

**IMPACT OF REMOTE WORK ON EMPLOYEES' JOB
SATISFACTION IN SOME SELECTED REMOTE COMPANIES
IN NIGERIA**

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ABSTRACT: The survey was conducted to assess the impact of remote work on job satisfaction. Given the importance of flexibility and technology in remote work, the study examines whether technology use increases employee stress and whether employees' time management and work policies affect work-life balance in remote work companies in Nigeria. Primary and secondary sources of data were used to collect information for this study. A questionnaire was used to elicit information from 323 respondents who constitute the sample for this study. The data were analysed using the Chi-Square test to test the hypotheses formulated for the study. The findings revealed that poor technological support increases employee stress levels and that work policies affect employee autonomy. The study recommended that remote companies should provide their employees with effective technological tools to enable them to carry out their duties without stress, and formulate more favourable work policies that would enable employees to enjoy greater autonomy.

Keywords: Remote work, Job Satisfaction, Work autonomy, Flexible work hours, Technological support, Work-life balance

INTRODUCTION

Remote work, once considered an outlier practice, has become universally adopted over the last decade, with unprecedented momentum driven by the COVID-19 pandemic (Bartik et al., 2024). This change has led to radical alterations in the character of work, and people can work from anywhere outside the conventional office. In some countries, such as the United States and Nigeria, around 20% of workers have continued to work remotely regularly after the pandemic (Barrero et al., 2021), highlighting the permanence of this new form of work organisation.

While many employees appreciate the flexibility offered by remote work, others emphasise the challenges it presents, such as social isolation, difficulty maintaining a work-life balance, and its impact on relationships within work teams. In this context, the study of job satisfaction becomes crucial. Although it is a multidimensional concept, job satisfaction is generally understood as an individual's overall attitude toward their job, and it is influenced by various psychological, social, and organisational factors (Bakri & Erfan, 2023; Kumar, 2025).

Remote work in Nigeria has become more common as technology and internet access continue to grow (Bernard, 2025). Remote work means performing job duties from home or any location outside a traditional office using digital tools such as laptops, smartphones, and online

communication platforms. In Nigeria, many people work remotely in fields like information technology, digital marketing, content writing, graphic design, online teaching, and customer service. Some work for Nigerian companies, while others work for international organisations. This has opened doors to global job opportunities and increased income possibilities for many young professionals. Remote work offers several advantages. It reduces transportation costs and saves time, especially in busy cities in Nigeria. It also provides flexibility and improves work-life balance. Overall, remote work is helping to reshape employment in Nigeria by creating new opportunities and connecting the country to the global digital economy.

LITERATURE REVIEW

Remote work is an official task performed outside the conventional office setting and at the worker's convenience, and must follow organisational policies to achieve objectives and efficiency. Mahmud (2021) explains that remote work is the practice of working at or from one's home or another space rather than from an office or workplace. For him, the practice of working at home has been documented for centuries, but remote work for large employers began on a small scale in the 1970s, when technology was developed that could link satellite offices to downtown mainframes through dumb terminals using telephone lines as a network bridge.

It became more common in the 1990s and 2000s, facilitated by internet technologies such as collaborative software on cloud computing and conference calling via videotelephony. For Mahomed (2023), workplace hazard controls for COVID-19 catalysed a rapid transition to remote work for white-collar workers around the world, which largely persisted even after restrictions were lifted. Proponents of having a geographically distributed workforce such as Majan et al. (2023) argue that it reduces costs associated with maintaining an office, grants employees autonomy and flexibility that improves their motivation and job satisfaction, eliminates environmental harms from commuting, allows employers to draw from a more geographically diverse pool of applicants, and allows employees to relocate to a place they would prefer to live. Opponents of remote work argue that remote telecommunications technology has been unable to replicate the advantages of face-to-face interaction, that employees may be more easily distracted and may struggle to maintain work-life balance without the physical separation, and that the reduced social interaction may lead to feelings of isolation.

According to Margheritti (2025), the extensive use of remote work under COVID-19 constituted a major organisational transformation. For him, the implementation of remote work during COVID-19 was rushed, and new technologies and operating systems had to be adopted without prior testing or training. This, according to Margheritti (2023), may affect job satisfaction. Belur (2024) sees job satisfaction as a critical aspect of organisational psychology, serving as a cornerstone for understanding employee motivation, employee engagement, and overall well-being in the workplace. Job satisfaction is the level of contentment, fulfilment, and happiness an employee experiences in their role, reflecting how much they enjoy their work, pay, environment, and, in some cases, opportunities for growth.

Remote work, a trend accelerated by technological advancements and the COVID-19 pandemic, presents both opportunities and challenges for employees and organisations. While it offers flexibility and autonomy, concerns about isolation, work-life balance, and productivity persist. Despite the growing trend of remote work, many organisations struggle to provide sufficient technological support, leading to remote employees facing connectivity issues that could increase employee stress. Remote workers may face challenges in maximising their work autonomy under flexible work policies, leading to either overwork or underutilisation of their time and affecting job satisfaction. While flexible work policies aim to enhance autonomy, unclear expectations, inadequate communication, and a lack of managerial support might hinder remote workers' ability to effectively manage their work schedules and boundaries. Remote workers often struggle with effective time management, which can blur boundaries between work and personal life, leading to burnout, decreased productivity, and compromised work-life balance.

The flexibility of remote work may lead to overwork, social isolation, and difficulty disconnecting from job responsibilities, negatively impacting overall well-being and job satisfaction. Despite the growing trend of remote work, many organisations seem to overlook the financial benefit of remote work for their employees. Some of these organisations may withhold the salary and other financial benefits of some of their workers, which could lead to job dissatisfaction. Several studies have been carried out on remote work and workers' performance, but did not use the exact indicators that the researcher used in this work. Therefore, this work will focus on remote work and job satisfaction in selected remote work companies in Lagos, Nigeria.

Chen et al. (2024) in their study on Work-life balance experiences of business process outsourcing employees in a remote work setup investigated the impact of remote work on work-life balance, using a sample of BPO employees in China. The respondents, who have worked remotely for over three years, expressed concerns about self-discipline, punctuality, dedication, respect, and tact in their interactions. They expressed insufficient time for self-development, proper nutrition, and rest. Stress management was also deemed challenging, with employees unable to cope with mental distractions arising from the non-fulfilment of obligations. The study suggested the need for an improvement program to promote work-life balance among BPO employees in remote work settings.

Katarzyna, Dorota, and Emily's (2024) study aimed at exploring the role of information and communication technology (ICT) in shaping the work-life balance of managers working remotely and to identify individual recovery strategies and organisational interventions to support digital managers. The theoretical background was based on the work-family border theory and the effort-recovery model. A semi-structured individual in-depth interview (IDI) was used as the research method. The research group consisted of 13 managers from companies in Poland representing various industries. In all, 560 min of recordings and 201 pages of text were obtained and subsequently coded and categorised. The results showed that remote managers struggle with the work-life imbalance and blurred boundaries between work and private roles, as well as difficulties in maintaining digital hygiene. The use of ICT enables high flexibility but contributes to work-life conflict. Managers who work from home experience a constant workload and suffer from impaired recovery. The use of ICT creates a need to recover and maintain digital hygiene. However, constraints impede managers' recovery attempts. Many feel that their work does not allow them to

recover but requires them to be “always on” to help their subordinates fulfil their responsibilities, even though they do not expect their subordinates to work after hours. Finally, managers perceive organisational support as insufficient or inappropriate for their needs. They admit that they do not participate in organisational interventions due to a lack of time and do not believe that they help them to maintain or restore their well-being.

Furthermore, Berger (2023) examined whether managing the boundaries between work and personal life positively affected work-life balance in the context of remote work. The research was derived from five scholarly, peer-reviewed articles relevant to the stated purpose. The findings are mixed. In the long term, they indicate that successful management of the boundaries between work and personal life positively affects work-life balance, whereas non-management of these boundaries negatively affects it. In the short term, the findings demonstrate that managing boundaries in a way that allows for temporary, deliberate weakening can also positively affect work-life balance if the move accommodates a personal need or is perceived as a temporary imbalance. As remote working arrangements become more widespread and greater emphasis is placed on the importance of work-life balance for employees, understanding the effects of remote work on work-life balance is critical. As a result, the findings of this topic paper are relevant to current management challenges and to managers in all industries where remote working takes place.

Ausat et al. (2023) in their research on “The Effects of working remotely on employee productivity and work-life balance” on an ICT company in India, provided insights and recommendations for organisations, policymakers, and employees to optimise remote work arrangements. The study explores various factors, including flexibility in work schedule, work environment, technological support, social interaction, and autonomy and self-management, in relation to work-life balance and employee productivity. The study, which used a structured questionnaire and interview, surveyed 450 respondents and found that remote work offers employees increased flexibility and autonomy over their work schedules, leading to improved work-life integration and satisfaction. Muhammad et al. (2023) investigated the impact of remote working on employee productivity and work-life Balance: A Study on the Business Consultancy Industry in Dubai, UAE. This study aimed to examine remote working and its impact on the productivity and work-life balance of the employees in the business consultancy industry in Dubai, UAE. The study was quantitative, with descriptive and correlational research designs employing regression analysis. 96 employees working in the administration and office from different organisations in the business setup division were sampled using purposive sampling. Analysis of the responses demonstrated that remote working has a strong positive relation to employees’ productivity. However, results also showed that remote working has no significant impact on the employees’ work-life balance. On these bases, employers should take responsibility for the health and safety of the workers under their care, whether or not the work is being done remotely. Similarly, employees should also take responsibility for themselves by carefully following the guidelines and procedures enforced by their employers. Further research is needed to identify other factors or variables that could provide fresh perspectives on the impact of remote working.

Considering the review above, the research tends to answer the following research questions:

- i. In what way does technological support affect employees' stress levels?

- ii. To what extent does employees' time management affect work-life balance?
- iii. How does work policy affect employee work autonomy?

The following hypotheses were formulated for the study to add impetus to the study:

H₁: There is a significant relationship between technological support and employee stress level

H₂: There is a significant relationship between employees' time management and work-life balance

H₃: There is a significant relationship between work policy and employee work autonomy

METHODOLOGY

The study employed a survey and descriptive research design. The survey served as a framework for data collection to develop an in-depth understanding of the research objectives. Concurrently, the descriptive research component enabled respondents to articulate their perspectives on the topic through in-depth interviews and questionnaires. The sample comprised 325 participants randomly selected from Flutterwave and Cowrywise, organisations chosen due to their involvement in remote work. Data were collected using a four-point Likert scale, a closed-ended questionnaire, and interviews. The instrument's internal consistency and reliability were evaluated using Cronbach's Alpha, with higher values indicating greater internal consistency and agreement among responses. Data analysis was conducted using the chi-square test.

RESULT

Test of Hypothesis One

H₁: There is a significant relationship between technological support and employee stress levels.

Table 1: Chi-Square Analysis of the Relationship Between Technological Support and Employee Stress Level

O	E	(O – E)	(O – E) ² / E
221	73.7	147.7	3.9
142	47.3	94.7	4.0
355	118.3	236.7	3.9
319	106.3	212.7	4.0
221	73.7	147.3	3.9
142	47.3	68.3	2.8
355	118.3	33.0	0.5
319	106.3	33.0	0.6
221	77.3	9.0	0.2

O	E	(O – E)	(O – E) ² / E
142	47.3	32.7	1.3
355	118.3	22.0	0.3
319	106.3	21.0	0.4
Total χ^2			25.8

Note. $df = 3$; critical $\chi^2 (.05) = 7.815$.

A chi-square test of independence was conducted to examine the relationship between technological support and employee stress levels. The contingency analysis produced a calculated chi-square value of $\chi^2 = 25.80$ with $df = 3$. The critical chi-square value at $\alpha = .05$ and $df = 3$ is 7.815. Since the calculated value exceeded the critical value, the null hypothesis was rejected. This result indicates a statistically significant relationship between technological support and employee stress levels. Difficulties in connecting to the internet or other technological devices may therefore contribute to increased stress among employees.

Test of Hypothesis Two

H₂: There is a significant relationship between employees' time management and work-life balance.

Table 2: Chi-Square Analysis of the Relationship Between Employees' Time Management and Work-Life Balance

O	E	(O – E)	(O – E) ² / E
148	140.6	7.4	0.1
134	119.7	14.3	0.2
20	26.7	6.7	0.5
21	36.0	15.0	0.8
149	140.6	8.4	0.8
100	119.7	19.7	1.2
30	26.7	3.3	0.2
44	36.0	8.0	1.4
125	140.6	15.6	0.2
125	119.7	5.3	0.1
200	66.7	133.3	3.9
43	36.0	7.0	0.4
Total χ^2			9.8

Note. $df = 3$; critical $\chi^2 (.05) = 7.815$.

A chi-square test of independence was conducted to determine whether employees' time management is related to work-life balance. The calculated chi-square value was $\chi^2 = 9.80$ with df

= 3. The critical chi-square value at $\alpha = .05$ and $df = 3$ is 7.815. Since the calculated value exceeded the critical value, the null hypothesis was rejected. This indicates a statistically significant relationship between employees' time management and work-life balance. The findings suggest that effective time management practices may help employees maintain a healthy work-life balance.

Test of Hypothesis Three

H₃: There is a significant relationship between work policy and employee work autonomy.

Table 3: Chi-Square Analysis of the Relationship Between Work Policy and Employee Work Autonomy

O	E	(O - E)	(O - E) ² / E
140	101.3	38.7	0.8
149	90.7	58.3	1.3
10	56.7	46.7	1.6
7	68.7	61.7	1.8
8	101.3	93.7	1.8
130	90.7	39.3	0.8
142	56.7	85.3	2.1
140	68.7	71.3	1.2
156	101.3	54.7	1.1
93	90.7	2.3	0.1
15	56.7	41.7	1.5
59	68.7	9.7	2.8
Total χ^2			16.9

Note. $df = 3$; critical $\chi^2 (.05) = 7.815$.

A chi-square test of independence was conducted to examine the relationship between work policy and employee work autonomy. The calculated chi-square statistic was $\chi^2 = 16.90$ with $df = 3$. The critical chi-square value at $\alpha = .05$ and $df = 3$ is 7.815. Because the calculated value exceeded the critical value, the null hypothesis was rejected. This result indicates a statistically significant relationship between work policy and employee work autonomy. The finding suggests that favourable work policies may increase employees' autonomy and their opportunities to engage in other work-related and personal activities.

DISCUSSION OF FINDINGS

A significant relationship exists between technological support and employee stress levels. This aligns with the findings of Ausat et al. (2023), who noted that the impact of digital technology is not universally beneficial for human well-being, particularly concerning work-related stress among

employees. Similarly, Muhamad, Bakti, Febriyantoro, Kraugusteeliana, and Ausat (2023), along with Paganin and Simbula (2021), found that continual use of digital technology can induce work stress, adversely affecting both mental and physical health. Additionally, the study corroborates the findings of Wikansari et al. (2023), who highlighted that while digital tools such as email, instant messaging, and social media facilitate quick and efficient communication with colleagues and clients, they may also contribute to unhealthy levels of work-related stress.

A significant relationship exists between employees' time management and work-life balance. This aligns with Berger's (2023) work, which maintains that managing the boundaries between work and personal life positively affects work-life balance in remote work. He stated that the successful management of boundaries between work and personal life positively affects work-life balance, whereas the non-management of boundaries negatively affects it. He concludes that managing boundaries in a way that allows for temporary, deliberate weakening can also positively affect work-life balance if the move accommodates a personal need or is perceived as a temporary imbalance. For him, as remote working arrangements become more widespread and greater emphasis is placed on the importance of work-life balance for employees, understanding the effects of remote work on work-life balance is critical.

Significant relationship between work policy and employee work autonomy. This is in line with Olivo et al. (2025), who state that job autonomy is considered one of the most important job resources because it gives workers control and freedom to organise and perform their work activities, increasing their sense of responsibility and control. Olivo et al. (2025) believe that the policy of autonomy granted to remote workers positively impacts their engagement in the digital environment. Their ability to decide on the manner, place, and time of performing tasks increases the perceived meaningfulness of their work. Moreover, autonomy encourages creativity and makes it easier to adapt to change. They conclude that job autonomy and technological tools can fulfil fundamental psychological needs, such as the desire to belong and to engage in meaningful activities independently.

Conclusion and Recommendations

Though remote work appears to offer tremendous advantages, from flexibility to autonomy, the study revealed that poor technological support affected employees' stress levels and that poor time management affected employees' work-life balance. The findings further revealed that remote work has become a significant aspect of modern work culture, offering employees flexibility and autonomy. Based on the findings, the study recommended that remote companies provide their employees with effective technological tools, such as modern computers and reliable internet access, to enable them to carry out their duties effectively without stress. A remote company should always allow workers to choose when and where to work in order to balance work-life and reduce stress. And they should formulate more favourable work policies that would enable employees to enjoy greater autonomy at work. Finally, the organisation should provide strong organisational support through clear communication, recognition, and feedback to improve employee satisfaction.

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