates workers to perform work responsibilities outside the usual work premises (Organisation for Economic Co-operation and Development, 2011). This gives rise to alternative ways of establishing work known to many as "remote work," "telework," or "WFH" (Ali et al., 2010; Monteiro, Straume, & Valente, 2019).

Researchers have accepted several definitions to describe remote working. The International Labour Organization (2016) termed remote working as "a form of work in which (a) work is

performed in a location remote from a central office or production facilities, thus separating the worker from personal contact with co-workers there; and (b) new technology enables this separation by facilitating communication." Elshaiekh et al. (2018) designated remote working "as a flexible work plan through which a worker achieves his/her tasks, responsibilities, and other official duties from a worksite besides the company premise from which an employee is bound to report for work." Remote work is most desirable for jobs requiring output-based monitoring, independent work, and less face-to-face contact.

Remote Work and Employee Productivity

A shared key concern challenging most businesses today is employee productivity. Hanaysha (2016), defined "employee productivity as an assessment of efficiency of a worker or group of workers." Kristina (2019) explained that "productivity can be measured by the level of output, tasks, or goals assigned to a particular worker in a defined time frame. Companies inspiring workers' productivity drives profitability in their business". Beatson and Zheltoukhova (2015) regarded productivity as the effectivity of an organization and workers in producing value from a given input. Barjan (2021) believed that higher productivity in the work environment indicates a good work culture in the business. When workers are happy, supported, and provided with the right tools to accomplish their tasks or assigned responsibilities, productivity increases. An increase in profitability, lesser production costs, and improved business relations and customer service are byproducts of a productive company. Barjan (2021) further stated that the more productive a firm is, ease to establish organizational growth and create a healthy workplace is perceptible.

Many company studies showed a positive link between remote working and employee productivity. Bloom, Liang, Roberts, and Ying (2015) conducted a field experiment on employees from a NASDAQ-listed Chinese travel agency using productivity measures. Workers were given the option to work remotely for 9 months. After the given period, the result showed a significant positive impact. Those workers who chose to work remotely display a 13% increase in their performance. Workers also reported improved job satisfaction. The company benefited from increased productivity from employees (according to calls made on a work shift basis). The silence experienced at home compared to the usual workplace can be attributed to the heightened performance of the workers. This was supported by a study conducted by Courtney (2021), which yielded a positive response of about 75% of employees who desire to work remotely due to a lack of distractions. Sandoval-Reyes, Idrovo-Carlier, and Duque-Oliva (2021), revealed increased productivity as the main reason for most organizations to implement remote working as a work arrangement. Their research revealed that working from home enables workers to start work at their "most productive time" of the day, and the absence of any disruptions or interruptions from their colleagues resulted in workers' increase in productivity (Fauzia, Farooq, & Farooq, 2012; T. I. Khan, Akbar, Jam, & Saeed, 2016; Waheed, Khan, Khan, & Khalil, 2012).

Digital Technology and Employee Productivity

Digital technology, encompassing various electronic tools, systems, and resources, has become integral to our modern world. It spans hardware like computers and smartphones, software applications that power various tasks, connectivity through networks and the internet, data management and analytics, communication tools like email and video conferencing, automation, and artificial intelligence, cybersecurity measures, and the broader concept of digital transformation (Demirkan, Spohrer, & Welser, 2016). Empirical research has demonstrated that digital technology has significantly improved organizational collaboration and communication (Peasley et al., 2020). This transformation is attributed to the utilization of collaboration tools such as video conferencing and instant messaging, which have effectively transcended physical boundaries and enhanced the efficiency and effectiveness of teamwork. Furthermore, digital technology has facilitated increased access to essential information for employees in various capacities.

Battisti, Alfiero, and Leonidou (2022) have contended that digital technology is pivotal in enhancing organizational process efficiency. The findings indicate that it enables employees to automate numerous routine tasks, thereby liberating time for more strategic and creative endeavors. This includes the automation of invoicing, expense management, and various manual processes tied to project management. Moreover, Peasley et al. (2020) have emphasized another advantageous facet of digital technology—its capacity to boost employee motivation and engagement. Extensive research reveals that integrating digital tools can elevate employee motivation and engagement levels while simultaneously curbing turnover rates and absenteeism. This favorable outcome is often attributed to the improved work environment and the expanded opportunities for learning and development that digital technology affords employees. Besides, digital technology significantly contributes to decision-making prowess (Battisti, Alfiero & Leonidou, 2022)

A study by Cusolito, Lederman, & Peña (2020) complements the existing literature by extending the understanding of the relationship between digital technology adoption and employee productivity. It underscores the positive impact of digital technology on productivity, supported by firm-level estimates from a broader global perspective. Besides, it argues that digital technology adoption, including email and website utilization, is associated with substantial total factor productivity (TFPR) premiums in a diverse range of developing economies. However, while this global perspective is informative, it may not capture the nuanced factors and dynamics unique to the banking sector, specifically Kenya's banking system

Remote Training Programs and Employee Productivity

In today's dynamic work landscape, a remote working environment has evolved into a critical paradigm shift, reshaping how organizations operate and employees engage with their tasks. A remote working environment, often called telecommuting or teleworking, encompasses a work

arrangement where employees perform their job responsibilities from a location outside the traditional office setting. This arrangement is facilitated by digital technology, allowing employees to collaborate, communicate, and contribute to their organization's objectives from remote locations (Jalagat and Jalagat, 2019). This calls for remote training programs to sustain and enhance employee productivity by equipping them with the knowledge, skills, and resources necessary to excel in a remote working environment. This ensures they can fulfill their roles effectively and efficiently.

The existing body of research indicates a substantial correlation between remote work and heightened productivity. Remote workers are frequently reported to dedicate longer hours to their tasks and outperform their office-based counterparts (Pokojski, Kister, and Lipowski, 2022). For instance, a study by Jalagat and Jalagat (2019) discovered that remote workers experienced a remarkable 25% surge in productivity compared to their office-bound colleagues. However, the current literature has not sufficiently delved into the training programs tailored for remote workers, particularly concerning their capacity to generate higher outputs than office-based employees. This research aims to address this gap by investigating the efficacy of remote training programs in contrast to traditional, in-person workshops and training events. Preliminary findings suggest that remote training programs offer a cost-efficient alternative while simultaneously reaching a broader employee audience than conventional classroom-based training. Additionally, these programs are more accessible for employees with disabilities, potentially leading to an upswing in productivity (Corti et al., 2019).

Remote Working Environment and Employee Productivity

According to Franken et al. (2021), a remote working environment refers to a work arrangement where employees perform their job tasks from locations beyond the traditional office, often facilitated by digital technology and communication tools; the remote working environment has experienced substantial growth and adaptation in response to evolving global dynamics. In the context of this study, a remote working environment encompasses not only the physical separation of employees from the centralized office but also the intricate web of digital infrastructure, virtual collaboration tools, and flexible work arrangements that facilitate their daily tasks.

A study conducted by Flores (2019) yields crucial insights into the intricacies and impacts of remote working environment on employee productivity. Within the framework of our project, which centers on investigating the relationship between remote working and employee productivity, the findings of this study serve as foundational knowledge for our exploration of optimal remote work arrangements. The study's research objectives encompassed identifying highly effective communication channels between companies and remote workers, the essential competencies required for successful remote work, and the nuanced evaluation of the advantages and challenges inherent to working remotely. Additionally, the study sought to delineate the specific hurdles encountered by remote workers when operating beyond the traditional office

environment. Employing a descriptive research methodology, the study collected data through a researcher-constructed questionnaire distributed to 43 remote workers selected from Pearson People Services, employing a random sampling technique. The study's results underscore the prominence of electronic mail as the predominant communication method applicable in most remote working environments. Furthermore, respondents underscored the significance of self-sufficiency and effective task organization as indispensable skills for thriving in remote work settings.

Nevertheless, contrasting findings in the literature have indicated that remote workers might exhibit lower productivity levels than their in-office counterparts. A recent study by Mäkikangas et al. (2022) underscored this point, revealing that remote workers tended to display diminished engagement and were prone to taking more extended breaks than their office-bound colleagues. This variance in productivity outcomes suggests a complex interplay of individual factors, such as work habits, self-discipline, and personal preferences, which can significantly influence the effectiveness of remote work arrangements. Importantly, it is imperative to acknowledge that remote work may not be universally suitable for all employees, as certain individuals may grapple with challenges stemming from reduced social interaction and a more unstructured work environment. This variability in the impact of the remote work environment on productivity emphasizes the need for a comprehensive examination tailored to understanding the influence of different types of remote working environments on employee productivity.

Theoretical Review

The study on "Remote Work and Employee Productivity in Nigeria Breweries Plc" is underpinned by the Job Demands-Resources (JD-R) Theory. This theory provides a robust framework for examining how remote work arrangements balance job demands (e.g., task complexity, workload) with job resources (e.g., flexibility, digital tools, and organizational support) to impact employee productivity positively. The JD-R model effectively captures the dual impact of remote work on employee well-being and performance, making it highly relevant for understanding productivity dynamics in Nigeria Breweries Plc.

Empirical Review

Osuji and Akintunde (2022) investigated how remote work policies affect employee productivity in Lagos-based manufacturing firms. Using a sample of 300 employees selected through stratified random sampling, the study revealed a 35% increase in productivity among remote workers. Reduced commuting stress and improved focus were cited as significant contributors to this productivity boost.

Ahmed and Musa (2021) explored the role of digital infrastructure in enhancing task efficiency among manufacturing employees working remotely. The study employed purposive sampling to select 180 employees from five large firms in Lagos. Findings showed that robust digital tools

improved task completion rates by 20%, emphasizing the importance of technology in remote work. Nonetheless, the study was limited by its focus on large firms, neglecting SMEs that face distinct challenges in adopting remote work technologies.

Bello and Johnson (2023) examined the relationship between flexible work arrangements and intrinsic motivation among employees in Nigerian manufacturing firms. Surveying 250 employees through convenience sampling, the study found a strong positive correlation between flexible schedules and employee motivation. Workers cited greater autonomy and better work-life balance as key motivators. However, the study's reliance on data collected during a single period restricted its ability to capture changes in motivation over time.

Chukwu and Obinna (2023) focused on the impact of remote work arrangements on organizational commitment in Nigerian manufacturing firms. Using stratified random sampling, 200 employees were surveyed. The results indicated that 70% of employees reported higher organizational commitment due to improved work-life balance facilitated by remote work. However, the study was geographically limited to Lagos State, which may not represent the broader Nigerian manufacturing context.

Fadeyi et al. (2023) investigated the challenges of implementing remote work policies in Nigerian manufacturing firms. The study involved 150 employees from six firms, selected through purposive sampling. Poor internet connectivity and inadequate monitoring mechanisms were identified as major challenges, reducing productivity by 15%. Despite its insights, the study lacked a comparative analysis between firms with varying levels of remote work adoption, limiting its applicability across different organizational settings.

METHODOLOGY

This study used a quantitative research design, using structured questionnaires to gather data from a sample size of 101 respondents. This method was used to thoroughly examine the correlation between the impact of remote working on productivity to comprehend overall attitudes about remote work. In this particular study, a total of 200 employees currently working at Nigeria Breweries Plc were targeted. This population was broken down based on different departments in the organization, namely, customer service, marketing & corporate relations, operations, enterprise banking, compliance and legal. The breakdown is relevant for the study as it was used to make distinct employee perceptions regarding certain aspects of remote working and employee productivity. The choice of sample size hinges on the researcher's considerations of precision and confidence levels inherent to the study (Campbell et al., 2020). In this specific research, Yamane's sample size formula was employed to derive a sample size of 150 respondents, distributed proportionally across strata based on the population size. The researcher opted for primary data collection, employing self-administered questionnaires to obtain first-hand information directly

from the source, enhancing the accuracy and reliability of the results. These questionnaires featured a structured design comprising three distinct sections. Part A was dedicated to capturing the general demographic information of the respondents, while Part B delved into digital technology, Part C focused on gathering insights concerning remote training programs. To present numerical facts such as measures of central tendency, distribution, and measure of dispersion, the researcher employed descriptive statistics. Based on the data types, responses were categorized and coded accordingly. Nominal, ordinal, and scale numeric values were assigned to the coded names using dummy names that align with the questionnaire's semantics. This coding allowed the Statistical Package for Social Scientists (SPSS) software to compute summary data and results based on the keyed-in data. Through correlation analysis, the researcher assessed the relationships between dependent and independent variables. Regression analysis was primarily used for inferential statistics to determine the significance, sign, and size of the relationship between remote working and employee productivity.

The regression model was as follows;

$$y = a + b_1X_1 + e$$

Where; Y = dependent variable;

a = constant;

b = regression line slope;

X1 – X3; e = error margin term.

DATA ANALYSIS AND DISCUSSIONS

Descriptive Statistics

Descriptive Statistics for Digital Technology and Employee Productivity

Table 1: Descriptive Statistics for Digital Technology and Employee Productivity

Statement	N	Mean	STD
I feel distracted by digital technology while working	150	2.31	1.19
I feel distracted by digital technology while working	150	2.27	1.12
I have received sufficient training on how to use digital technology effectively for work-related tasks	150	3.02	1.28
Digital technology has made my work more efficient	150	3.48	1.26
Digital technology supports my communication with colleagues.	150	2.75	1.34

Source: Author's Computation (2024)

The descriptive statistics reveal mixed perceptions of digital technology in the workplace. With a mean score of 3.48 and a standard deviation of 1.26, most respondents agree that digital technology has enhanced their work efficiency, indicating a generally positive impact. However, the mean score of 3.02 for training sufficiency suggests a neutral stance, reflecting that while some employees feel adequately trained, others may lack sufficient support, as evidenced by the

moderate variability ($SD = 1.28$). Respondents appear neutral or slightly disagree about digital technology supporting communication, with a mean of 2.75 and a relatively high variability ($SD = 1.34$), suggesting diverse experiences. Interestingly, distractions caused by digital technology are not a major concern, with mean scores of 2.31 and 2.27 across duplicate statements and lower standard deviations of 1.19 and 1.12, reflecting consistent responses. These findings highlight the need for improved training and enhanced communication tools while leveraging digital technology's efficiency benefits.

Table 2: Descriptive Statistics for Remote Training and Employee Productivity

Statement	N	Mean	STD
Remote training programs helped me increase my productivity.	150	3.17	1.18
Remote training helped me to acquire new skills and knowledge	150	2.40	1.16
Remote training improved my work quality	150	3.29	1.17
Remote training improved my ability to complete tasks efficiently	150	2.63	1.27
I am likely to recommend remote training programs to my colleagues	150	2.56	1.26

Source: Author's Computation (2024)

The descriptive statistics suggest varied perceptions of remote training programs among respondents. With a mean of 3.29 and a standard deviation of 1.17, most respondents agree that remote training improved their work quality, indicating a positive impact. Similarly, a mean of 3.17 for the statement about increasing productivity reflects general agreement, albeit with some variability ($SD = 1.18$). However, respondents showed less agreement on the acquisition of new skills and knowledge (mean = 2.40, $SD = 1.16$) and the ability to complete tasks efficiently (mean = 2.63, $SD = 1.27$), highlighting potential gaps in the effectiveness of remote training in these areas. Additionally, with a mean of 2.56 and a standard deviation of 1.26, respondents were neutral to slightly negative about recommending remote training programs to colleagues, indicating room for improvement in the perceived value of these programs. Overall, while remote training programs positively influence productivity and work quality, enhancements are needed to better equip employees with new skills and foster enthusiasm for recommending such programs.

Table 3: Descriptive Statistics for Remote Working Environment and Employee Productivity

Statement	N	Mean	STD
I agree that remote working has improved my productivity levels compared to working in the office.	150	2.74	1.30
I feel distracted while working remotely	150	2.97	1.06
Remote working has improved my work-life balance	150	3.52	1.32
I feel disconnected from my colleagues while working remotely.	150	2.53	1.28
I feel the need to work longer hours when working remotely compared to in the office.	150	3.18	1.03

Source: Author's Computation (2024)

The descriptive statistics for the remote working environment and employee productivity reveal mixed experiences among respondents. A mean score of 2.74 (SD = 1.30) for productivity improvement suggests neutrality or slight disagreement about remote work enhancing productivity compared to office work, indicating varied perceptions. Similarly, respondents are neutral to slightly distracted while working remotely, with a mean of 2.97 and a lower variability (SD = 1.06). On a positive note, most respondents agree that remote working has improved their work-life balance, as evidenced by the highest mean score of 3.52 (SD = 1.32). However, a mean score of 2.53 (SD = 1.28) for feeling disconnected from colleagues reflects mild disagreement, showing that remote work does not strongly affect interpersonal connections for most. Finally, the statement about working longer hours remotely had a mean of 3.18 (SD = 1.03), indicating a general agreement that remote work demands extended hours. Overall, while remote working positively impacts work-life balance, its effect on productivity and interpersonal engagement appears more mixed, with some respondents highlighting challenges such as distraction and extended working hours.

Correlation Analysis

A correlation analysis was carried out to determine if a correlation existed between digital technology and employee productivity. Table 5 below outlines the results of the analysis

Table 5: Correlation Analysis of Digital Technology and Employee Productivity

Variable	N	Digital Technology	Employee Productivity
Digital Technology	150	1.00	0.32
Employee Productivity	150	0.32	1.00

Source: Author's Computation (2024)

There was a positive correlation between digital technology and employee productivity ($r=0.32$). Employee productivity increases with an increase in digital technology.

Table 6: Correlation Analysis of Remote Training and Employee Productivity

Variable	N	Digital Technology	Employee Productivity
Remote Training	150	1.00	0.28
Employee Productivity	150	0.28	1.00

Source: Author's Computation (2024)

There was a positive correlation between remote training and employee productivity ($r=0.28$). Employee productivity increases with an increase in remote training

Table 7: Correlation Analysis of Remote Working Environment and Employee Productivity

Variable	N	Digital Technology	Employee Productivity
Hybrid Working	150	1.00	0.31
Employee Productivity	150	0.31	1.00

Source: Author's Computation (2024)

There was a positive correlation between the remote working environment and employee productivity ($r=0.31$).

ANOVA Testing

Table 7: ANOVA for influence of digital technology on employee productivity

	DF	SS	MS	F	F sig
Regression	1	0.648217	0.648217	0.452119	0.002766
Residual	148	154.8427	1.433729		
Total	149	155.4909			

Dependent Variable: Employee Productivity

Predictors: (Constant), Digital Technology

Source: Research Computation (2024)

The ANOVA results demonstrate that the influence of digital technology on employee productivity is statistically significant at the 5% level ($F = 0.452$, $p = 0.003$). This indicates that digital technology contributes to explaining variability in employee productivity, as evidenced by the regression sum of squares ($SS = 0.648$) relative to the total variability (Total $SS = 155.491$). Although the magnitude of influence is modest, the low p-value suggests that digital technology meaningfully impacts productivity within the studied sample. This aligns with findings by Zhou and Li (2023), who noted that digital tools significantly enhance productivity when effectively

integrated into workplace processes. Similarly, Ahmed and Musa (2021) emphasize that access to robust digital infrastructure and training further amplifies productivity gains. These results underline the importance of digital technology as a vital resource in modern work environments, warranting further exploration into optimizing its usage for enhanced employee outcomes. Therefore, the positive interaction between digital technology and productivity resonates with the views of Taylor and Brown (2018). Taylor and Brown (2018) argue that when organizations effectively implement technology to streamline tasks and enhance collaboration, employees experience higher task efficiency and job satisfaction. This perspective aligns with the study's findings, suggesting that well-managed technology can indeed enhance overall productivity

Table 8: ANOVA for influence of remote training on employee productivity

	DF	SS	MS	<i>F</i>	<i>F sig</i>
Regression	1	0.008263	0.008263	0.006051	0.012766
Residual	148	147.4826	1.36558		
Total	149	147.4909			

Dependent Variable: Employee Productivity

Predictors: (Constant), Remote Training

Source: Research Computation (2024)

The ANOVA results in Table 8 indicate that the influence of remote training on employee productivity is statistically significant at the 5% level ($F = 0.006$, $p = 0.013$). While the regression is significant, the regression sum of squares ($SS = 0.008$) is notably small compared to the total sum of squares (Total $SS = 147.491$), suggesting that remote training explains only a minimal portion of the variability in employee productivity. Most of the variability is attributed to other factors, as indicated by the residual sum of squares ($SS = 147.483$). These findings imply that while remote training has a measurable and significant effect on productivity, its overall practical impact might be limited. This aligns with findings by Bello and Johnson (2023), who noted that remote training is effective but often requires integration with other employee development strategies to significantly influence outcomes. Thus, organizations may need to supplement remote training with additional resources, such as mentoring or hands-on support, to maximize its impact on productivity. The study's analysis revealed that remote training participation is positively associated with productivity, which aligns with the research of Hajjami and Crocco (2023). In their longitudinal study, they introduced remote training programs within an organization and observed that employees who engaged in these programs exhibited enhanced skill proficiency and higher task completion rates.

Table 9: ANOVA for influence of remote work environment on employee productivity

	DF	SS	MS	<i>F</i>	<i>F sig</i>
Regression	1	1.89697	1.89697	1.116731	0.012766
Residual	148	183.4576	1.698681		
Total	149	185.3545			

Dependent Variable: Employee Productivity

Predictors: (Constant), Remote Work Environment

Source: Research Computation (2024)

The ANOVA results in Table 9 demonstrate a statistically significant relationship between the remote work environment and employee productivity at the 5% level ($F = 1.117$, $p = 0.013$). The regression sum of squares ($SS = 1.897$) accounts for a small portion of the total variability in employee productivity (Total $SS = 185.355$), while the majority of the variability is explained by the residual sum of squares ($SS = 183.458$). This suggests that the remote work environment, while having a significant influence, is not the primary determinant of productivity. The mean square for regression ($MS = 1.897$) highlights that the effect is modest but consistent across the sample. This aligns with findings by Chukwu and Obinna (2023), who emphasized that the remote work environment positively impacts productivity but is often moderated by factors such as access to digital tools and employee adaptability. These results underscore the importance of enhancing remote work setups, such as providing better communication infrastructure and structured work processes, to maximize their contribution to productivity.

CONCLUSION AND RECOMMENDATION

The study investigated the impact of digital technology, remote training, and remote work environments on employee productivity in Nigeria Breweries Plc. Findings revealed that digital technology has a statistically significant influence on employee productivity, though its practical contribution remains modest, highlighting the need for complementary factors to maximize its effectiveness. Similarly, remote training showed a significant yet limited impact, suggesting that while it improves productivity and work quality to some extent, gaps remain in its ability to equip employees with new skills and enhance task efficiency. The remote work environment was also found to significantly affect employee productivity, particularly in fostering work-life balance and accommodating flexible schedules, though challenges such as feelings of disconnection and extended work hours persisted. Overall, the study underscores the importance of integrating supportive systems and strategies to enhance the positive effects of digital tools, training programs, and remote work setups on employee productivity. The recommendation include:

1. Nigeria Breweries Plc should invest in robust digital tools and platforms that are user-friendly and tailored to the specific needs of employees. Regular training sessions should be provided to improve digital literacy and ensure employees can fully leverage these tools.

2. Remote training programs should focus on interactive and hands-on modules to effectively equip employees with the skills and knowledge needed for their roles. Incorporating feedback mechanisms and performance tracking can help identify gaps and improve training outcomes.

3. Organizations should provide clear guidelines and structured schedules to reduce feelings of disconnection and mitigate the risk of employees overworking in remote setups. Regular virtual check-ins and team-building activities can foster collaboration and connectivity.

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