



**EXPLORING CORPORATE GOVERNANCE AND REMOTE
WORK IN THE TELECOMMUNICATIONS INDUSTRY IN
NIGERIA IN THE POST-COVID-19 ERA**

EDOSEGHE JOS-BAZUAYE

**A DISSERTATION COMPLETED IN PARTIAL FULFILMENT FOR
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ART IN
HUMAN RESOURCE MANAGEMENT**

SUBMITTED TO NATIONAL COLLEGE OF IRELAND

AUGUST 2022

ABSTRACT

BACKGROUND: Corporate governance research has continued to receive scholarly and practitioner attention with regard to firm performance, sustainability, environmental issues, and profit maximisation, among others. With the emergence of COVID-19 the gradual retention of remote working as a work design or part of the work design is becoming the norm. How corporate governance dimensions will be practised within the remote work context in the post-Covid 19 era in the telecommunications industry in Nigeria is the focus of this research.

METHODOLOGY: The correlation design and quantitative research method were adopted for data collection and analysis. About 150 participants working in the telecommunications industry in Nigeria were sampled through the convenience sampling technique. Data were analysed through Pearson Correlation Coefficient.

RESULTS: The study shows that there is a significant and positive relationship between accountability, transparency and fairness and results-oriented performance of corporate governance practice and remote work in the telecommunications industry in Nigeria. However, there is a significant and negative relationship between challenges of corporate governance practice and remote work within the same context.

CONTRIBUTIONS: Findings confirm previous studies in the literature which found that accountability, transparency and fairness and results-oriented performance have a significant and positive relationship with remote work in the telecommunications industry in Nigeria while there is a significant and negative relationship between challenges of corporate governance practice and remote work in the same research context.

CONCLUSION: Telecommunications companies in Nigeria and other industry players intending to adopt remote work as a work design should understand that establishing rules, regulations and guidelines will enhance employees' remote work experience. Also, monitoring mechanism, constant supervisory assessment and oversight, and minimisation of corporate governance challenges are necessary to achieve/sustain positive remote work experience for all parties (the default office/managers and remote workers).

Keywords: Corporate Governance, Remote Work, Post COVID-19, Telecommunications Industry, Nigeria

Submission of Thesis and Dissertation

National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

Name: EDOSEGHE JOS BAZUAYE

Student Number: X20182456

Degree for which thesis is submitted: MASTERS OF SCIENCE IN INTERNATIONAL BUSINESS

Title of Thesis: EXPLORING CORPORATE GOVERNANCE AND REMOTE WORK IN THE TELECOMMUNICATIONS INDUSTRY IN NIGERIA IN THE POST-COVID-19 ERA

Date: 17TH AUGUST 2022.

Material submitted for award

- A. I declare that this work submitted has been composed by myself.
- B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
- C. I agree to my thesis being deposited in the NCI Library online open access repository NORMA.
- D. *Either* *I declare that no material contained in the thesis has been used in any other submission for an academic award.
Or *I declare that the following material contained in the thesis formed part of a submission for the award of
-
- (State the award and the awarding body and list the material below)

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: EDOSEGHE JOS BAZUAYE Student number: X20182456

School: NATIONAL COLLEGE OF IRELAND Course: INTERNATIONAL BUSINESS

Degree to be awarded

MASTERS OF SCIENCE

Title of Thesis:

EXPLORING CORPORATE GOVERNANCE AND REMOTE WORK IN THE

TELECOMMUNICATIONS INDUSTRY IN NIGERIA IN THE POST – COVID ERA

An electronic copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. This electronic copy will be accessible in NORMA norma.ncirl.ie the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all theses lodged in the National College of Ireland Institutional Repository (NORMA) are made available on open access.

I agree to an electronic copy of my thesis being available for consultation within the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository NORMA.

Signature of Candidate:

EDOSEGHE JOS BAZUAYE

For completion by the School:

The aforementioned thesis was received by

Date: _____

This signed form must be appended to all copies of your thesis submitted to your school.

ACKNOWLEDGEMENTS

I remain grateful to God almighty for inspiration, provision, and guidance provided throughout the journey.

I remain indebted to my supervisor, Elaine Rossiter, whose assistance, patience, insightful analysis, and incisive feedbacks help me to acquire deep knowledge on the topic for this I am grateful to her.

To my family and friends whose words of encouragement and motivation kept me going, I am grateful for their kind thoughts and prayers, especially, my mother Margret, who provided the necessary support when it was needed, I cannot thank her enough.

My friends played important roles in this than they realised. I am forever grateful to my reliable friends Henry Okpara, Valentine Ebube, Agbons Ekater, and Kelvin Dakoru for helping me on my journey.

I will forever be grateful for the academic and technical support I got from the college, I also have to thank the international support team for their assistance along my journey. I am forever grateful to you all.

LIST OF TABLES

Table 1: Age of Respondents45

Table 2: Gender of the Respondents46

Table 3: Level of the Respondents in the Organization47

Table 1: Experience on the job48

Table 5: Remote working is a good work model that I will happy that my management adopts even after COVID-19 pandemic..... 49

Table 6: There are more benefits to remote working than there are disadvantages.....50

Table 2: Remote work gifted me with quiet moments to develop my problem-solving ability51

Table 8: There are rules, regulations and deadlines guiding my role and the tasks I am assigned during remote working52

Table 9: I am happy when I am held accountable regarding my job and tasks during remote working53

Table 10: .My manager follows up with me during remote work and ensures that I meet the quality and quantity of tasks assigned to me54

Table 11: There are many guidelines put in place to ensure that as remote workers we do not put our work at risk by exhibiting wrong behaviours.....55

Table 12: I am given the right tasks and the tools to work and therefore mandated to communicate results of my work to our default office.....56

Table 13: Although there tends to be less physical monitoring, but because my mobile devices are always on during work hours, I cannot afford to use my time for something else since I could be called upon to attend an online meeting with a staff, customer or management representative57

Table 14: The accountability measures put in place by my employer enhance my remote work.....58

Table 15: .It is difficult to compromise company information because we are provided with a work area that is connected to the default office and which is monitored by the default office59

Table 16: For the most part, my work area is connected and monitored by the default office, thus increasing transparency of my work60

Table 17: I am given a fair portion of the tasks which is allocated to me based on my job role, abilities and qualifications during remote working	61
Table 18: I am not overburdened with tasks beyond my abilities and qualifications because I am remote worker	62
Table 19: The transparency and fairness put in place by my employer enhance my remote work.....	63
Table 20: The quantity and quality of the work I do during remote work is assessed by a supervisor.....	64
Table 21: I am expected to meet certain quality benchmarks in the delivery of the tasks that I am given during remote work.....	65
Table 22: Where I have problem with a task, I am given the resources to complete such a task in a timely manner.....	66
Table 23: My performance has not diminished since I started working remotely for my organization.....	67
Table 24: The results-oriented performance measures put in place by my employer enhance my remote work experience	68
Table 25: I do not encounter communication challenges while working remotely	69
Table 26: I have many communication channels to reach my default office while working remotely	70
Table 27: I am not abandoned to my fate while working remotely as I am in constant touch with my coworkers and supervisors.....	71
Table 28: I do not have any challenges using the technological tools put in place by the default office to enhance my remote work experience.....	72
Table 29: I have all the resources I need to complete my tasks, meet deadlines and to continue to perform at the optimal level during my remote work	73
Table 30: The challenges I face do not negatively affect the quality and quantity of my work while working remotely.....	74
Table 31: The challenges I face do not negatively affect my remote work experience.....	75
Table 32: Correlation Analysis Showing the Relationship between Accountability and Remote Work.....	76

Table 33: Correlation Analysis Showing the Relationship between Transparency and Remote Work.....77

Table 34: Correlation Analysis Showing the Relationship between Result-Oriented Performance and Remote Work.....78

Table 35: Correlation Analysis Showing the Relationship between Challenges of Corporate Governance and Remote Work.....79

LIST OF FIGURES

Figure 1: Saunders’ Research Onion35

Figure 2: Research Framework36

Figure 1: Age of the Respondents45

Figure 2: Gender of the Respondents46

Figure 3: Level of the Respondents in the Organization47

Figure 4: Experience on the Job.....48

Figure 5: Remote Working is a good work Model that Management should Adopt After Covid-19 Pandemic49

Figure 6: There are more benefits to remote working than there are disadvantages50

Figure 7: I do not feel any difference from when I work in our office environment and when I work remotely51

Figure 8: There are rules, regulations and deadlines guiding my role and the tasks I am assigned during remote working52

Figure 9: I am happy when I am held accountable regarding my job and tasks during remote working53

Figure 10: My manager follows up with me during remote work and ensures that I meet the quality and quantity of tasks assigned to me54

Figure 11: There are many guidelines put in place to ensure that as remote workers we do not put our work at risk by exhibiting wrong behaviours.....55

Figure 12: I am given the right tasks and the tools to work and therefore mandated to communicate results of my work to our default office.....56

Figure 13: I cannot afford to use my time for something else since I could be called upon to attend an online meeting with a staff, customer or management representative.....57

Figure 14: The accountability measures put in place by my employer enhance my remote work.....58

Figure 15: It is difficult to compromise company information because we are provided with a work area that is connected to the default office and which is monitored by the default office59

Figure 16: For the most part, my work area is connected and monitored by the default office, thus increasing transparency of my work60

Figure 17: I am given a fair portion of the tasks which is allocated to me based on my job role, abilities and qualifications during remote working61

Figure 18: I am not overburdened with tasks beyond my abilities and qualifications because I am remote worker62

Figure 19: The transparency and fairness put in place by my employer enhance my remote work..... 63

Figure 20: The quantity and quality of the work I do during remote work is assessed by a supervisor..... 64

Figure 21: I am expected to meet certain quality benchmarks in the delivery of the tasks that I am given during remote work..... 65

Figure 22: Where I have problem with a task, I am given the resources to complete such a task in a timely manner..... 66

Figure 23: My performance has not diminished since I started working remotely for my organization.....67

Figure 24: The results-oriented performance measures put in place by my employer enhance my remote work experience68

Figure 25: I do not encounter communication challenges while working remotely.....69

Figure 26: I have many communication channels to reach my default office while working remotely 70

Figure 27: I am not abandoned to my fate while working remotely as I am in constant touch with my coworkers and supervisors..... 71

Figure 28: I do not have any challenges using the technological tools put in place by the default office to enhance my remote work experience.....72

Figure 29: I have all the resources I need to complete my tasks, meet deadlines and to continue to perform at the optimal level during my remote work73

Figure 30: The challenges I face do not negatively affect the quality and quantity of my work while working remotely..... 74

Figure 31: The challenges I face do not negatively affect my remote work experience75

TABLE OF CONTENTS

ABSTRACT.....	2
DECLARATION.....	2
THESIS SUBMISSION FORM.....	Error! Bookmark not defined.
ACKNOWLEDGEMENTS	4
LIST OF TABLES.....	6
LIST OF FIGURES	9
CHAPTER ONE.....	14
INTRODUCTION	14
1.0 Context.....	14
1.1 Background to the Study.....	14
1.2 Rationale for the Research.....	16
1.3 Research Aim and Objectives.....	17
1.4 Research Questions.....	18
1.5 Research Hypotheses	18
1.6 Significance of the Study	18
1.7 Structure of the Study	20
CHAPTER TWO.....	21
LITERATURE REVIEW	21
2.1 Introduction.....	21
2.2 General Concepts of Corporate Governance and Remote Work.....	21
2.2.1 Definition of Corporate Governance and Remote Work	22
2.3 Accountability in Corporate Governance and Remote Work.....	24
2.4 Transparency and Fairness in Corporate Governance and Remote Work.....	25
2.5 Results-oriented Performance in Corporate Governance and Remote Work	26
2.6 Challenges of Corporate Governance and Remote Work in Developing Countries	27
2.6.1 History of the Telecommunications industry in Nigeria.....	28
2.6.2 Remote Work in Nigeria	30
2.6.3 The Nature of Corporate Governance and Its Likely Impact on Remote Work in Nigeria	30

2.6.4 Contextual Specificity Regarding Corporate Governance and Remote Work in the Telecommunications Industry in Nigeria	31
2.7 Conclusion.....	32
CHAPTER THREE	33
RESEARCH METHODOLOGY	33
3.1 Introduction.....	33
3.3 Research Framework.....	33
3.4 Research Philosophy	35
3.5 Research Approach.....	36
3.6 Research Design	36
3.7 Quantitative Research Methods	37
3.8 Data Collection Method and Technique.....	37
3.9 Sample Method, Technique and Selection	38
3.10 Questionnaire Piloting.....	39
3.11 Data Presentation and Analysis	39
3.12 Research Ethics	39
3.13 The Limitations of the Study.....	40
CHAPTER FOUR.....	41
DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS	41
4.1 Introduction.....	41
4.2 Descriptive Analysis	41
4.3 Inferential Analysis.....	73
4.3.1 Hypothesis One	73
4.3.2 Hypothesis Two	74
4.3.3 Hypothesis Three.....	75
4.3.4 Hypothesis Four	76
CHAPTER 5	77
DISCUSSION OF FINDINGS.....	77
5.1 Introduction.....	77
5.1 Discussion	77

5.1.1 Research Question One and Hypothesis One.....	78
5.1.2 Research Question Two and Hypothesis Two	79
5.1.3 Research Question Three and Hypothesis Three.....	80
5.1.4 Research Question Four and Hypothesis Four.....	81
CHAPTER 6.....	82
CONCLUSION AND RECOMMENDATIONS.....	82
6.1 Conclusion.....	82
6.2 Recommendations.....	83
6.3 Suggestion for Future Research	84
6.4 Personal Reflection on the Study.....	85
References	87
Appendix One	93
Appendix Two.....	96

CHAPTER ONE

INTRODUCTION

1.0 Context

This chapter lays a background for this research study which seeks to explore corporate governance and remote work in the telecommunications industry in Nigeria in the post-COVID 19 era. It explains the rationale for the research topic, identifies and enumerates the research objectives, questions and hypotheses, throws light on the significance of the study and provides a breakdown of the structure of the research inquiry.

1.1 Background to the Study

In recent years, to ensure corporate survival since business confidence usually suffers each time a corporate entity collapses, corporate governance has assumed considerable significance because of its perceived role as a veritable tool to check the excesses of boards and executive management (IDB Invest, 2019). The importance of corporate governance in modern organisations is further heightened by the several business failures that happened in the past, most of which were an outcome of corporate governance breaches (PwC, 2020). For context, unethical practices, poor risk management practices, inadequate supervisory framework, ineffective boards, inability to check the excesses of executive management and manipulation of stock prices have been identified as some of the breaches which resulted in the establishment of tighter corporate governance controls in most economic jurisdictions (KPMG, 2020). Corporate governance is also being rooted for in modern organisations because it is believed that it compels organisations to act ethically which in turn sustains the corporate and economic health of nations (Labini, Kostyuk and Govorun, 2020). Modern corporate governance practices are also a result of recent but growing calls for shareholder activism, a situation in which shareholders of publicly quoted companies are tasked to show more interest and to participate in what happens in and to the companies they have invested in (Festić, Črepinko and Bratina, 2020). These calls have awakened shareholders to their responsibility of demanding more accountability from those managing their investments (SCGN, 2021).

However, in the light of COVID-19 which normalised and gave prominence to remote work, the concern is whether the nature and character of corporate governance will remain or change in the post-COVID 19 era. This is because remote work has become the new norm for most industries (Kniffin, et al., 2021; Gigauri, 2020). Therefore, to preserve the gains of corporate governance, sustaining characteristics of corporate governance such as responsibility and accountability, fairness, transparency and results-oriented performance in the light of a growing remote work culture has become necessary.

The world over, companies are attempting to spring back into their pre-COVID-19 work environment (Tanpipat, Lim and Deng, 2021). Nevertheless, out of the many lessons learnt during the height of the COVID-19 era, remote work, as a work design has become so attractive to several companies in many industries that it is believed that many companies may now adopt remote work strategies or hybrid work designs that incorporate remote work as part of its work methods (Phillips, 2020).

However, practitioner and academic research interest is piqued pertaining to how corporate governance would fare in modern organisations where remote work is practised or is part of the hybrid work methods adopted by organisations in the post-COVID 19 era (Zhang, Fong and Agyemang, 2021). This is because resource management, security matters, organisational control, and performance appraisal are considered to be central to the survival, profitability and productivity of firms and could be jeopardised within the context of corporate governance and remote work in a post-COVID-9 era (Stacchezzini, Rossignoli and Corbella, 2020; Karanda, 2013; Roberts, 2001).

Therefore, understanding how corporate governance practices will be initiated, managed and monitored and what the likely challenges might be have become issues deserving robust research investigations. Hence, the focus of this research is on exploring corporate governance and remote work in the telecommunications industry in Nigeria in the post-covid-19 era.

1.2 Rationale for the Research

Corporate governance research has continued to receive scholarly and practitioner attention with regard to firm performance, sustainability and environmental issues, profit maximisation vs stakeholder-driven obligations and diverse other issues that affect the integrity, sustainability, and profitability of the modern organisation. Arising from the financial and economic crises caused by certain accounting scandals which affected several international companies (e.g. worldcom, Xerox and Enron), the conversation on corporate governance best practices remains ongoing (Sagin and Suleiman, 2019).

For example, Sagin and Suleiman's (2019) research on the impact of corporate governance on firms' performance in Nigeria is among the recent studies which are trying to understand the relationship that exist between corporate governance mechanisms and firms' performance in Nigeria. In that study, the authors find that large boards negatively affect the performance of firms quoted on the Nigerian stock exchange, while smaller board size enhances the effectiveness and efficiency of publicly quoted companies.

Also, the assessment of corporate governance practice among listed conglomerate companies in Nigeria by Ishaku, Garba and Musa (2020) finds that listed conglomerate companies showed high compliance with the Security and Exchange Commission Code of Corporate Governance in Nigeria as evidence in their board structures and practices. Similarly, the research by Olowosegun and Moloi (2021) on corporate governance disclosures in the annual reports of Nigerian banks focuses on the issue of transparency and accountability of many Nigerian banks. The authors find that while many Nigerian banks comply with corporate governance requirements, their efforts appear to be tokenistic. They suggest the need for an ethical approach to compliance.

In another study that sets out to review corporate governance research in Nigeria, Ozili (2021) finds that while the board of directors is the most investigated research area in the Nigerian corporate governance literature, corporate governance dimensions of firms such as accountability and responsibility, fairness, transparency and results-oriented performance appear to be ignored.

Meanwhile, in the light of COVID-19 and its challenging aftermaths, Gigauri (2020) argues the need for the promotion of remote work into the consciousness of organisational leaders because of its avowed benefits such as its flexibility, digitisation, teleworking and self-leadership which are necessitated by that work design. However, while the challenges of remote work have also been highlighted in the literature (low performance, lack of motivation, poor organisational control and low quality of work), the challenges that remote work poses to corporate governance mechanisms have not been sufficiently explored.

More importantly, the corporate governance literature in Nigeria has focused extensively on some industries in the country such as banking, manufacturing and retail with little attention paid to the telecommunications industry. Being an important industry, lack of or limited research on that industry does not enhance the theoretical and practical contributions studies that focus on it can provide to the corporate governance literature.

This is why the current research is attempting to explore the subject of corporate governance and remote work in the telecommunications industry in Nigeria in the post-covid-19 era.

1.3 Research Aim and Objectives

To achieve the research aim which is to explore corporate governance and remote work in the telecommunications industry in Nigeria in the post-COVID-19 era, the following objectives will be considered:

1. Examine whether the accountability in corporate governance enhances remote work in the telecommunications industry in Nigeria.
2. Find out if the transparency and fairness in corporate governance promotes remote work in the telecommunications industry in Nigeria?
3. Investigate whether there is a significant relationship between the results-oriented performance in corporate governance and remote work in the telecommunications industry in Nigeria.
4. Find out the challenges of corporate governance vis-à-vis remote work in the telecommunications industry in Nigeria.

1.4 Research Questions

This research will also be answering the following research questions:

1. Will the accountability in corporate governance enhance remote work in the telecommunications industry in Nigeria?
2. Will the transparency and fairness in corporate governance promote remote work in the telecommunications industry in Nigeria?
3. Is there a significant relationship between the results-oriented performance in corporate governance and remote work in the telecommunications industry in Nigeria?
4. What are the challenges of corporate governance vis-à-vis remote work in the telecommunications industry in Nigeria?

1.5 Research Hypotheses

The following research hypotheses will be tested in the study:

1. There is no significant and positive relationship between accountability as a corporate governance practice and remote work in the telecommunications industry in Nigeria.
2. There is no significant and positive relationship between transparency and fairness as a corporate governance practice and remote work in the telecommunications industry in Nigeria.
3. There is no significant and positive relationship between results-oriented performance as a corporate governance practice and remote work in the telecommunications industry in Nigeria.
4. There is no significant and negative relationship between the challenges of corporate governance and remote work in the telecommunications industry in Nigeria.

1.6 Significance of the Study

There are significant theoretical and practical contributions that the present study will be making concerning the research on corporate governance and remote work.

An understanding of how corporate governance practices and mechanisms are to be implemented during remote work has remained limited because the concept of remote has not received much attention the way it has since COVID-19 began. With COVID-19 and a millennial generation whose members are learning to work on their own terms (Gigauri, 2020; PwC, 2020), there is a need to have a better frame of understanding of how corporate governance mechanisms and practices will be implemented within a growing corporate culture of remote working in the days ahead. In addition, this study could become one of the groundbreaking investigations which will provide the theoretical background and information which future researchers interested in this area of study could leverage on to expand this growing area of research. Future researchers could vary the research methodology, research site, instrument of data collection or other research parameters to suit their specific studies or adopt the same methodology, data and instrumentation in order to test the results in a different setting.

Modern organisations are testing different work styles, one of which is remote working in its different variants to understand how to prepare their workforce and organisations against such catastrophic health challenges as COVID-19 in the foreseeable future (KPMG, 2020b; Labini, et al., 2020). However, integrating or implementing corporate governance practices and mechanisms within workplaces that are different from the recognised formal workplace may constitute a challenge to them. This is where this study comes in. It could provide modern firms with a better understanding of how to manage their remote workforce, address challenges which may arise when implementing their corporate governance rules and better exploit the advantages that remote work appears to provide many firms in a post-Covid-19 era. Rather than compromise on their standards for their remote workforce, this study could start or strengthen the conversation on how corporate governance rules can be implemented

within the remote work context. This could save organisations from making mistakes, losing their prized remote workers and ensuring that the same contributions that remote workers would have made if working from the official site are recorded while they are engaged in remote working.

Lastly, telecommunication companies in Nigeria could find this study very helpful in navigating the challenges posed by remote work vis-à-vis the implementation of corporate governance practices.

1.7 Structure of the Study

The structure of this study is based on a five-chapter format as indicated below:

Chapter One introduces the research topic and subject of inquiry, and lays a background and research rationale for the investigation. The chapter also presents the research objectives, research questions and methodology chosen for the study.

Chapter Two provides a critical examination of the literature which pertains to the subject matter. The chapter will provide a conceptual clarification of the independent and dependent variables (corporate governance and remote work), introduce theoretical perspectives for greater analysis of the issues and overview important empirical studies which have investigated the research topic.

Chapter Three focuses on the research methodology which will demonstrate a logical progression for the adoption of the research design, method and instrumentation for data collection and analysis.

Chapter Four provides the data analysis, interpretation and discussion of the findings.

Chapter Five presents the conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses existing literature as it pertains to corporate governance and remote work within the telecommunications industry in Nigeria. The importance of this analysis of previous studies on the research topic is to forge a better understanding of what literature says about corporate governance and remote work and to see the applicability of these concepts within the telecommunications industry.

To this end, there will be discussion on the general concepts of corporate governance and remote work, and the definition of the terms “corporate governance” and “remote work”. Furthermore, there will be an x-ray of accountability in corporate governance and remote work, transparency and fairness in corporate governance and remote work, results-oriented performance in corporate governance and remote work and corporate governance and remote work in developing countries. The latter will dwell more on the history of the telecommunications industry in Nigeria, remote work in Nigeria, the nature of corporate governance and its likely impact on remote work in Nigeria and contextual specificity regarding corporate governance and remote work in the telecommunications industry in Nigeria.

2.2 General Concepts of Corporate Governance and Remote Work

There is a rich history of corporate governance practice in many management disciplines such as accounting and finance (Oso and Semiu, 2012). Drawing from the publication by Adam Smith in 1776 on the “Wealth of Nations”, the core argument favouring corporate governance is that agents such as professionals managers should not be expected to care for investors’ funds as their own since they too have interests, some of which might be to improve their compensation and career progression within their organisations sometimes at the expense of other corporate goals (Adegbite, 2010). Thus, this might trigger what Smith calls “managerial opportunism” (Osman and Nahara, 2015). In public companies, this type

of situation, in which ownership is separated from management, is much evident (Bassey, 2018). And with discretionary powers, managers' interests might be different from those of the owners, thus creating a situation that might not augur well for shareholder wealth maximisation (Rees and Briône, 2021). Consequently, corporate governance arose to provide effective monitoring systems which can oversee and regulate managerial excesses, misbehaviours and misdemeanours and ensure goal alignment which generally is to advance shareholder interests (Xue and Hong, 2016).

In contrast, remote work has been practised right from the early days prior the Industrial Revolution in the late 18th century and even thereafter as people worked from their homes and farms to prepare products for the market (MacRae and Sawatzky (2020). The practice of remote work has continued to date because of several advantages fancied by remote workers or for reasons such as workers incapable of embarking on daily commutes to some workplace because they are nursing mothers, or physically challenged persons (Virtanen, 2020). Literature also shows that the practice of remote work has been enhanced by the widespread technological tools and innovations which now facilitate communication and interactions at real time even across national borders (Maguire, 2019).

2.2.1 Definition of Corporate Governance and Remote Work

Like most business and management concepts, corporate governance has attracted different definitions based on the different eras of its evolutions and the school of thought that authors associate with (JFSA, 2020). For example, it is most likely that any definition of corporate governance from the shareholder theory would focus on how corporate governance can be weaponised to protect shareholder wealth and interest. In the same vein, definitions arising from a support for the stakeholder theory will likely interpret corporate governance as a process that is aimed at improving stakeholders' interests within the business organisation (Makinde, 2020). According to the OECD, corporate governance is defined as those processes and procedures which control and direct an organisation and determines how rights and responsibilities are distributed among organisational agents or members (OECD, 2007). In another definition, the reason for the establishment of corporate governance procedures and processes is explained. Corporate governance is seen as those behavioural rules put in place by an organisation or a firm's overall codes of conduct for the implementation of a compliance programme which ensures that directors, managers and

employees account for their actions and conduct (Stacchezzini, Rossignoli and Corbella, 2020).

Corporate governance has also been conceptualised as the conversion of rules and practices into activities and how these are perceived, interpreted and adapted by practitioners (Brennan and Kirwan, 2015). This definition highlights how the board of directors, managers and other members of the organisation perceive and react to accountability measures introduced by corporate governance rules, and how they change them in the course of practising them to suit organisational needs and demands (IDB Invest, 2019). This definition does not however say whether due process is followed before changing those rules by organisational members or whether those rules are changed to accommodate certain interests which may not promote corporate goals and objectives.

However, the definition by Festić et al. (2020) on corporate governance appears to be all-embracing because it interprets corporate governance in the wider economic context, rules and principles which control organisational behaviour and the relationship between corporate governance and individual indicators such as the need for audit, control, caring for all stakeholders, disclosure, transparency and commitment. Thus, for the authors, effective corporate governance enables the healthy functioning of markets aside the fact that it also establishes rules which guide and control corporate behaviour and promote transparency, disclosure and commitments in corporate relationships (shareholders, managers and employees).

On the other hand, remote work is that work style or system which allows people to work from their homes or places other than their company offices, factories or pantries (Toscano and Zappalà, 2020). The Department of Enterprise, Trade and Employment (DETE) of the Government of Ireland defines remote work rather elaborately and comprehensively. According to DETE (2021), remote working is an all-embracing concept for work arrangements which support part or full completion of tasks at not the default place of work but an alternative worksite. DETE (2021) considers the following terms as describing this work style or design. These terms are platform work, virtual office, home office, co-working, locationless work, hub work, flexible working, telecommuting, smart working,

mobile working, e-work and telework. DE TE (2021) believes that these terms are all related but remote working seems to be the broadest concept that encompasses all of them.

Management and organisational scholars are concerned about how remote workers can be managed and controlled to conform to the rules guiding their various organisations (Errichiello and Pianese, 2016). In the context of remote work, organisational control to establish adherence or compliance to values upheld by the employer is paramount (Cukier, *et al.*, 2021). However, the absence and less physical visibility of remote workers makes this process arduous for managers. Some authors argue that technological tools and innovations can improve the process of monitoring, accountability and transparency (Ferreira, *et al.*, 2021).

2.3 Accountability in Corporate Governance and Remote Work

Although, the history of corporate governance points to its establishment as a way of regulating the conducts, behaviours and activities of professional managers so that they do not jeopardise the interests of the owners (Iberdrola, 2021). However, it appears that the modern practice of corporate governance affects not only managers but also directors and employees as well (Afolabi, 2015). This is because of the thinking that more accountability is needed from all organisational members to avert abusive corporate behaviours which might affect the corporate interests of the firms and organisations concerned (Akinkoye and Olanmi, 2014). Having said that, accountability starts from the board whose policing responsibility should not be abdicated even though this should not affect the mutual and complementary relationship the board should have with management (Zhang, 2009). Also, the board needs to be independent of the management in order to perform its oversight functions (Adegbite, Amaeshi and Amao, 2012). However, it is the management that implements board resolutions since the board are directly representing the owners and are working with the managers to ensure that decisions reached are passed onto and implemented by employees with managers playing the supervisory role (Adegbite, Amaeshi and Nakajima, 2013).

In the context of remote work, accountability of remote workers will become the responsibility of managers who must ensure that the right jobs are given to the right remote workers with the right tools to accomplish the tasks and communicate the results or outputs to the default worksite or office regarding their progress, challenges or accomplishments (Bokpin, 2011). As Monks and Minnow (2004 in Ishaku, Garba and Musa, 2020) observed, accountability is most effective when it is in existence before workers are allowed to engage in remote work. In other words, there should be in existence expected checks and balances coupled with rules and regulations which the employees that would be working remotely are aware of. These rules could be contained in employee handbooks or some other documents that employees have access to. It has been argued that the existence of these checks or rules coupled with management's supervisory roles can help to manage remote workers (Emeseh and Songi, 2014). The current study aims to validate this position by seeking to examine whether the accountability in corporate governance enhances remote work in the telecommunications industry in Nigeria.

2.4 Transparency and Fairness in Corporate Governance and Remote Work

Literature speaks about the importance of transparency, disclosure requirements, data integrity and due process in corporate governance (Adegbite, 2015). This is because past failures of many corporate giants began when there was lack of transparency in accounting and finance and when the board and management compromised their behaviour which led to huge but avoidable fines and sometimes legal closures of such affected businesses by regulators (Zhang, Fong and Agyemang, 2021). Thus, one of the principles of corporate governance and an area it focuses on is ensuring transparency in all affairs and activities of the firm (Bohle and Greskovits, 2006). It is also in making sure that corporate agents and organisational members are guided by best practices and ethical routines which when investigated at any point in time would not expose the firm to opprobrium, public mistrust or investors' loss of confidence (Nwagbara, 2014). However, if transparency is difficult to attain as a principle and culture within the corporate organisation when managers and employees work from a default worksite, how might transparency be envisioned and practised within a remote work arrangement when some members of the workforce are working away from the prying eyes and supervision of their colleagues and managers? This is a difficult question to answer and even literature does not seem to have unanimity of

opinions about this. For example, some studies have advocated for greater vigilance on the part of the organisation engaging remote workers (Errichiello and Pianese, 2016); others have argued the need for management to understand available technologies that can help them monitor their remote staff while some authors advocate a reporting system which should mandate remote workers to report every now and then to the default office about their work schedules, deadlines and activities (Gigauri, 2020; KPMG, 2020b). Although greater monitoring could lead to micromanagement, which may be counterproductive, some sort of mechanism needs to be put in place to ensure that remote workers are seen to work transparently within the agreed parameters of their job roles (PwC, 2020). In this wise, this study aims to find out if the transparency and fairness in corporate governance promotes remote work in the telecommunications industry in Nigeria.

2.5 Results-oriented Performance in Corporate Governance and Remote Work

One of the important objectives of corporate governance is to ensure that managers and employees produce results that represent the strategic goals of the firm (Labini, Kostyuk and Govorun, 2020). For example, shareholders want to maximise returns on their investments; they want an organisation that is attractive to the investing public, that fulfills its responsibilities and obligations to the government and the various stakeholder interests that they serve and they want a firm that is productive and competitive (Herbert and Durosomo, 2019). According to the agency theory, to achieve managerial performance, managers' compensation should be tied to their increase of the firm's value (Eisenhardt, 1989). Put differently, the agency theory argues that when the reward given to managers is independent of their contributions to the firm, there could be distractions, lukewarmness, lackluster performance or lack of accountability and unwillingness to commit to governance practices which could positively impact corporate performance (Anumaka, 2020). Therefore, many authors in the literature advocate the need for performance-based compensation for managers and employees alike (Himaj, 2014). The thinking behind this approach is that when managers and employees know their compensation is tied to their performance, they would be incentivised to perform, barring other unforeseen organisational factors which may affect their performance (Freeman and Reed, 1983). Thus, this could be related to remote work. For instance, are remote workers to log into the

company software at a specific time to show their presence and to submit work done? Is their work broken down into milestones such that when a milestone is expected to be completed or is completed, they are expected to revert to the default office for approval? These and some other questions are concerns aimed at maintaining results-oriented performance for remote workers in a post-COVID-19 world. To further deepen this subject and enrich the corporate governance and remote work literature, the current research will be investigating whether there is a significant relationship between the results-oriented performance in corporate governance and remote work in the telecommunications industry in Nigeria.

2.6 Challenges of Corporate Governance and Remote Work in Developing Countries

Although the acceptance of remote working has been greatly enhanced because of the COVID-19 pandemic which brought the global economies to its knees and forced corporate organisations who could afford it to allow many of their workers to work remotely (Teevan *et al.*, 2020); nevertheless, the literature on remote work identifies challenges that remote workers and their employer organisations face and discusses how these could affect the implementation of corporate governance practices within the remote work context.

One of the challenges discussed in literature regarding remote working is the issue of communication. As Ferreira *et al.* (2021) noted, this could arise as a result of poor weather conditions, poor network and poor signals. But beyond those, the questions that cross the mind are, how should managers communicate with their remote workers? What should be the frequency of the communication such that it does not impede work progress and does not constitute a micromanaging supervisory context? What is the acceptable communication channels that should be used for communication between the two parties? Finding that balance whereby communication is maintained between the default office and the remote worker so that such communication is not seen as being overbearing and choking may promote corporate governance vigilance during remote work.

Another challenge for remote work vis-à-vis corporate governance is the abandonment of remote workers to their fate (Beno and Hvorecky, 2021). In other words, abandoning remote

workers without providing guidance and continuous feedback could jeopardise the implementation of corporate governance. This is not farfetched. Problems will be easily noticed, red flags will quickly be identified and behaviours that may ruin corporate reputation may easily be spotted when workers are continuously being monitored and given feedback (Winter, 2020). Corporate governance rules can also be applied as feedback to keep workers in line when they are going overboard.

Another critical challenge for remote working is management's and employees' understanding of the use of the latest technological equipment and software which are put in place to enable remote work (CIPD, 2021). This might even explain the reason for the abandonment of remote workers by their supervisors since the latter may not be knowledgeable about the technology that can help them keep in touch with remote employees or vice versa. This is why there is a suggestion of adequate training of managers and employees so that the technology being put in place for remote work does not constitute a stumbling block but becomes a steppingstone on which managers and employees walk to make the experience bearable and even a delight for everyone (Adegbite, 2010).

Another important challenge that may negatively affect remote work is the lack of employee motivation (Maurer and Nelson, 2020). Do employees have the right tools to work? Do they get constant feedback when it is needed regarding their tasks and assignments? Do they have access to their colleagues during their remote work or are they isolated from everyone leading to feelings of loneliness, vulnerability and helplessness? Do they get their usual compensation or are their salaries and wages delayed because they now work remotely? It is important to mention that within a context of lack of employee motivation, implementing corporate governance rules or practices may be counterproductive. To further beam the research lens on this subject, the current research will be examining the challenges of corporate governance vis-à-vis remote work in the telecommunications industry in Nigeria.

2.6.1 History of the Telecommunications industry in Nigeria

The Nigerian telecommunications industry is a product of important regulations which made global system for mobile communications (GSM) possible in the country (Paul, 2021). The

deregulation of the sector after the establishment of the Nigerian Communications Commission (NCC) by Decree 75 of 1992 reduced reliance on NITEL, the national carrier at the time (Arowolo and Folarin, 2015). It opened the privatisation floodgates to both indigenous and foreign investors to bring their needed capital and expertise to revamp the industry which did not enable mobile telecommunications in Nigeria, Africa's largest country (Adepetun, 2021). The success of Econet (now Airtel) and MTN in getting the first two licences, followed a little later by Globacom, brought a lot of transformation to the industry in Nigeria (Afrinvest Research, 2020). It improved telecommunication services, introduced a lot of competition among the telecommunication companies (or telcos) and made internet services available in the country. Today, Nigeria has four leading mobile telecommunication companies (MTN, Glo, Airtel and 9mobile) and 55 registered internet service providers (Paul, 2021). The success of mobile telecommunication in Nigeria includes the democratisation of mobile communication such that every Nigerian who can afford a feature phone can register with any of the mobile telecommunication companies and be given a Subscriber Identity Module (SIM) card through which the person can communicate with friends, relatives, colleagues and the rest of the world (Adepetun, 2021). This was a feat not known in the country during the days of NITEL until the privatisation of the sector.

A study on mobile penetration in sub-Saharan Africa shows that out of 80% of the adult population in Nigeria, 32% own a smartphone while 48% own a feature phone for mobile communication (Paul, 2021). Nigeria's population has also helped to grow the telecommunications market in Nigeria, making it one of the fastest growing sectors in sub-Saharan Africa (Afrinvest, 2020). In 2019, there were 184.7 million mobile subscribers from what was just a measly population of 2.3 million subscribers in 2000 (Afrinvest, 2020). During the COVID-19 pandemic, the telecom industry was affected by the closures of offices and workplaces in Nigeria. However, as an important industry in Nigeria, little is known regarding how the employees within the industry coped during the enforcement of remote work. Little is also known regarding how the expectations for accountability, transparency, and results-oriented performance were met and what challenges remote workers in the industry encountered. Investigating these is the rationale for the present research study.

2.6.2 Remote Work in Nigeria

There is no data on remote work in Nigeria. However, remote work has a long history in the country starting from the days where artisans worked from their homes, farmers had sprawling farmlands behind their huts and workers of wood, bronze and metals worked from home and took their wares to the market for sale on market days (Adegbite, et al., 2013). However, as much as civilisation began to happen in the country especially with education, most educated Nigerians like their Western counterparts sought white-collar jobs in the cities and industrial areas of Nigeria abandoning the farms and artisanal businesses for what was considered the “white man’s job” (Adefemi, et al., 2018). As more and more Nigerians receive western education, there is a disdain for blue-collar work, farm work and non-white collar jobs (Afolabi, 2015). Nevertheless, a new work orientation has set in as young Nigerians now realise that they can work from home either as independent contractors or as part of the growing remote work population in the global economy (Ekwueme and Akhalumeh, 2016). Enabled by technology tools such as laptops, smartphones and the internet, more young Nigerians now consider work from home as a livable option and as a temporary or permanent cure for graduate unemployment in the country (Nwonyuku, 2016).

2.6.3 The Nature of Corporate Governance and Its Likely Impact on Remote Work in Nigeria

Academic and practitioner researchers have always been concerned about corporate governance within publicly quoted companies especially (Sagin and Suleiman, 2019). Recently, the entrenchment of corporate governance practices is being promoted even in privately owned firms as a means of raising the bar of excellence regarding governance in all Nigerian firms (Ekwueme and Akhalumeh, 2016). This advocacy is being promoted by the Corporate Affairs Commission, the body responsible for the registration and regulation of company and business activities in Nigeria (Akpa, *et al.*, 2018). Thus, whether it is limited liability companies, or publicly quoted companies or charity organisations, there are corporate expectations they have to meet based on CAC requirements albeit in varying degrees.

Nevertheless, literature on corporate governance has tended to focus more on the correlation between corporate governance and performance of firms quoted on the Nigerian Stock Exchange (Sagin and Suleiman, 2019). Also, the research lens of most studies has focused on analysing the activities of boards of directors while paying little attention to the roles of management or even employees. It is important to note that the focus on publicly quoted companies may be justified on the grounds that access to data regarding private companies may not be possible because such data does not exist in the first place (Garba and Musa, 2020). On the other hand, part of the disclosure requirements of public companies is that they publish their annual reports and financial statements which researchers can have access to for their research and analysis (Olowosegun and Moloi, 2021).

Therefore, a discussion of corporate governance and remote work might also be limited in the literature to employees working in public companies in Nigeria. Some of the telecommunication companies such as MTN and Airtel are public companies in Nigeria while Globacom and 9mobile are still private companies. Since the focus of this study is to understand the nature of corporate governance within the remote work context in these organisations, this information will be easy to get by sampling their employees and not the organisations themselves. Such an approach will help the researcher to collect the relevant data needed to investigate the correlation between corporate governance dimensions such as accountability and responsibility, fairness, transparency and results-oriented performance and remote work in telecommunications companies in Nigeria.

2.6.4 Contextual Specificity Regarding Corporate Governance and Remote Work in the Telecommunications Industry in Nigeria

As already established, the telecommunications industry is an important one in Nigeria because of its role in enhancing communications within the country, revolutionising internet access and penetration and generating growth of smartphones and other modern technologies which are useful for remote work in the country (Afrinvest Research, 2020). With the incidence of the COVID-19 pandemic which affected the global economy and spilled over into local economies, most telecommunication companies complied with government's insistence that they shut down their operations in order to prevent the community spread of the COVID disease (KPMG, 2020a). As an essential service and

operators in the technology sector, telecommunications companies had to lead by example in establishing a remote work culture and using their technology tools and innovations to maintain their services to their customers.

However, with the decrease in the COVID-19 infections, removal of curfews and relaxation on movements, it becomes important as a research area to explore how corporate governance practices will be implemented within the remote work context in the telecommunications industry in Nigeria in the post-covid-19 era. This research will help in improving understanding on how corporate governance is being implemented in the telecommunications industry in the country. It will also show how corporate governance rules, protocols and practices are perceived and implemented within the remote work context in the telecommunications sector in the country and what challenges remote workers face with regard to corporate governance from the viewpoint of remote workers. It is expected that the study will make positive contributions to the literature on corporate governance and remote work in Nigeria.

2.7 Conclusion

This chapter has reviewed existing literature on corporate governance and remote work within the telecommunications industry. An attempt was made to define the concepts of corporate governance and remote work, identify the significance of corporate governance dimensions and how they are related to remote work and identify the challenges of corporate governance within a remote work context in developing countries. The focus on the corporate governance dimensions which this study will be investigating arose out of the research gaps which exist in the literature on the subject of inquiry. Most previous studies had examined corporate governance from different dimensions with few studies focusing on the need to examine the accountability, transparency and fairness, results-oriented performance and challenges of corporate governance are related to remote work. Also, most previous studies have not focused on the examination of this subject within the telecommunications industry. This is why the present study will be investigating this subject in order to expand the existing understanding regarding corporate governance within a remote work context.

CHAPTER THREE

RESEARCH METHODOLOGY

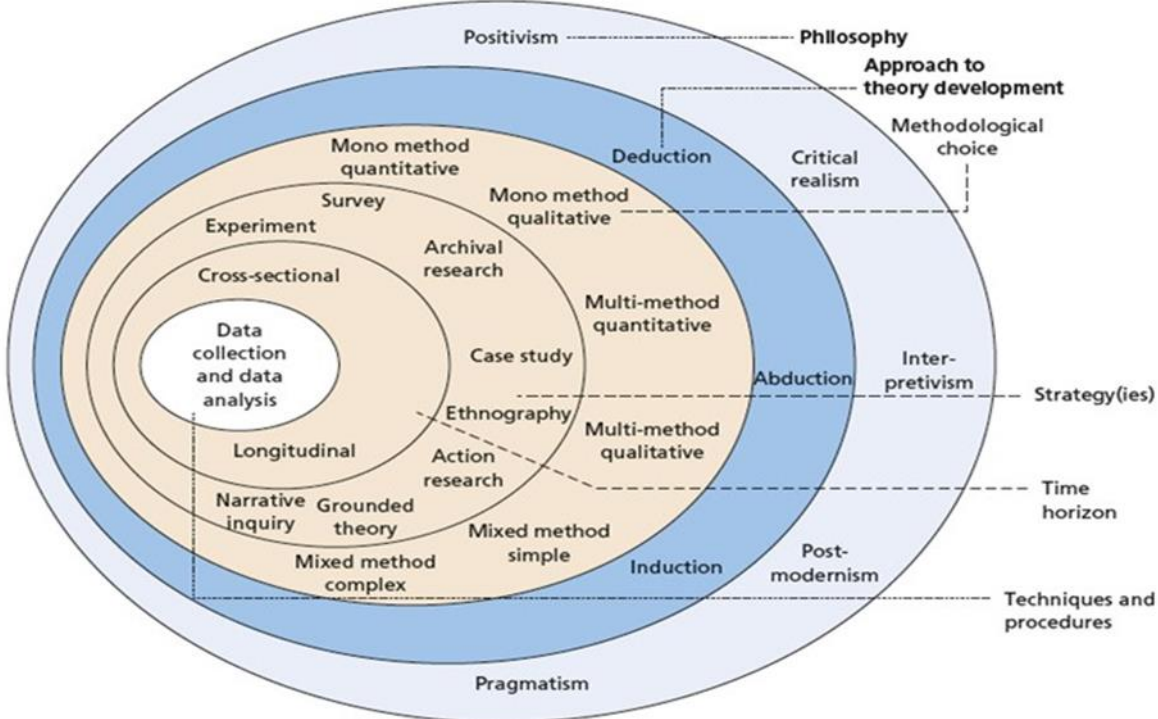
3.1 Introduction

This study explores corporate governance and remote work in the telecommunications industry in Nigeria in the post-Covid-19 era. This chapter identifies, outlines and discusses the research methodology adopted for the research investigation. This includes a discussion of the methodology that informs the research and data collection method. This will be done by examining the research philosophy, research design, research method, data collection approach and method as well as the sampling method, technique and data analysis. In addition, there will be an examination of the research ethics that undergirds the research and the limitations of study.

3.3 Research Framework

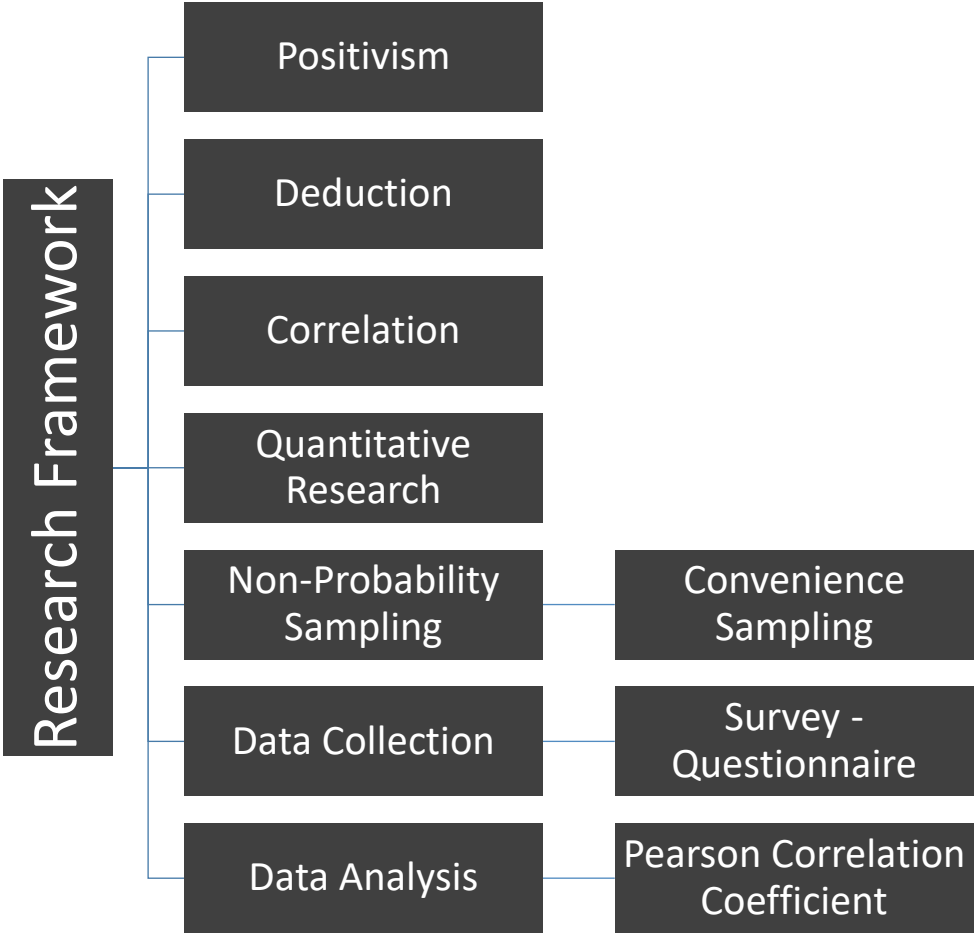
Below is the research framework adopted for this study. Following Saunders' Research Onion, the research framework shows that this study is built on the philosophy of positivism, deductive approach, correlative research design, quantitative research method, non-probability sampling method (convenience sampling), data collection method (survey, questionnaire) and data analysis (Pearson correlation Coefficient).

Figure 1: Saunders' Research Onion



Source: Saunders, *et al.* (2016)

Figure 2: Research Framework



Source: Researcher (2022)

3.4 Research Philosophy

The research philosophy chosen for this dissertation on corporate governance and remote work is positivism. Positivism is that epistemological stance or position that believes in the generation and promotion of knowledge through observable social reality (Saunders, *et al.*, 2016). It emphasises a highly structured methodology which is done purposely to make replication of research results possible, thereby generalising such results the same way that natural and physical scientists do with their experiments (Aram and Salipante, 2003).

This philosophy also uses existing theory to develop research questions and hypotheses by locating gaps that exist in previous literature and sourcing credible data to test, confirm or

refute such formulated hypotheses. Results generated lead to further development of theory which future researchers can also test. This process continues to build and enhance knowledge production in a particular field such as corporate governance and remote work, affording academic and industry professionals the research resources to better understand those phenomena. The choice of this theory is because it promotes objectivity in research; the researcher is also independent of the subject of inquiry and does not affect or is affected by it (Tsoukas and Knudsen, 2003). Thus, research built on positivism tends to be value-free as it detaches the researcher from the research being investigated and treats data collected in an objective and accurate way using statistical measurements and tools (Tsoukas and Knudsen, 2003).

3.5 Research Approach

The research approach that aligns well with positivism is the deductive approach. The deductive approach moves from theory to data and is mostly quantitative in nature. The deductive research approach also uses logic and systematic reasoning, and adopts a research strategy which collects data and analyses same to test hypotheses formulated (Saunders *et al.*, 2019). The choice of deductive research approach will enable the researcher to formulate hypotheses, collect quantitative data through survey (questionnaire) and test the data for validation or refutation of the hypotheses.

3.6 Research Design

The research design adopted for this study is the correlational research design. This research design helps researchers to investigate the strength, positive or negative and significant relationship that exists between variables without manipulating or controlling any of the variables (Lucas, 2014). It is important to mention that a correlation depicts the direction or strength of the relationship that exists between variables. When there is a positive relationship, both variables change or go in the same direction. However, if the relationship is negative, a change in one variable brings about a change in the opposite direction in the other variable. Correlational design is helpful when researchers need to test the relationship between variables, make predictions, develop theories and use quantitative method to gather data for investigation (Small, 2009).

3.7 Quantitative Research Methods

The research strategy for this study is the quantitative research method. Quantitative research method is most suitable when there is need to collect a large sample size for a phenomenon being investigated and to analyse same data already collected by using statistical tools and techniques in order to validate or refute hypotheses formulated for the research investigation (Saunders *et al.*, 2019). Because this study focuses on the examination of corporate governance and remote work in the telecommunications industry in Nigeria in the post-covid-19 era, a quantitative research strategy will allow the researcher to collect data between 100 and 150 respondents using survey (through an online Google Form questionnaire instrument) to test the hypotheses developed for the research. The quantitative research strategy is considered to be more objective, accurate, reliable and robust with findings which can be generalised (Aram and Salipante, 2003). Using this research strategy will bring about robust findings that can expand the understanding of corporate governance and remote work in the telecommunications industry in Nigeria in the post-covid-19 era.

3.8 Data Collection Method and Technique

Survey method is one of the data collection methods which allows a researcher to gather data or information for a research inquiry by asking a selected group of people called respondents or subjects, participants or respondents open-ended or close-ended questions using structured or semi-structured instruments (Shaughnessy, Zechmeister and Zechmeister, 2006). Survey method is found to be relatively easy to administer; it is cost-effective, and can be implemented or administered remotely using telephone, social media, email, mail, mobile devices and others (Engel, *et al.*, 2014). It can also be developed in less time and it promotes respondents' anonymity and confidentiality.

In the present inquiry, data will be collected using a 5 Likert Scale semi-structured questionnaire which will be administered to the consenting employees of major telecommunication companies in Nigeria (MTN, Glo and Airtel). The researcher has already begun discussions with them regarding the need for their employees to participate in the current research. Upon granting their assent, a link will be sent to the contacts within these

firms which will be delivered to interested members of their workforce who will be willing to participate in the study. Interested participants, having given their consent, will use the link to access a Google Online Form questionnaire. Only adult respondents within these firms who fall within the age bracket of 18 and 60 years will be permitted to take part in the study. Through convenience sampling, it is expected that between 100 and 150 participants will be encouraged to take part in the survey. Upon the completion of the questionnaire, data analysis will be conducted on the retrieved data using Pearson Correlation Coefficient to reveal the descriptive and inferential statistical information of the survey. To achieve research integrity, all academic and industry resources used in this study will be acknowledged as citations and included in the reference list (Contreras, Baykal and Abid, 2020).

3.9 Sample Method, Technique and Selection

The sampling process enables the use of a population subset to represent the entire population and to reveal information meaningful beyond the specific or particular cases being investigated (Lucas, 2014). There are two types of sampling methods: the probability sampling method and the non-probability sampling method (Yin, 2014). The random or probability sampling method allows each member or item in the population to have a likelihood of being selected (Yin, 2014). On the contrary, the non-probability method allows the researcher to exercise subjective judgement in the selection of respondents who will make up the sample thereby not giving equal chance to all the members of the population to be selected (Lucas 2014). This method is preferable in qualitative studies or in quantitative studies for cost or time considerations (Small, 2009).

This study will be implementing the non-probability sampling method through convenience sampling which is one of its technique (Yin, 2014). The convenience sampling technique supports the selection of only members or items conveniently available to the researcher (Small, 2009). In this instance, the researcher does not consider choosing a sample representative of the entire population but chooses only the sample whose members are easy to recruit (Small, 2009).

3.10 Questionnaire Piloting

Piloting or questionnaire piloting involves the process of testing, re-testing or refining the survey instrument(s) in the field before getting it/them ready for the full survey (Tarrant, *et al.*, 2014). It helps the researcher to collect the appropriate and accurate data (Tarrant, *et al.*, 2014). In this study, the pre-testing was done by sampling three academic colleagues and the supervisor of this research to test the suitability of the questionnaire construct. Also, the construct and content validity of the instrument was further tested by administering to five members of the target population to see how they interact with it, if they find anything wrong and if there are issues that should be corrected before the final copy is produced for online completion. Completing the questionnaire takes between 5 and 10 minutes. The pilot respondents scored the pilot questionnaire high and believed it addressed the research questions for the study. The questionnaire instrument was found to have reliability and validity. The measurement model which consists of study measures and standardised loadings is included as shown in Appendix B. For all the scales, Cronbach's alphas were about .80 which demonstrates satisfactory and high internal reliability (Hair, *et al.* 2010). According to Saunders *et al.* (2019), the importance of pilot-testing the research instrument is because it allows the researcher to test its reliability and validity and to avoid problems during the data analysis. Therefore, pilot-testing the questionnaire instrument on participants who share the characteristics of members of the the target population helps as a best research practice and it was indeed helpful in this particular situation (Tarrant, *et al.*, 2014).

3.11 Data Presentation and Analysis

The collected data will be analysed using Pearson Correlation Coefficient by IBM SPSS Statistics. Through this statistical package, the descriptive and inferential statistical information drawn from the analysis of data is revealed (Gunarto, 2019).

3.12 Research Ethics

Research ethics is important as it guides the conduct of both researchers and the volunteers working with them (Kalu, 2020). The National College of Ireland and the researcher's

college provide best practices in terms of the right ethical research guidelines to ensure that this study is implemented according to the best academic and professional standards. Research ethics ensures that the protection of all research participants from harm is guaranteed; that participants also enjoy anonymity and confidentiality with regard to the information they supply the researcher; it also ensures that participation in the research is done on the basis of voluntariness or participant assent (Saunders *et al.*, 2016). This also means that participants have the right to decide to discontinue with the research at any point in time without any consequence to their person. The research was guided by these values.

3.13 The Limitations of the Study

The sample of this study will be drawn from the population of the employees of leading telecommunications company in Nigeria, that is, MTN, Glo and Airtel. Thus, results generated from the study may be generalised but will only contribute to a better understanding of corporate governance and remote work within that industry. The results could also become a basis on which future research can be launched in different research sites, industries and study areas. Also, the use of only quantitative research method, as good, accurate and objective it is, may still be limiting. This is because a mixed method approach, involving an addition of the qualitative research method could provide rich data that could explain the “why” to the “what” of the quantitative research. However, these limitations do not vitiate the findings of this research because of the strict adherence to academic guidelines in the entire research process.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

The purpose of this chapter is to present the analysis of data, its corresponding results and discussion of the findings. The summary is then presented at the end of the chapter. This chapter is broadly divided into two sections: the first section presents descriptive analysis while the second section consists of inferential statistics.

4.2 Descriptive Analysis

This section makes use of tables and charts to present numerical summaries of responses from the survey participants. These are presented below

Table 1: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18 - 27 years	40	26.7	26.7	26.7
28 - 37 years	64	42.7	42.7	69.3
38 - 47 years	33	22.0	22.0	91.3
Above 47 years	13	8.7	8.7	100.0
Total	150	100.0	100.0	

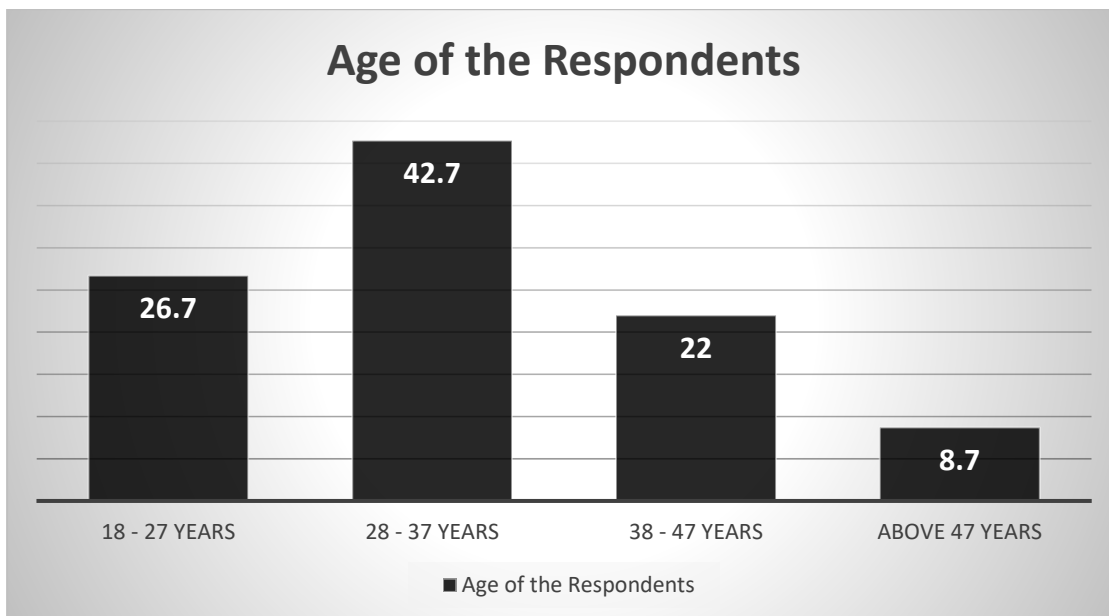


Figure 1: Age of the Respondents

Table 1 and Figure 1 show that majority of the respondents, being 42.7 percent, are between 28 and 37 years, followed by 26.7 percent that are between 18 and 27 years; 22 percent of them are between 38 and 47 years, and 8.7 percent of them are above 47 years. Participants’ age could mean that more mature people work in the telecommunications sector in Nigeria and that majority of these mature and experienced workers participated in the study. This is consistent with the literature where only adults and experienced respondents are expected to participate in research surveys because of the awareness, knowledge and experience they contribute to the data gathering outcomes (Kelfve, et al., 2020).

Table 2: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	67	44.7	44.7	44.7
Male	83	55.3	55.3	100.0
Total	150	100.0	100.0	

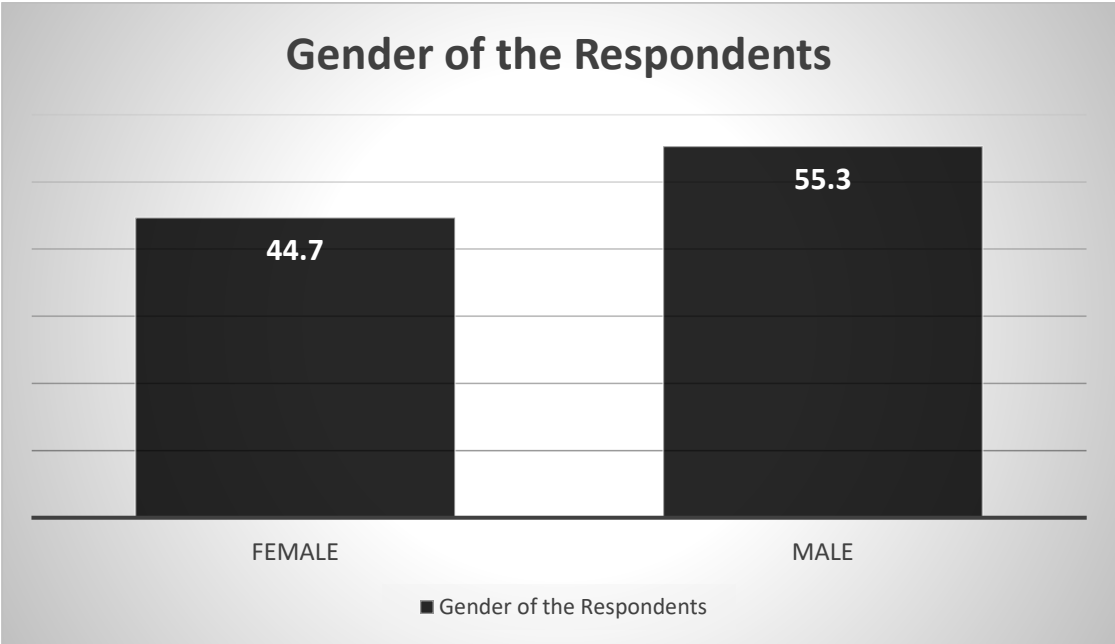


Figure 2: Gender of the Respondents

Table 2 and Figure 2 revealed that majority of the telecommunication employees are male representing 55.3 percent, while 44.7 percent of them are female.

Table 3: Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Junior Staff	55	36.7	36.7	36.7
Middle Management	82	54.7	54.7	91.3
Senior Staff	13	8.7	8.7	100.0
Total	150	100.0	100.0	

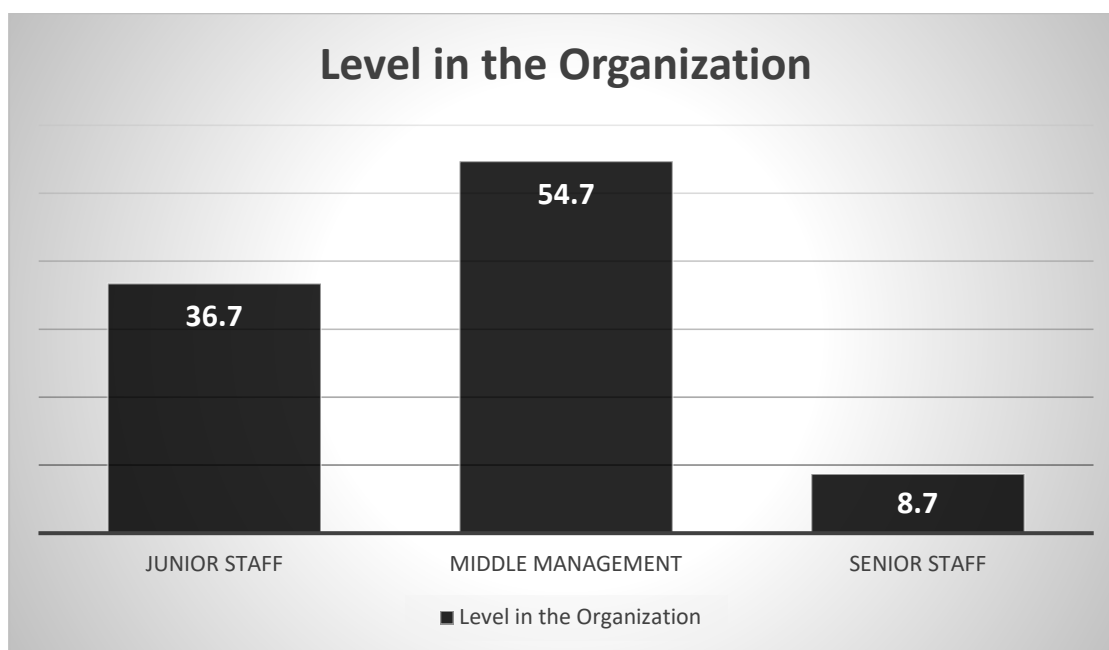


Figure 3: Level of the Respondents in the Organization

Table 3 and Figure 3 revealed that majority of the telecommunication employees, being 54.7 percent are middle management workers, followed by 36.7 percent of them that are junior staff, and 8.7 percent of them that are senior staff. The gender composition in the telecommunications industry depicts what is found in most technical fields where it seems male professionals tend to be more than qualified female professionals (Stevenson, *et al.*, 2020).

Table 4: Experience on the job

	Frequency	Percent	Valid Percent	Cumulative Percent
2 - 5 years	34	22.7	22.7	22.7
6 - 10 years	77	51.3	51.3	74.0
11 - 15 years	27	18.0	18.0	92.0
Above 15 years	12	8.0	8.0	100.0
Total	150	100.0	100.0	



Figure 4: Experience on the Job

Table 4 and Figure 4 reveal that majority of the respondents being 51.3 percent have between 6 and 10 years' experience, followed by 22.7 percent of them with experience between 2 and 5 years, 18 percent of them have experience between 11 and 15 years, while 8 percent of them have above 15 years' experience. The experience of the participants confirms the position in the literature that research surveys are better handled by participants who have experience regarding the subject matter (Stevenson, 2020).

Table 5: Remote working is a good work model that I will happy that my management adopts even after COVID-19 pandemic

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	4.0	4.0	4.0
Disagree	13	8.7	8.7	12.7
Undecided	6	4.0	4.0	16.7
Agree	60	40.0	40.0	56.7
Strongly Agree	65	43.3	43.3	100.0
Total	150	100.0	100.0	

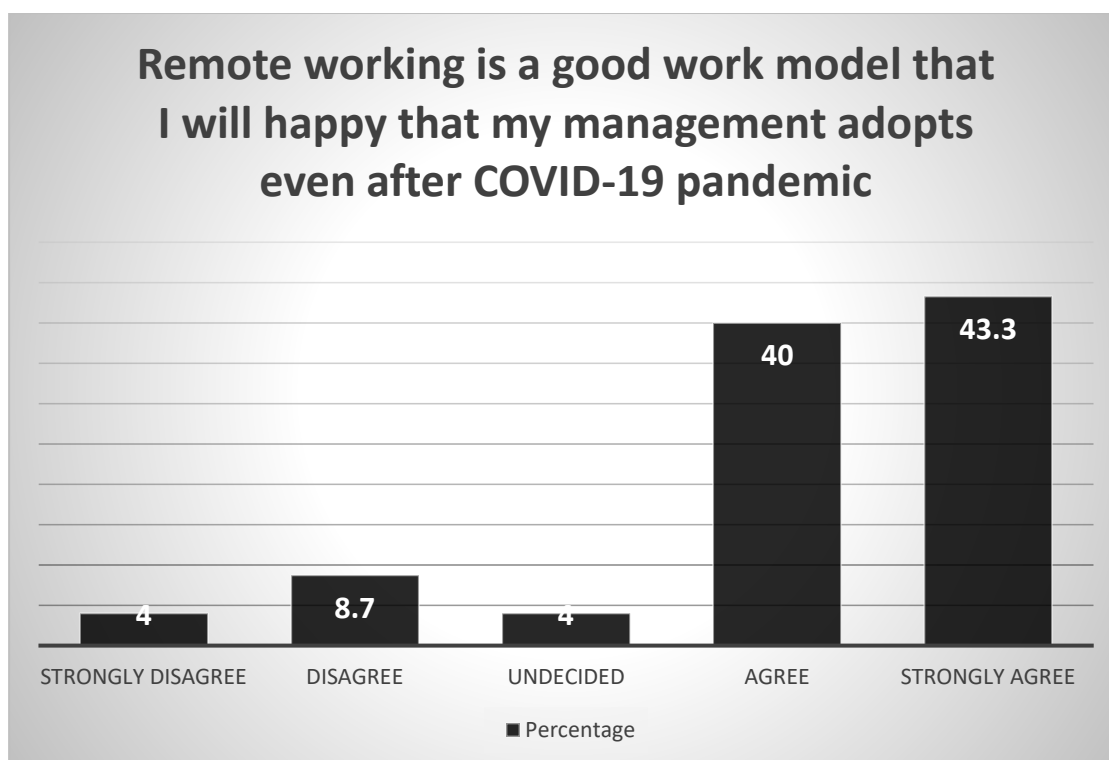


Figure 5: Remote Working is a good work Model that Management should Adopt After Covid-19 Pandemic

Table 5 and Figure 5 show that majority of the respondents, being 43.3 percent strongly agree that remote job is a good work model that they will be happy that their management adopts even after COVID-19 pandemic; 40 percent of them agree to this; 8.7 percent of them disagree, 4 percent of them strongly disagree, and another 4 percent are undecided. While this finding validates studies such as Toscano and Zappalà (2020) and DETE (2021), it contradicts the position of Errichiello and Pianese (2016) who believe that remote work is a difficult model to monitor and control employee behaviour.

Table 6: There are more benefits to remote working than there are disadvantages

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	2.7	2.7	2.7
Disagree	7	4.7	4.7	7.3
Undecided	3	2.0	2.0	9.3
Agree	60	40.0	40.0	49.3
Strongly Agree	76	50.7	50.7	100.0
Total	150	100.0	100.0	

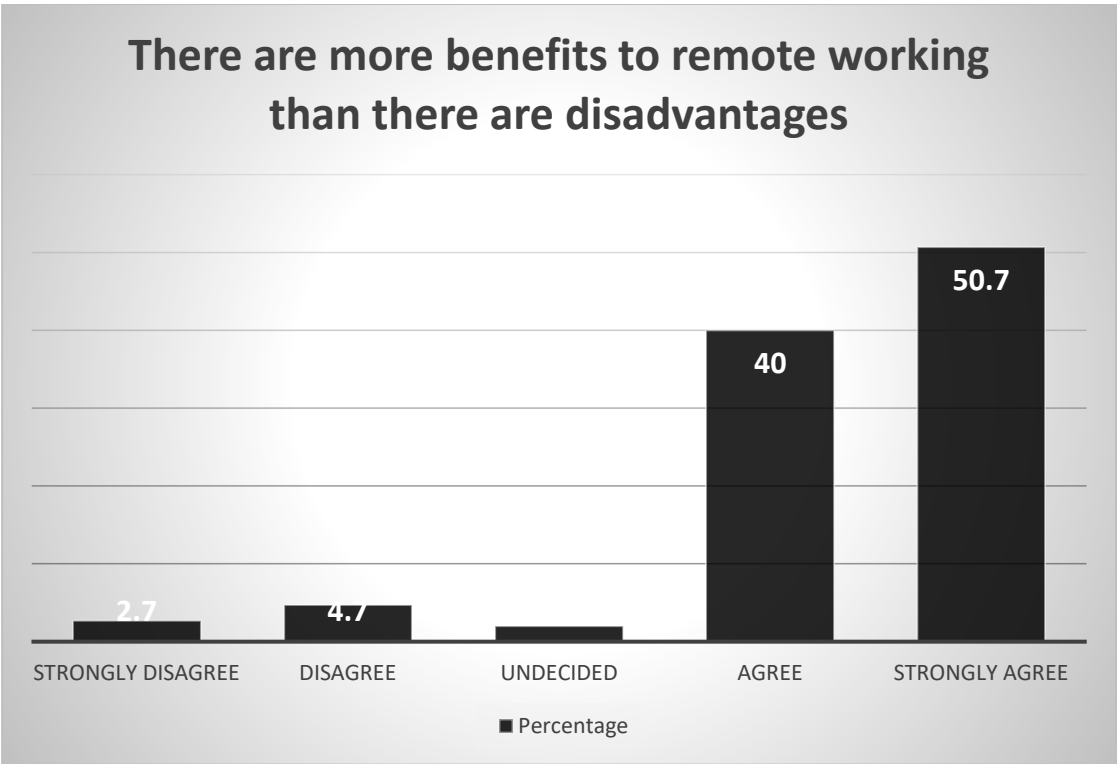


Figure 6: There are more benefits to remote working than there are disadvantages

Table 6 and Figure 6 reveal the opinion of respondents regarding if there are more benefits in remote working than there are disadvantages. About 50.7 percent being the majority strongly agree to this; followed by 40 percent that agreed, 4.7 percent that disagree with this, 2.7 percent of participants that strongly disagree, and 2 percent of them are undecided. This validates the perception of authors in the literature that remote work has more benefits than demerits (Ferreira, et al., 2021; Cukier, et al., 2021).

Table 7: I do not feel any difference from when I work in our office environment and when I work remotely

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	42	28.0	28.0	28.0
Disagree	60	40.0	40.0	68.0
Undecided	13	8.7	8.7	76.7
Agree	24	16.0	16.0	92.7
Strongly Agree	11	7.3	7.3	100.0
Total	150	100.0	100.0	

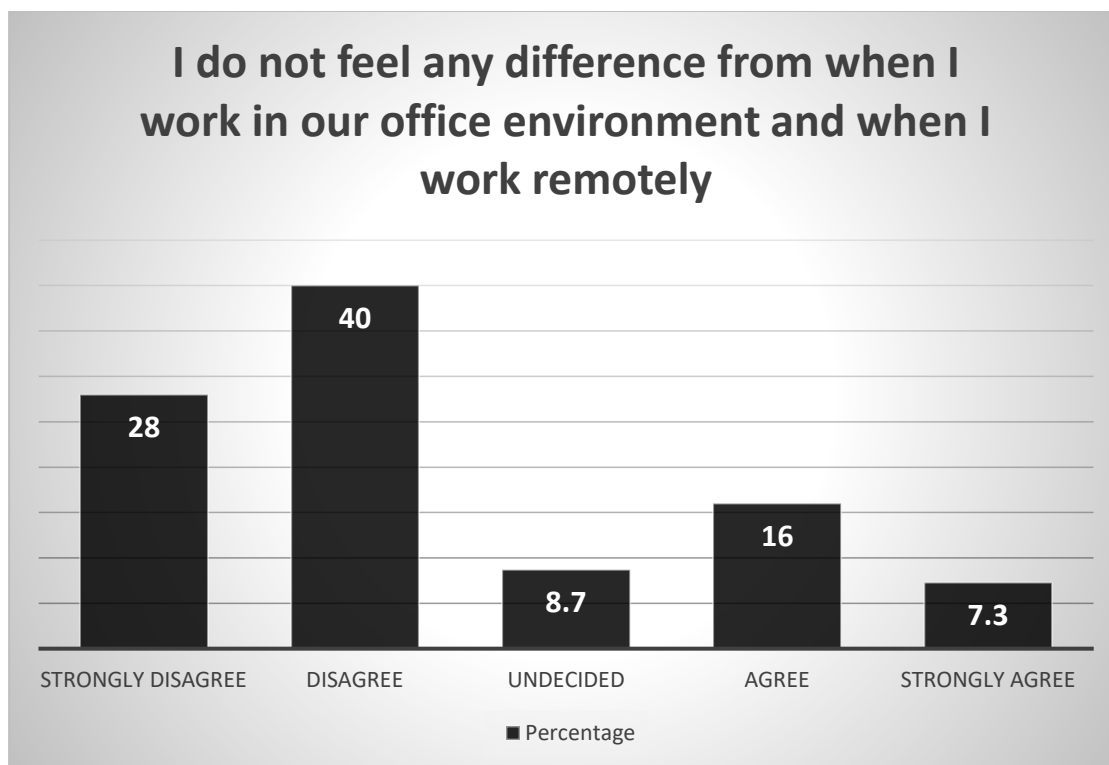


Figure 7: I do not feel any difference from when I work in our office environment and when I work remotely.

Table 7 and Figure 7 revealed the opinion of the respondents regarding if they do not feel any difference from when they work in the office environment and when they work from home. 40 percent being the majority disagree with this, followed by 28 percent that strongly disagree, 16 percent of them agree to this, 8.7 percent of them are undecided, and 7.3 percent of them strongly agree to it.

Table 8: There are rules, regulations and deadlines guiding my role and the tasks I am assigned during remote working

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	11	7.3	7.3	7.3
Disagree	26	17.3	17.3	24.7
Undecided	20	13.3	13.3	38.0
Agree	61	40.7	40.7	78.7
Strongly Agree	32	21.3	21.3	100.0
Total	150	100.0	100.0	

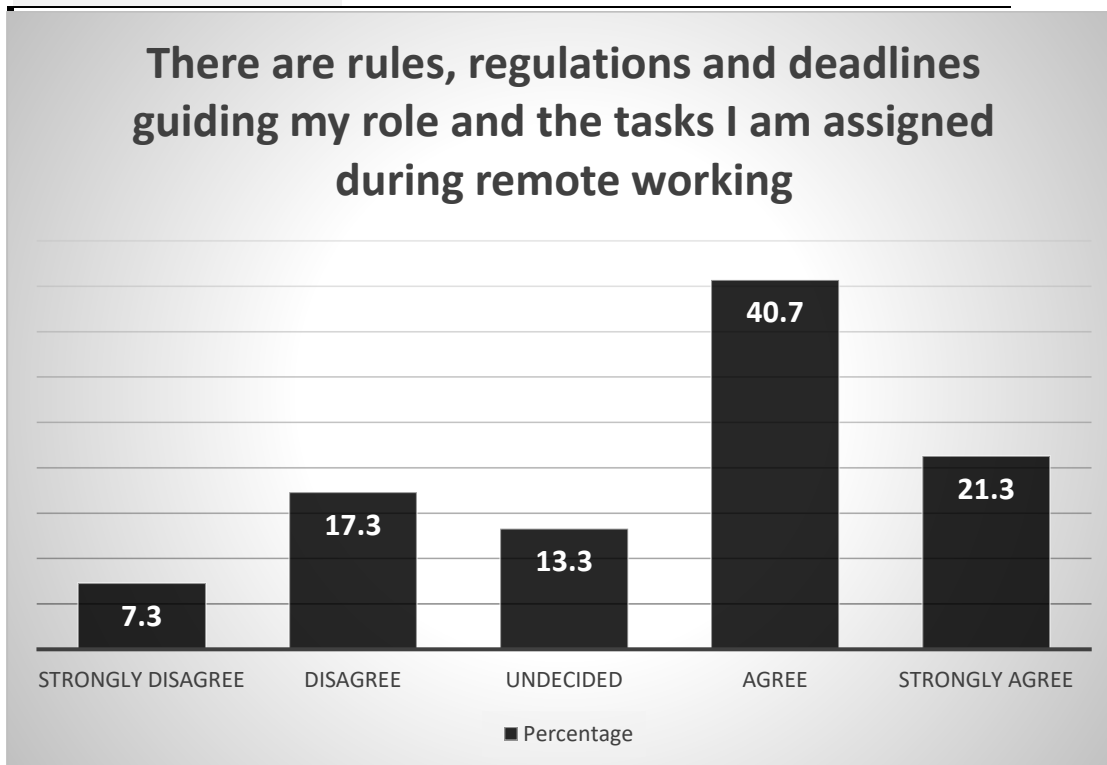


Figure 8: There are rules, regulations and deadlines guiding my role and the tasks I am assigned during remote working.

Table 8 and Figure 8 present the views of the respondents regarding if there are rules, regulations, and deadlines guiding their role and the tasks they are assigned during remote working. About 40.7 percent of them agree to this; followed by 21.3 percent that strongly agree to this, 17.3 percent of them disagree; 13.3 percent are undecided, and 7.3 percent of them strongly disagree with this. This finding is in tandem with the study by Errichiello and Pianese (2016) in which the authors argued that established rules, regulations and deadlines can help to improve employee accountability during remote working.

Table 9: I am happy when I am held accountable regarding my job and tasks during remote working

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	16	10.7	10.7	10.7
Disagree	25	16.7	16.7	27.3
Undecided	18	12.0	12.0	39.3
Agree	58	38.7	38.7	78.0
Strongly Agree	33	22.0	22.0	100.0
Total	150	100.0	100.0	

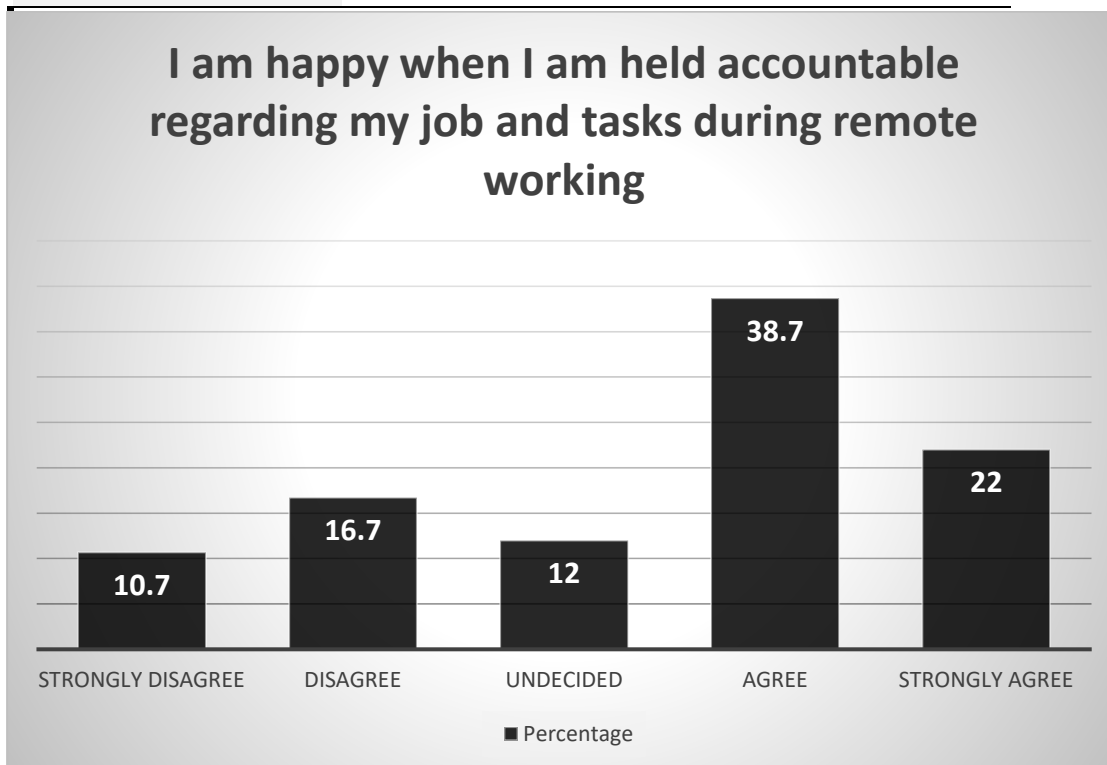


Figure 9: I am happy when I am held accountable regarding my job and tasks during remote working.

Table 9 and Figure 9 show participants' responses with respect to if they are happy when they are held accountable regarding their job and tasks during remote working. Majority of them being 38.7 percent agree to this, followed by 22 percent of them that strongly agree; 16.7 percent of them who disagree, with 12 percent that are undecided, and 10.7 percent that strongly disagree with this. Ferreira et al. (2021) has argued that remote employees can be held accountable using modern technological tools.

Table 10: My manager follows up with me during remote work and ensures that I meet the quality and quantity of tasks assigned to me

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	8.0	8.0	8.0
Disagree	21	14.0	14.0	22.0
Undecided	28	18.7	18.7	40.7
Agree	53	35.3	35.3	76.0
Strongly Agree	36	24.0	24.0	100.0
Total	150	100.0	100.0	

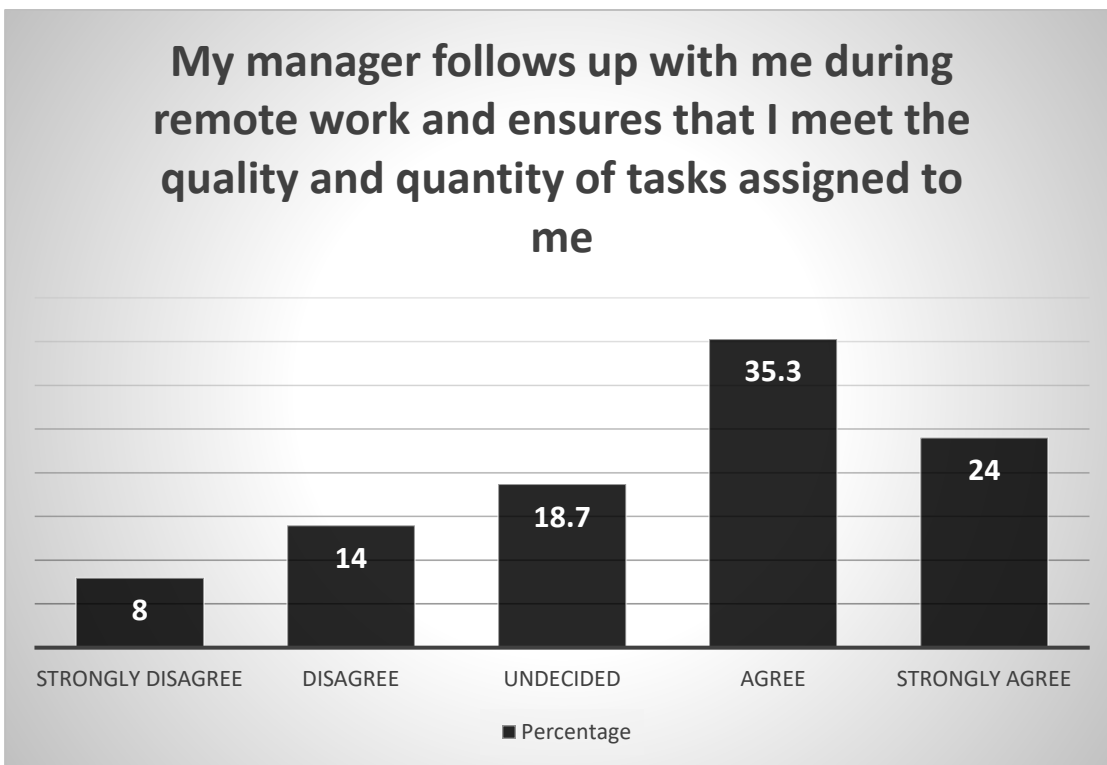


Figure 10: My manager follows up with me during remote work and ensures that I meet the quality and quantity of tasks assigned to me.

Table 10 and Figure 10 reveal the opinions of the respondents regarding if their manager follows up with them during remote work and ensures that they meet the quality and quantity of tasks assigned to them. Majority of them being 35.3 agree to this, followed by 24 percent of them that strongly agree, 18.7 percent of them are undecided, 14 percent of them disagree, and 8 percent of them strongly disagree with the statement. Literature has shown that the style of leadership and management is important to the success of remote working just as this finding reveals (Emeseh and Songi, 2014).

Table 11: There are many guidelines put in place to ensure that as remote workers we do not put our work at risk by exhibiting wrong behaviours

	Frequency	Percent	Valid Percent	Cumulative Percent
Undecided	5	3.3	3.3	3.3
Agree	93	62.0	62.0	65.3
Strongly Agree	52	34.7	34.7	100.0
Total	150	100.0	100.0	

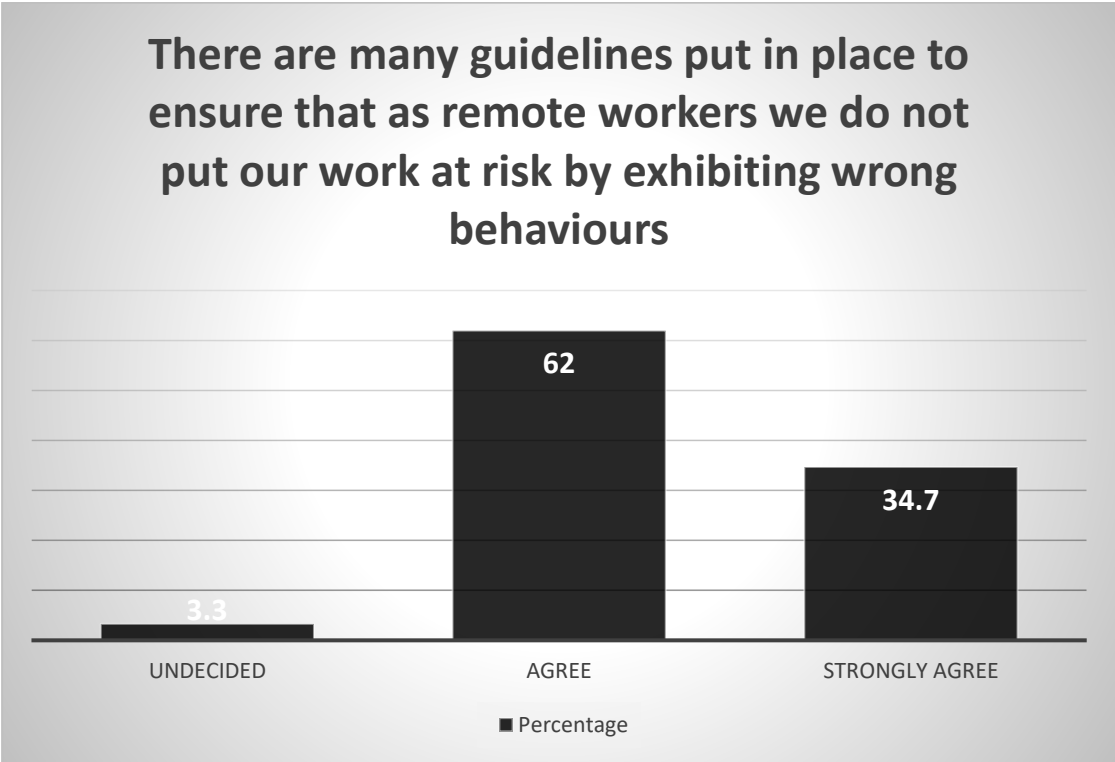


Figure 11: There are many guidelines put in place to ensure that as remote workers we do not put our work at risk by exhibiting wrong behaviours.

Table 11 and Figure 11 present the views of the respondents pertaining to whether there are many guidelines put in place to ensure that as remote workers, they do not put their work at risk by exhibiting wrong behaviours. Majority of them being 62 percent agree to this, followed by 34.7 percent that strongly agree, and 3.3 percent of them that are undecided.

Table 12: I am given the right tasks and the tools to work and therefore mandated to communicate results of my work to our default office

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	23	15.3	15.3	15.3
Disagree	43	28.7	28.7	44.0
Undecided	11	7.3	7.3	51.3
Agree	55	36.7	36.7	88.0
Strongly Agree	18	12.0	12.0	100.0
Total	150	100.0	100.0	

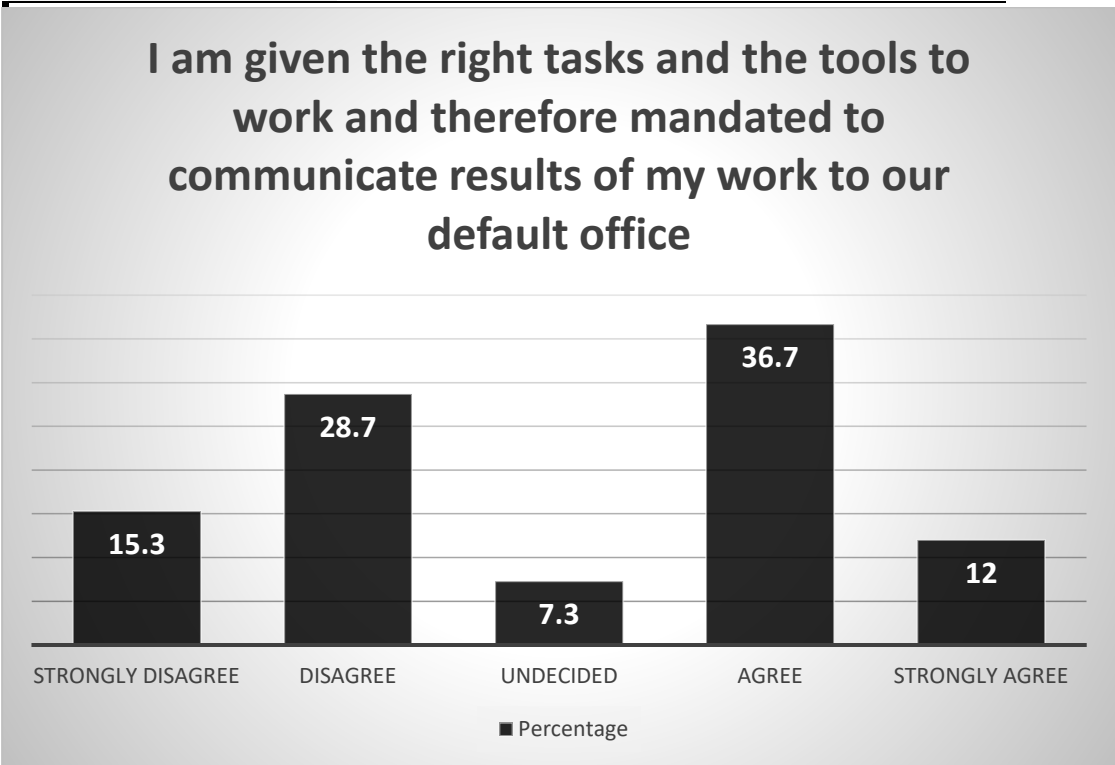


Figure 12: I am given the right tasks and the tools to work and therefore mandated to communicate results of my work to our default office.

Table 12 and Figure 12 reveal respondents’ responses regarding if they are given the right tasks and the tools to work and mandate to communicate results of their work to their default office. Majority of them being 36.7 percent agree to this, followed by 28.7 percent that disagree, 15.3 percent of them strongly disagree with this, 12 percent of them strongly agree to this, and 7.3 percent of them are undecided. Evidence in the literature shows that one of the factors that determine the success of remote working is the availability of tools for remote workers (Maguire, 2019).

Table 13: Although there tends to be less physical monitoring, but because my mobile devices are always on during work hours, I cannot afford to use my time for something else since I could be called upon to attend an online meeting with a staff, customer or management representative

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	9	6.0	6.0	6.0
Undecided	11	7.3	7.3	13.3
Agree	96	64.0	64.0	77.3
Strongly Agree	34	22.7	22.7	100.0
Total	150	100.0	100.0	

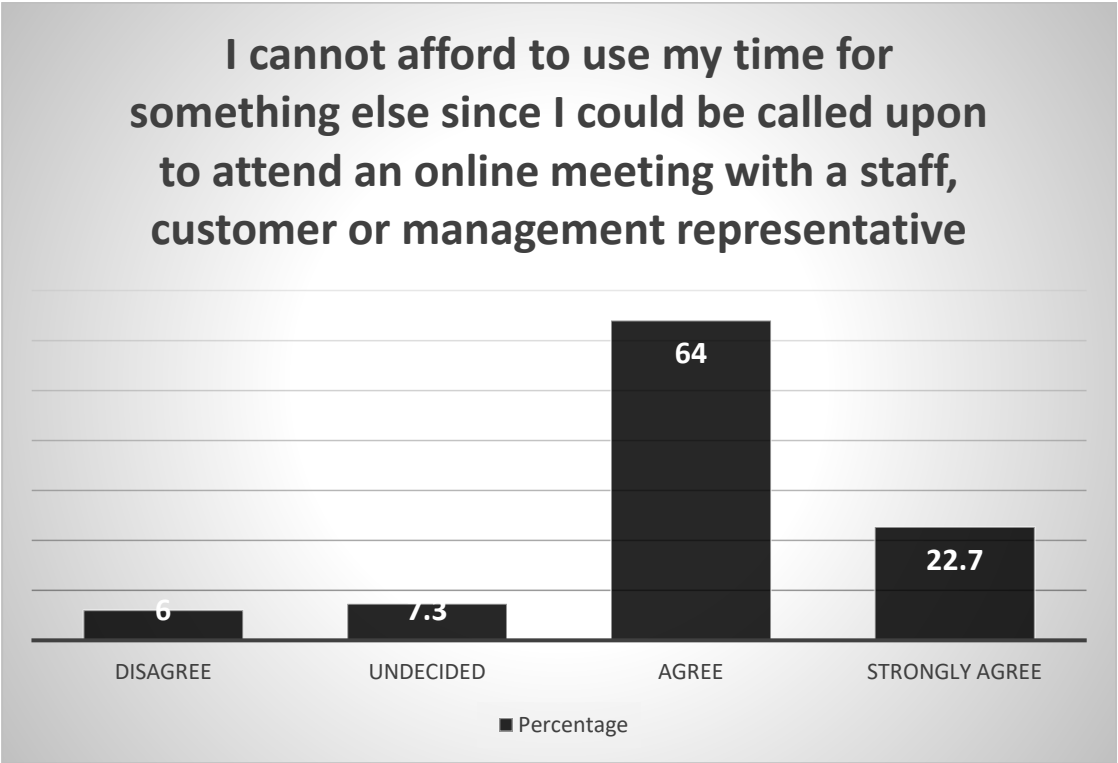


Figure 13: I cannot afford to use my time for something else since I could be called upon to attend an online meeting with a staff, customer or management representative.

Table 13 and Figure 13 show the views of the respondents regarding if they cannot afford to use their time for something else since they could be called upon to attend an online meeting with a colleague, customer or management representative. Majority of them being 64 percent agree to this, followed by 22.7 percent that strongly agree to this, 7.3 percent of them are undecided, and 6 percent of them disagree with the assertion.

Table 14: The accountability measures put in place by my employer enhance my remote work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	6.7	6.7	6.7
Disagree	17	11.3	11.3	18.0
Undecided	14	9.3	9.3	27.3
Agree	72	48.0	48.0	75.3
Strongly Agree	37	24.7	24.7	100.0
Total	150	100.0	100.0	

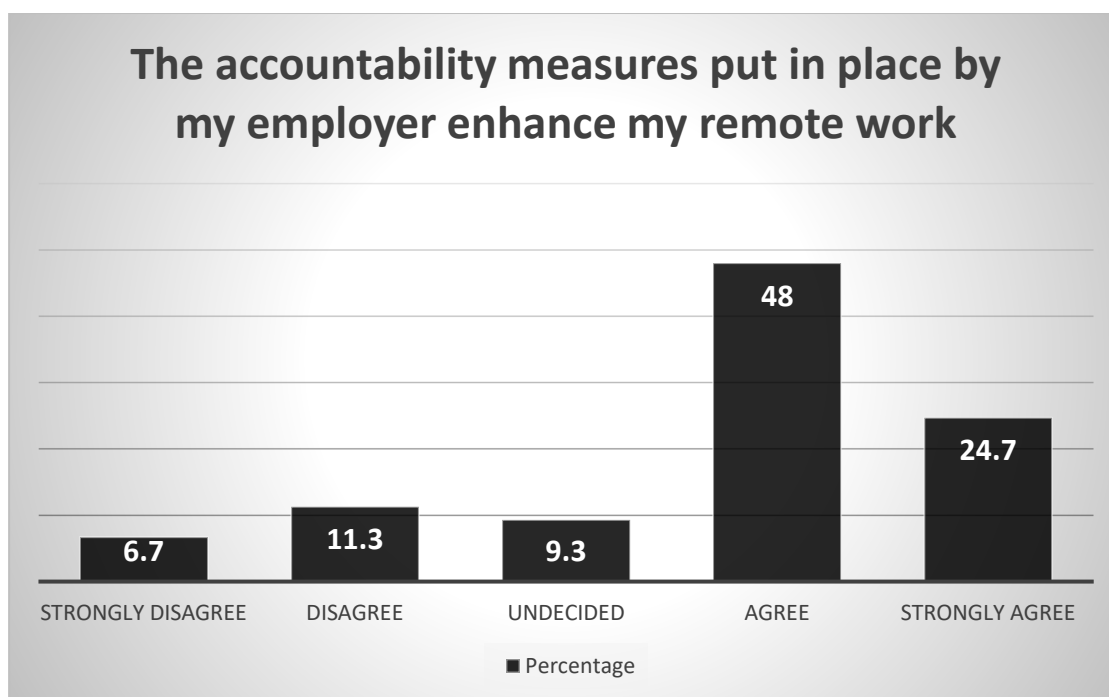


Figure 14: The accountability measures put in place by my employer enhance my remote work.

Table 14 and Figure 14 depict respondents' views with respect to if the accountability measures put in place by their employer enhance their remote work. Majority of the respondents being 48 percent agree to this, followed by 24.7 percent of them that strongly agree to this, 11.3 percent of them disagree, with about 9.3 percent that are undecided, and 6.7 percent of them that strongly disagree with the assertion. This result answers research question one which shows that respondents' remote work is enhanced by accountability measures put in place by their employer. This finding has been justified in the literature also (Ishaku, Garba and Musa, 2020).

Table 15: It is difficult to compromise company information because we are provided with a work area that is connected to the default office and which is monitored by the default office

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	17	11.3	11.3	11.3
Disagree	27	18.0	18.0	29.3
Undecided	46	30.7	30.7	60.0
Agree	46	30.7	30.7	90.7
Strongly Agree	14	9.3	9.3	100.0
Total	150	100.0	100.0	

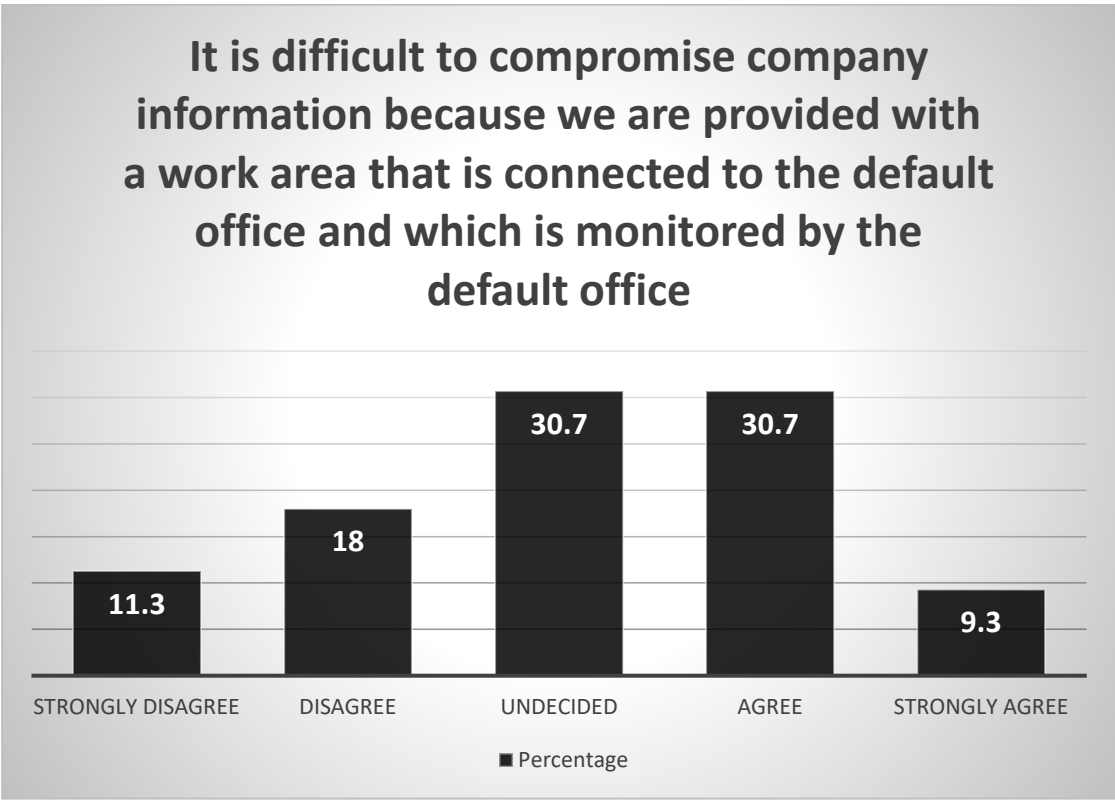


Figure 15: It is difficult to compromise company information because we are provided with a work area that is connected to the default office and which is monitored by the default office.

Table 15 and Figure 15 present respondents’ views concerning if it is difficult to compromise company information. Majority of the respondents, being 30.7 percent agree to this, with another 30.7 percent that are undecided, 18 percent of them disagree with this, followed by 11.3 percent that strongly disagree with this, and 9.3 percent of them that

strongly agree to this statement. This finding answers research question two that there is transparency in remote working because of the monitoring of the process and work itself. This has been validated in the literature (Gigauri, 2020), although it contradicts Errichiello and Pianese (2016) who are of the opinion that transparency may be difficult to attain because of poor monitoring.

Table 16: For the most part, my work area is connected and monitored by the default office, thus increasing transparency of my work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	22	14.7	14.7	14.7
Disagree	29	19.3	19.3	34.0
Undecided	10	6.7	6.7	40.7
Agree	71	47.3	47.3	88.0
Strongly Agree	18	12.0	12.0	100.0
Total	150	100.0	100.0	

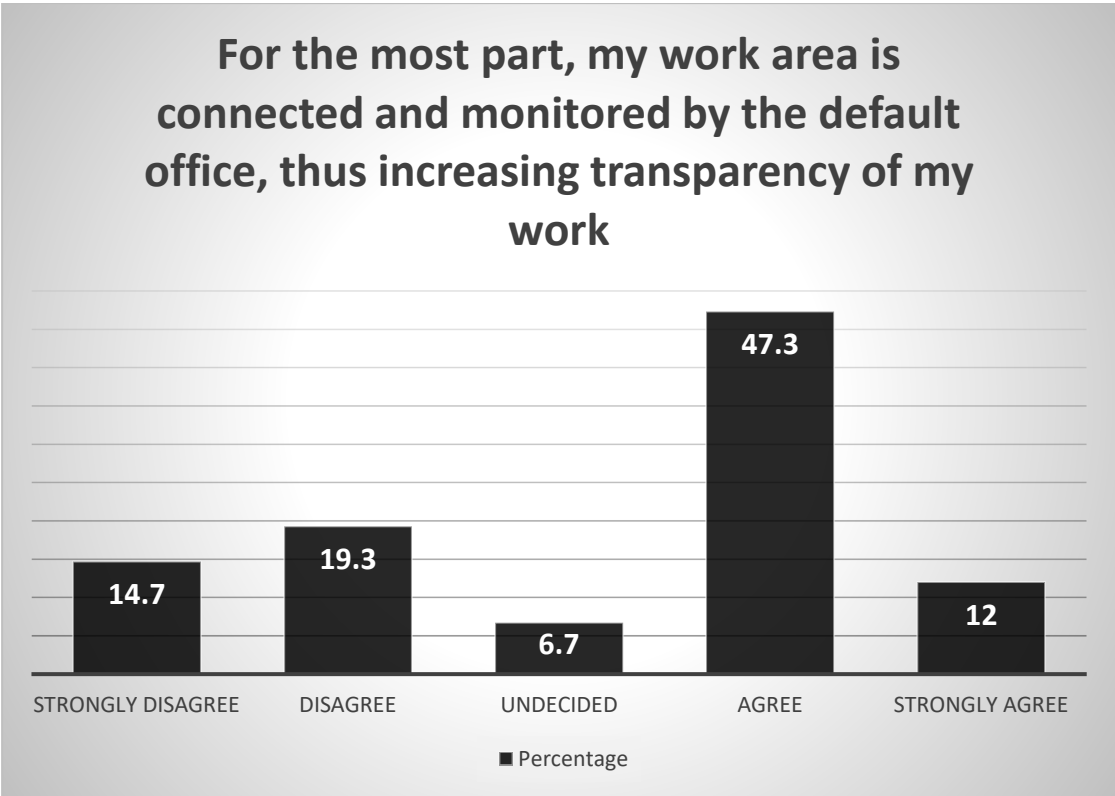


Figure 16: For the most part, my work area is connected and monitored by the default office, thus increasing transparency of my work.

Table 16 and Figure 16 present the opinions of the respondents concerning if their work area is connected and monitored by the default office, which increases transparency of their work. Majority of them being 47.3 percent agree to this, followed by 19.3 percent that disagree, 14.7 percent of them strongly disagree, with 12 percent of them that strongly agree, and 6.7 percent of them that are undecided. This result reveals that remote working in the investigated firms is enabled by technology which is one of the factors for ensuring transparency. This also has been affirmed in the literature (Adegbite, 2010).

Table 17: I am given a fair portion of the tasks which is allocated to me based on my job role, abilities and qualifications during remote working

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	8.0	8.0	8.0
Disagree	29	19.3	19.3	27.3
Undecided	67	44.7	44.7	72.0
Agree	23	15.3	15.3	87.3
Strongly Agree	19	12.7	12.7	100.0
Total	150	100.0	100.0	

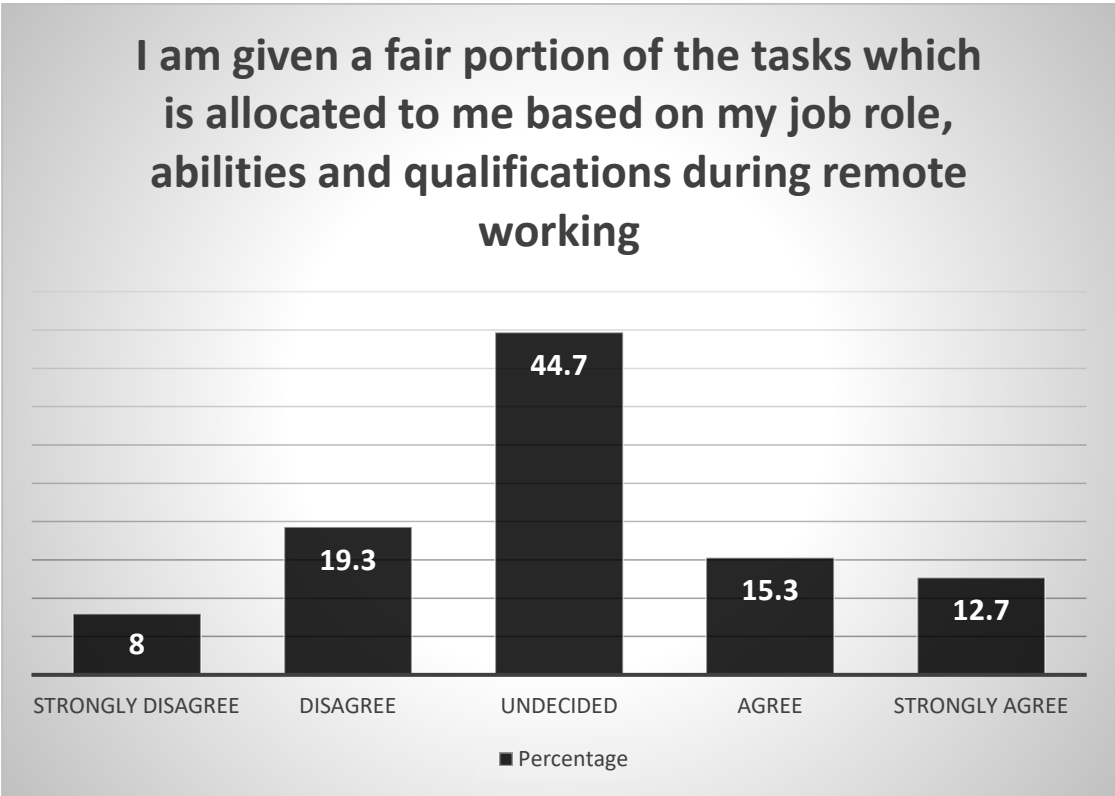


Figure 17: I am given a fair portion of the tasks which is allocated to me based on my job role, abilities and qualifications during remote working

Table 17 and Figure 17 show the responses of participants regarding if they are given a fair portion of the tasks, which are allocated to them based on their job role, abilities, and qualifications during remote working. Majority of them being 44.7 percent are undecided, followed by 19.3 percent that disagree with this, 15.3 percent of them agree to this, 12.7 percent of them strongly agree, and 8 percent of them strongly disagree with the statement.

Table 18: I am not overburdened with tasks beyond my abilities and qualifications because I am remote worker

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	8.0	8.0	8.0
Disagree	20	13.3	13.3	21.3
Undecided	54	36.0	36.0	57.3
Agree	51	34.0	34.0	91.3
Strongly Agree	13	8.7	8.7	100.0
Total	150	100.0	100.0	

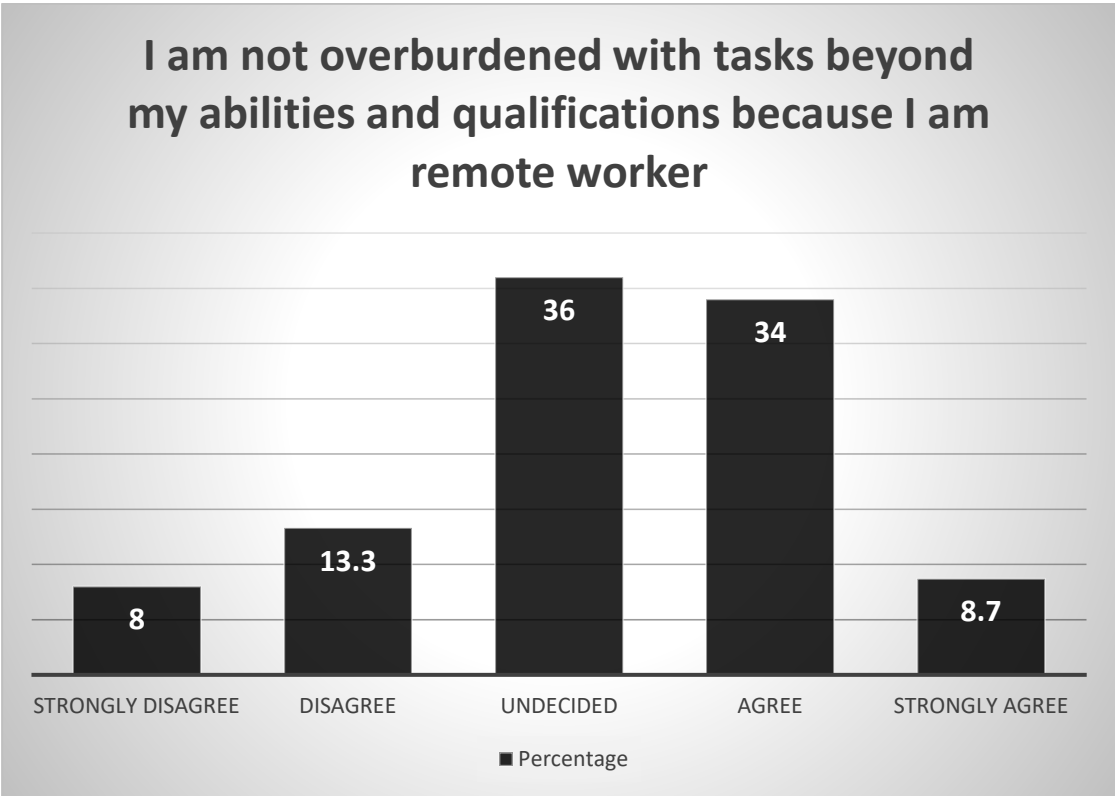


Figure 18: I am not overburdened with tasks beyond my abilities and qualifications because I am remote worker.

Table 18 and Figure 18 present the opinions of the respondents pertaining to whether they are not overburdened with tasks beyond their abilities and qualifications because they are remote workers. Majority of them being 36 percent are undecided, followed by 34 percent that strongly agree to this; 13.3 percent of them disagree, 8.7 percent of them strongly agree, and 8 percent of them strongly disagree with the statement. Coffey and Wolf (2018) have also proved in their study that remote work does not necessarily mean that employees will lack support or be burdened with tasks they cannot manage.

Table 19: The transparency and fairness put in place by my employer enhance my remote work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	15	10.0	10.0	10.0
Disagree	40	26.7	26.7	36.7
Undecided	25	16.7	16.7	53.3
Agree	54	36.0	36.0	89.3
Strongly Agree	16	10.7	10.7	100.0
Total	150	100.0	100.0	

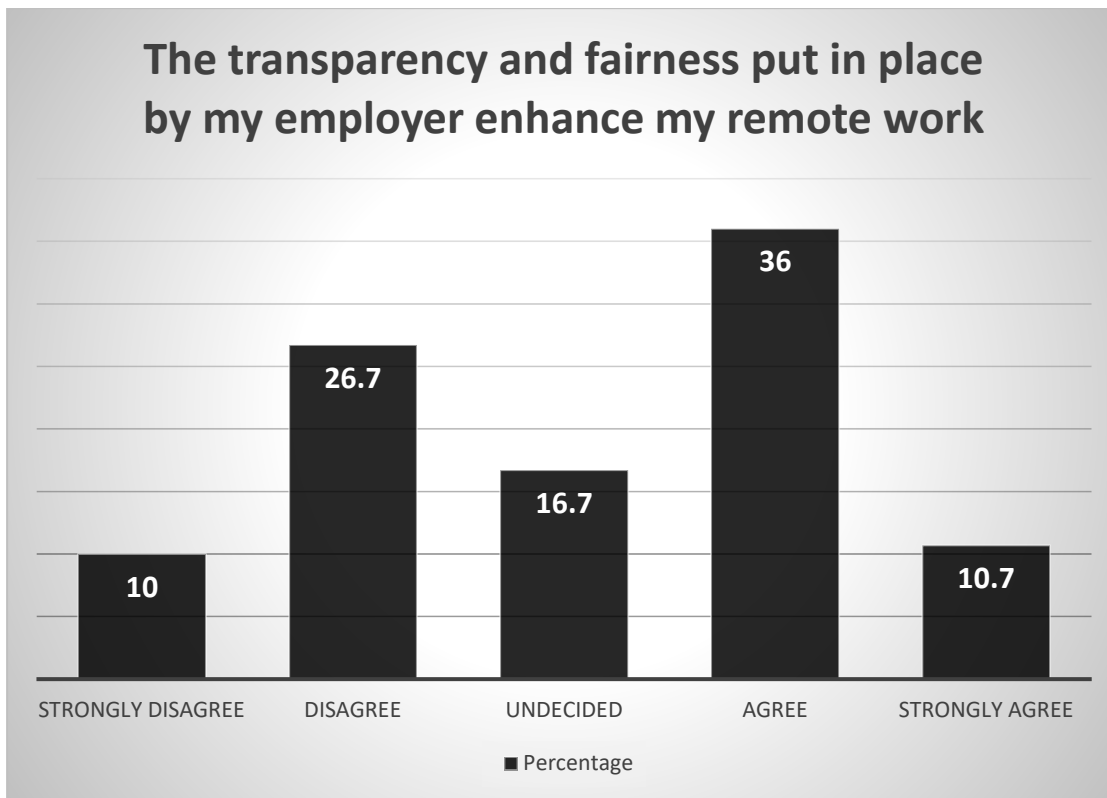


Figure 19: The transparency and fairness put in place by my employer enhance my remote work

Table 19 and Figure 19 show the views of the respondents regarding if the transparency and fairness put in place by their employer enhance their remote work. Majority of them being 36 percent agree to this, followed by 26.7 percent that disagree with this; 16.7 percent of them are undecided, 10.7 percent of them strongly agree, and 10 percent of them strongly disagree with the statement. This result further affirms research question two which validates the literature that remote working can be done transparently when there is an effective monitoring process in place (Gigauri, 2020).

Table 20: The quantity and quality of the work I do during remote work is assessed by a supervisor

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	4.0	4.0	4.0
Disagree	16	10.7	10.7	14.7
Undecided	7	4.7	4.7	19.3
Agree	86	57.3	57.3	76.7
Strongly Agree	35	23.3	23.3	100.0
Total	150	100.0	100.0	

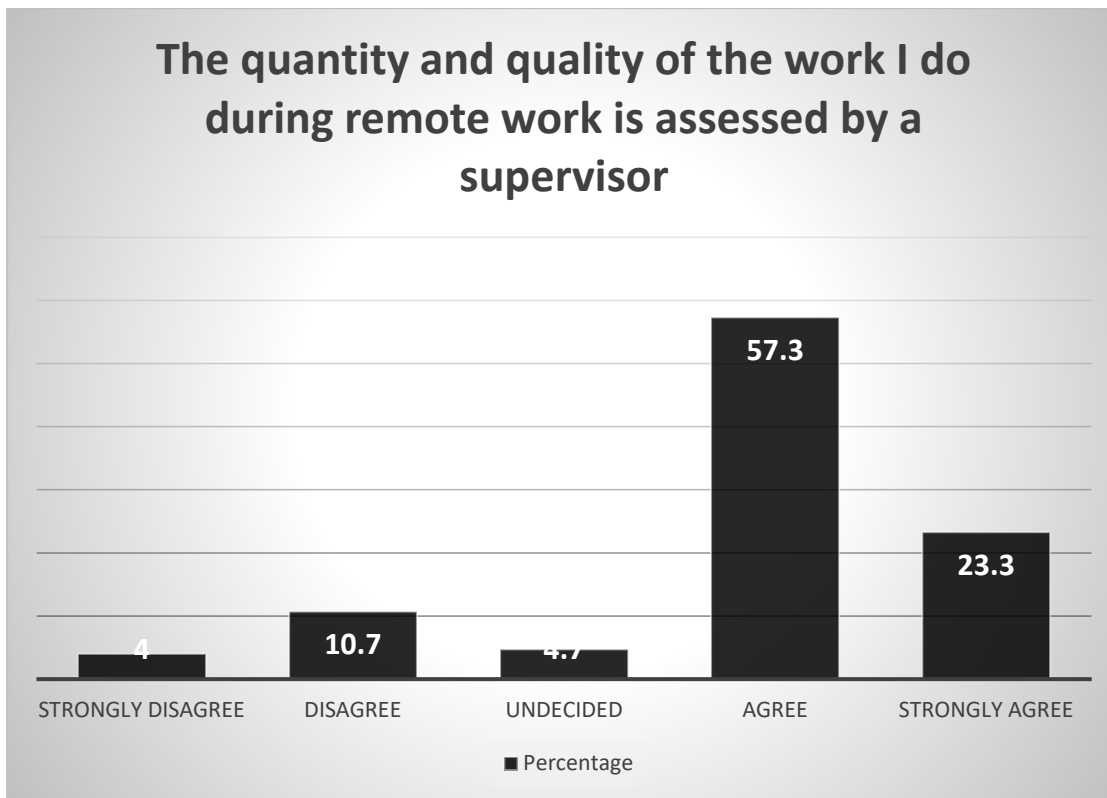


Figure 20: The quantity and quality of the work I do during remote work is assessed by a supervisor

Table 20 and Figure 20 presents participants’ responses with respect to the quantity and quality of the work they do during remote work. Majority of them being 57.3 percent agree to this statement, followed by 23.3 percent of them that strongly agree to this; 10.7 percent of them disagree, 4.7 percent of them are undecided, and 4 percent of them strongly disagree with the statement.

Table 21: I am expected to meet certain quality benchmarks in the delivery of the tasks that I am given during remote work

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	21	14.0	14.0	14.0
Undecided	24	16.0	16.0	30.0
Agree	88	58.7	58.7	88.7
Strongly Agree	17	11.3	11.3	100.0
Total	150	100.0	100.0	

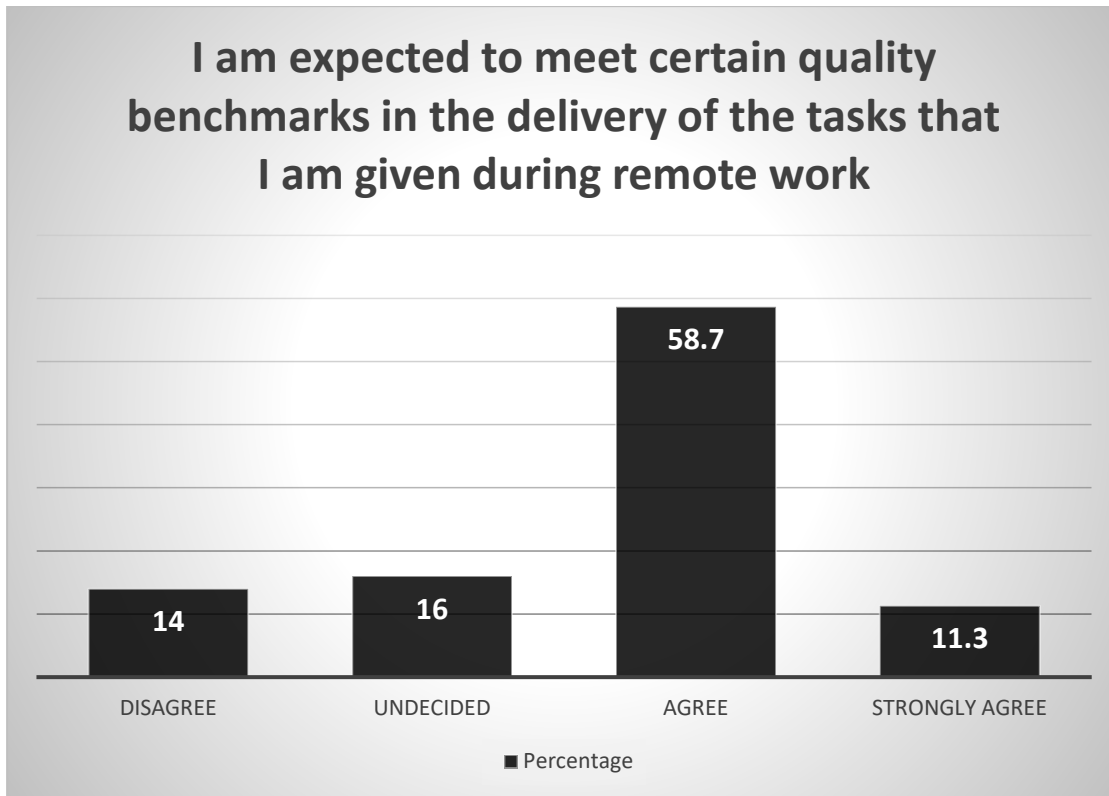


Figure 21: I am expected to meet certain quality benchmarks in the delivery of the tasks that I am given during remote work

Table 21 and Figure 21 present the opinions of the respondents regarding if they are expected to meet certain quality benchmarks in the delivery of the tasks that they are given during remote work. Majority of them being 58.7 percent agree to this; followed by 16 percent of them that are undecided, 14 percent of them disagree with this assertion, and 11.3 percent of them strongly agree with the statement.

Table 22: Where I have problem with a task, I am given the resources to complete such a task in a timely manner

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	20	13.3	13.3	13.3
Disagree	51	34.0	34.0	47.3
Undecided	19	12.7	12.7	60.0
Agree	28	18.7	18.7	78.7
Strongly Agree	32	21.3	21.3	100.0
Total	150	100.0	100.0	

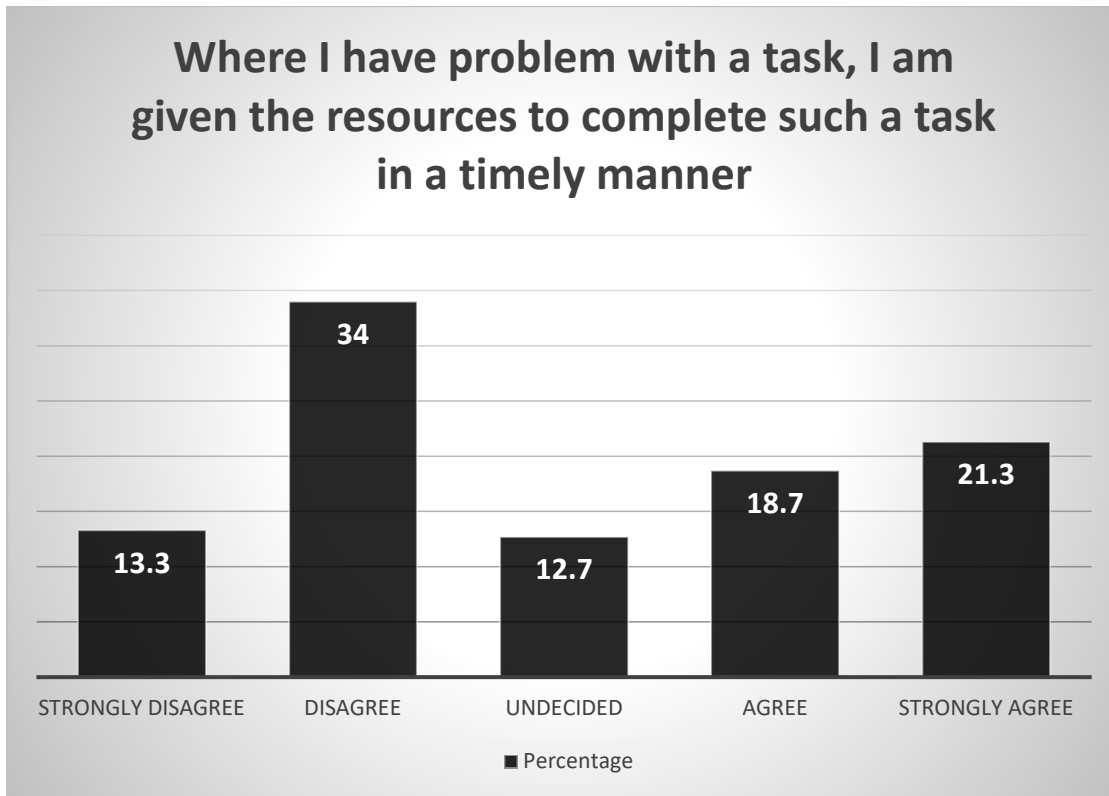


Figure 22: Where I have problem with a task, I am given the resources to complete such a task in a timely manner

Table 22 and Figure 22 reveal the opinions of the respondents regarding if they are given the resources to complete a task in a timely manner when they have problem with it. Majority of the respondents being 34 percent disagree with this, followed by 21.3 percent of them that strongly agree, 18.7 percent of them agree to this, 13.3 percent of them disagree with this, and 12.7 percent of them are undecided.

Table 23: My performance has not diminished since I started working remotely for my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	11	7.3	7.3	7.3
Undecided	25	16.7	16.7	24.0
Agree	77	51.3	51.3	75.3
Strongly Agree	37	24.7	24.7	100.0
Total	150	100.0	100.0	



Figure 23: My performance has not diminished since I started working remotely for my organization

Table 23 and Figure 23 depict respondents’ views on whether their performance has not diminished since they started working remotely for their organization. Majority of them being 51.3 percent agree to this, followed by 24.7 percent of them that strongly agree; 16.7 percent are undecided, and 7.3 percent disagree with the statement.

Table 24: The results-oriented performance measures put in place by my employer enhance my remote work experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	4.7	4.7	4.7
Disagree	15	10.0	10.0	14.7
Undecided	19	12.7	12.7	27.3
Agree	63	42.0	42.0	69.3
Strongly Agree	46	30.7	30.7	100.0
Total	150	100.0	100.0	

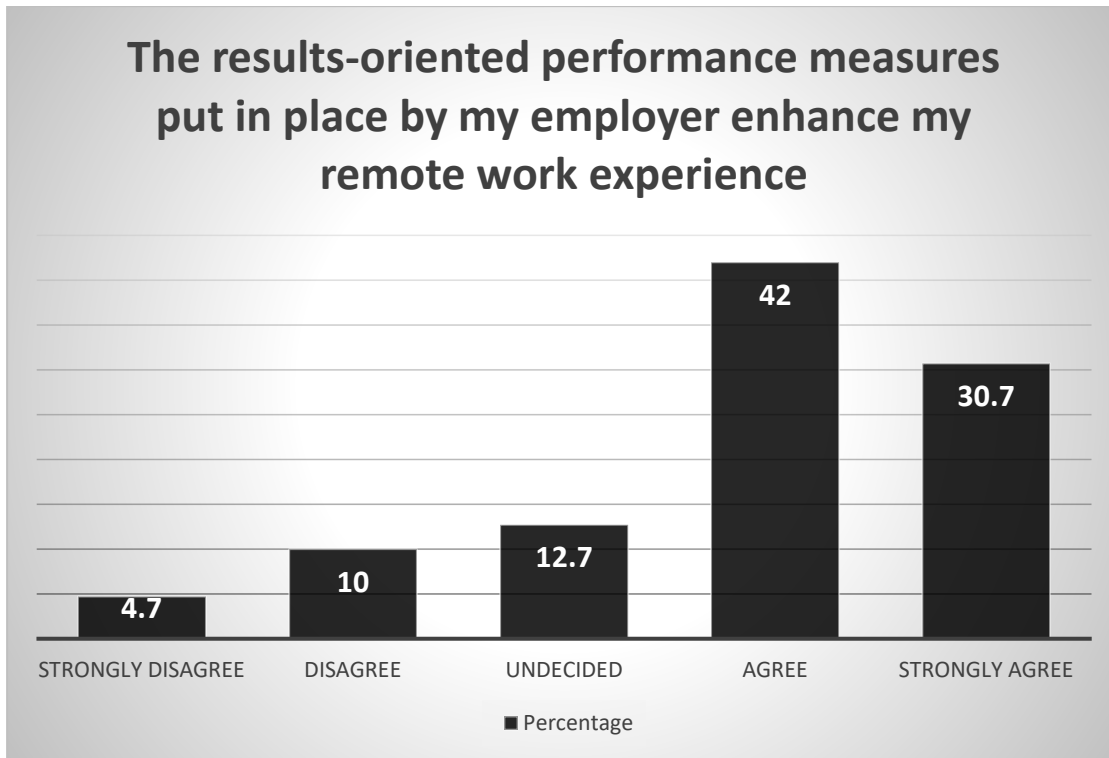


Figure 24: The results-oriented performance measures put in place by my employer enhance my remote work experience

Table 24 and Figure 24 present participants' responses regarding if the result-oriented performance measures put in place by their employer enhance their remote work experience. Majority of them being 42 percent agree to this, followed by 30.7 percent that strongly agree to this; 12.7 percent of them are undecided, with 10 percent that disagree with this, and 4.7 percent that strongly disagree with the statement. This finding answers research question three which seeks to find the correlation between remote work and results-oriented performance. Literature supports this position particularly in the study by Donnelly and Johns (2021) in which the authors find a correlation between employees' results-oriented performance and remote work.

Table 25: I do not encounter communication challenges while working remotely

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	4.7	4.7	4.7
Disagree	18	12.0	12.0	16.7
Undecided	22	14.7	14.7	31.3
Agree	76	50.7	50.7	82.0

Strongly Agree	27	18.0	18.0	100.0
Total	150	100.0	100.0	

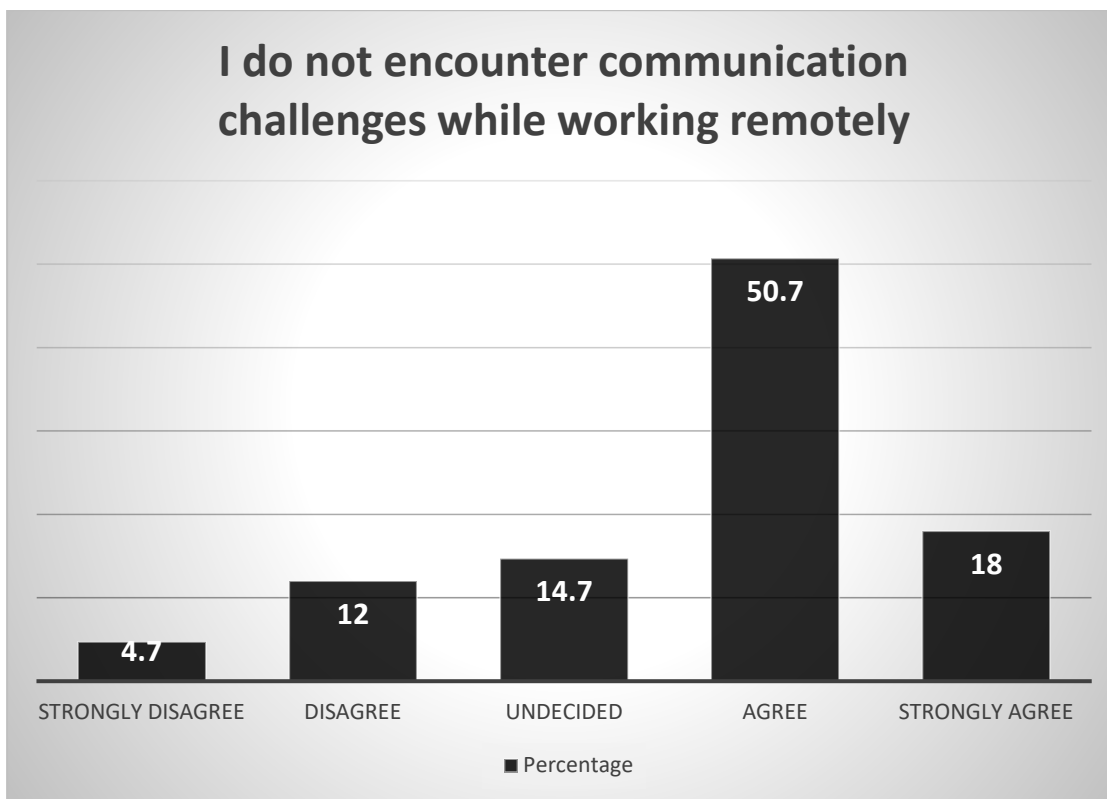


Figure 25: I do not encounter communication challenges while working remotely

Table 25 and Figure 25 revealed respondents' views regarding if they do not encounter communication challenges while working remotely. Majority of them being 50.7 percent agree to this, followed by 18 percent of them that strongly agree to this, 14.7 percent of them are undecided, 12 percent of them disagree, and 4.7 percent of them strongly disagree with the statement. This finding resonates with the literature in which it has been argued that technology enhances communication during remote work (Karanda, 2013).

Table 26: I have many communication channels to reach my default office while working remotely

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	8	5.3	5.3	5.3
Disagree	17	11.3	11.3	16.7
Undecided	12	8.0	8.0	24.7
Agree	60	40.0	40.0	64.7

Strongly Agree	53	35.3	35.3	100.0
Total	150	100.0	100.0	

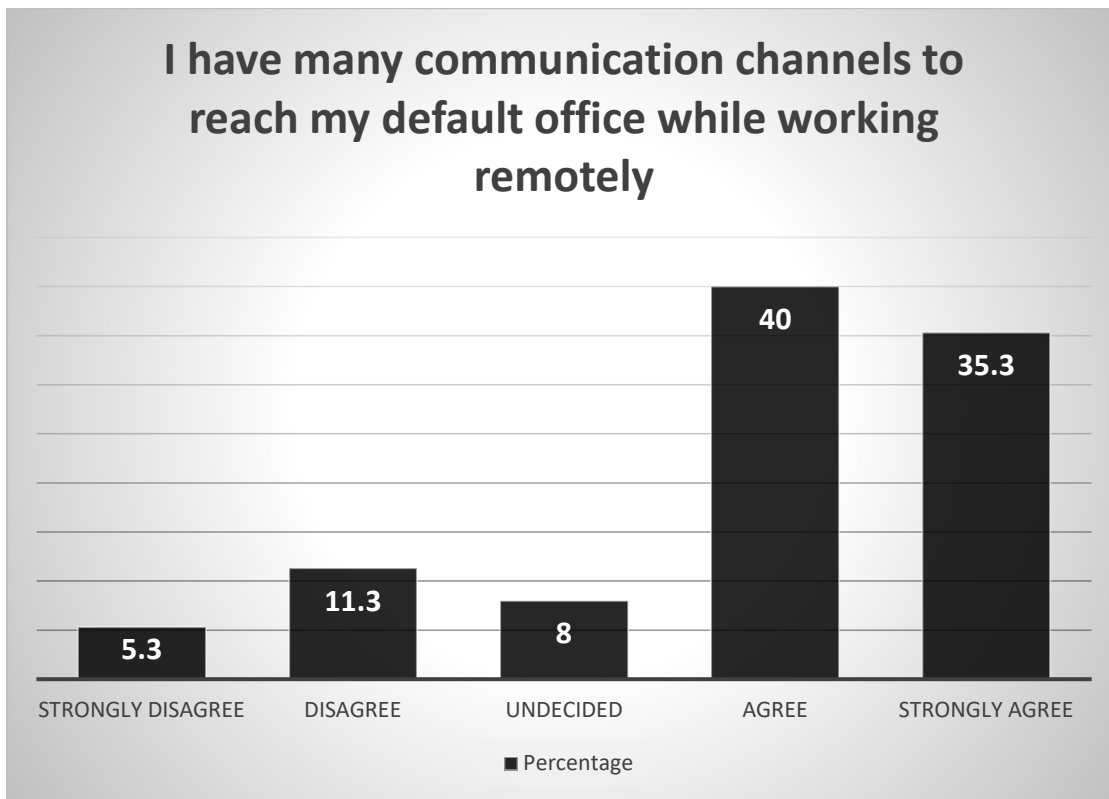


Figure 26: I have many communication channels to reach my default office while working remotely

Table 26 and Figure 26 reveal the opinions of the respondents regarding if they have many communication channels to reach their default office while working remotely. Majority of them being 40 percent agree to this, followed by 35.3 percent that strongly agree to this; 11.3 percent of them disagree, 8 percent of them are undecided, and 5.3 percent of them strongly disagree with the statement. Finding agrees with existing studies which have proved the usefulness of technology in enhancing communication between remote workers and the default office (Diab-Bahman and Al-Enzi 2020; Eddleston and Mulki, 2017).

Table 27: I am not abandoned to my fate while working remotely as I am in constant touch with my coworkers and supervisors.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	3.3	3.3	3.3
Disagree	13	8.7	8.7	12.0

Undecided	8	5.3	5.3	17.3
Agree	89	59.3	59.3	76.7
Strongly Agree	35	23.3	23.3	100.0
Total	150	100.0	100.0	

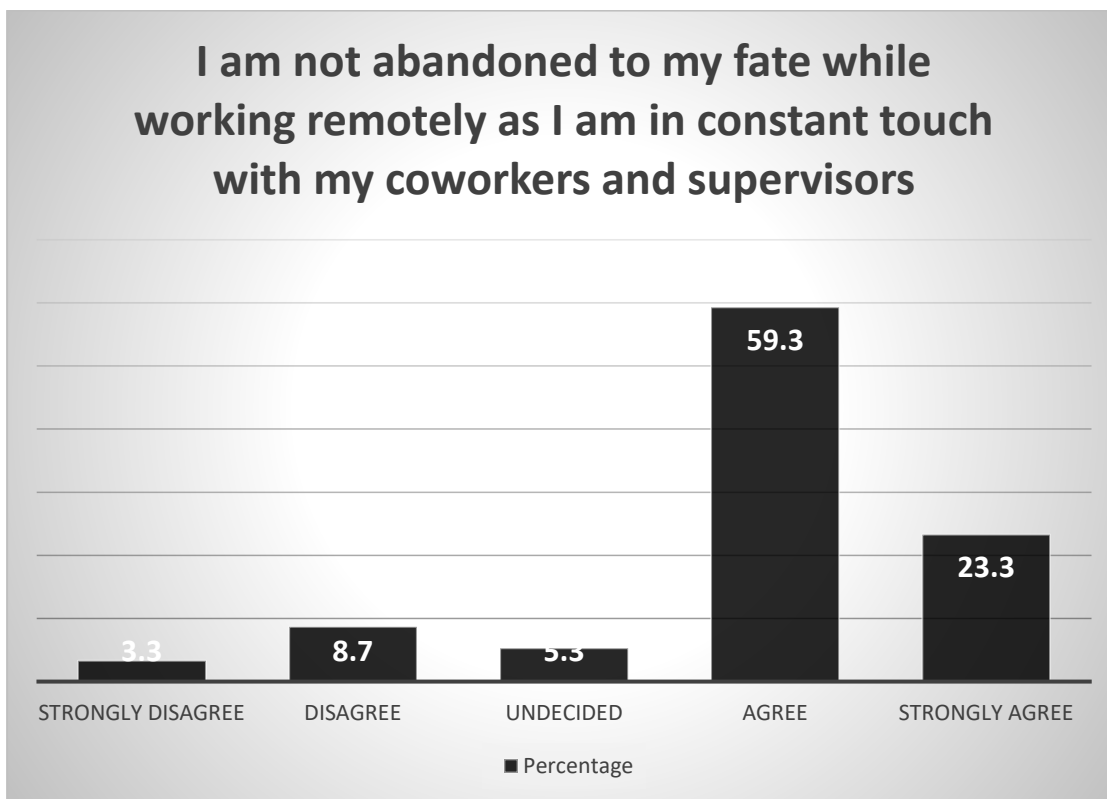


Figure 27: I am not abandoned to my fate while working remotely as I am in constant touch with my coworkers and supervisors

Table 27 and Figure 27 present the views of the respondents regarding if they are not abandoned to their fate while working remotely as they are in constant touch with their coworkers and supervisors. Majority of them being 59.3 percent agree to this, followed by 23.3 percent of them that strongly agree to this; 8.7 percent of them disagree, 5.3 percent of them are undecided, and 3.3 percent of them strongly disagree with the statement.

Table 28: I do not have any challenges using the technological tools put in place by the default office to enhance my remote work experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	2.0	2.0	2.0
Disagree	10	6.7	6.7	8.7

Undecided	43	28.7	28.7	37.3
Agree	80	53.3	53.3	90.7
Strongly Agree	14	9.3	9.3	100.0
Total	150	100.0	100.0	

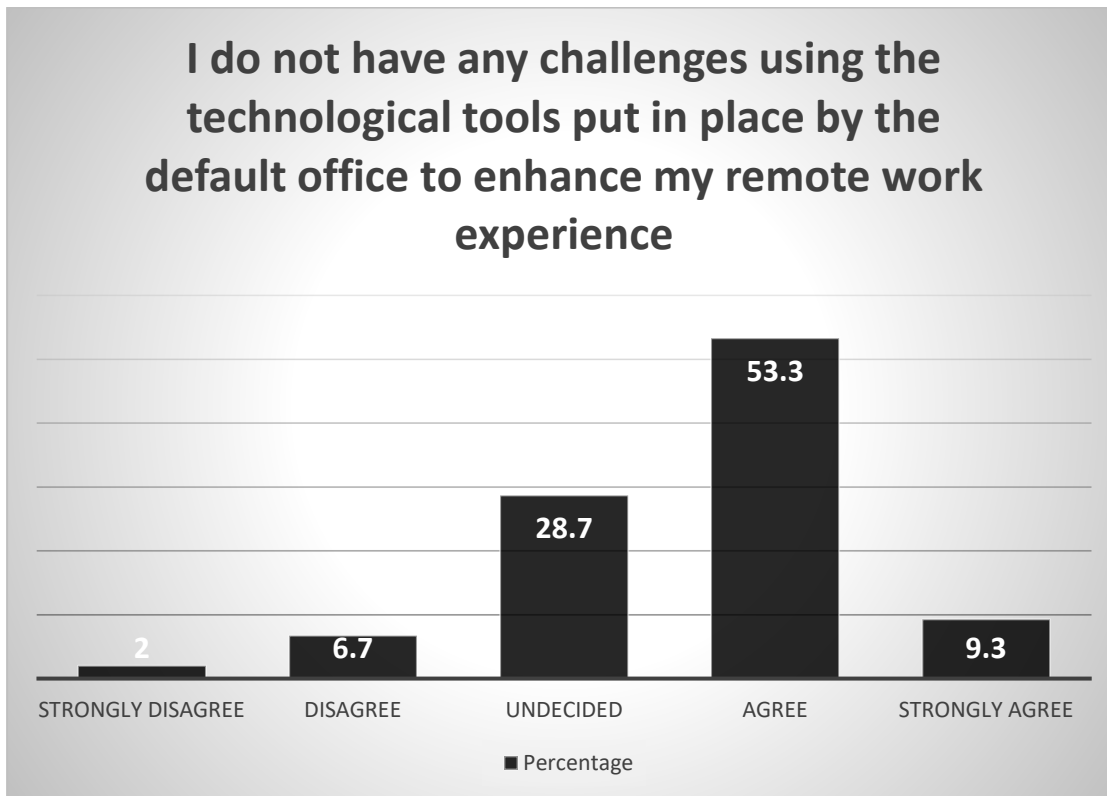


Figure 28: I do not have any challenges using the technological tools put in place by the default office to enhance my remote work experience

Table 28 and Figure 28 illustrate the responses of the telecommunication employees regarding if they do not have any challenges using the technological tools put in place by their default office to enhance their remote work experience. Majority of the respondents being 53.3 percent agree to this, followed by 28.7 percent that are undecided; 9.3 percent of them strongly agree to this, 6.7 percent of them disagree, and 2 percent of them strongly disagree with the statement. This result may be justifying the role of training of organisational members in the proper use of technology tools that can enhance remote working. This finding has been validated in the literature (Adegbite, 2010).

Table 29: I have all the resources I need to complete my tasks, meet deadlines and to continue to perform at the optimal level during my remote work

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	29	19.3	19.3	19.3
Disagree	77	51.3	51.3	70.7
Undecided	26	17.3	17.3	88.0
Agree	18	12.0	12.0	100.0
Total	150	100.0	100.0	

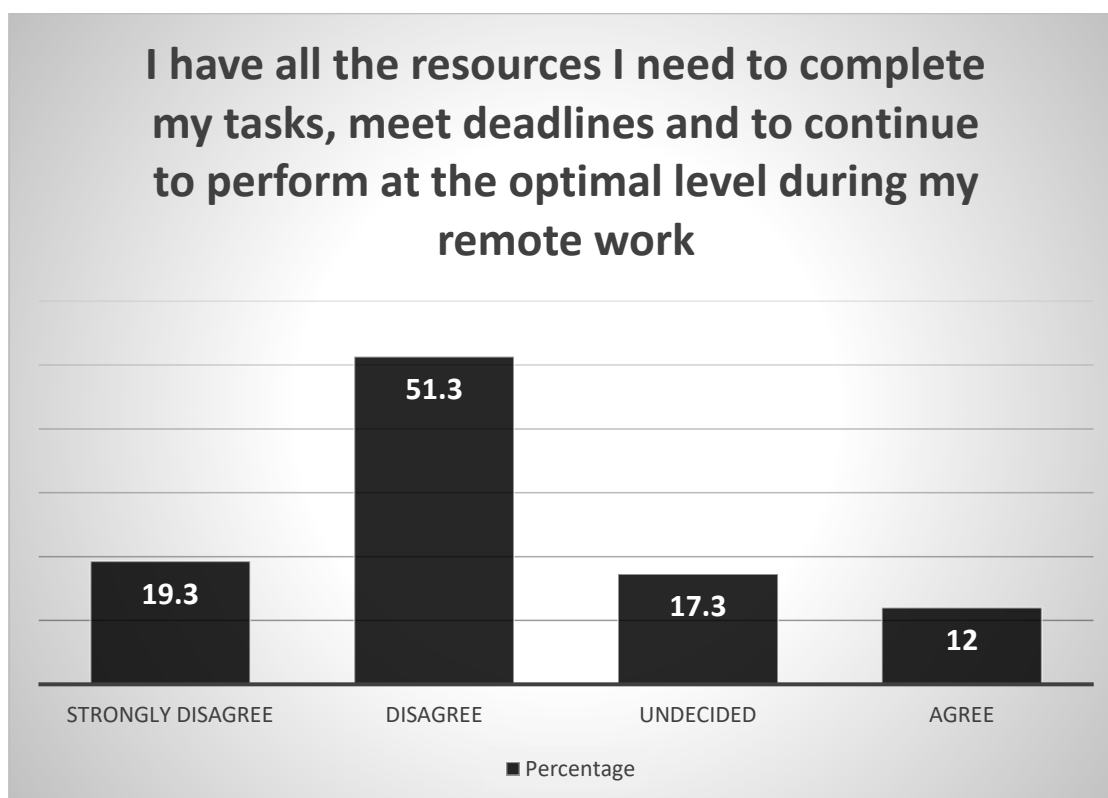


Figure 29: I have all the resources I need to complete my tasks, meet deadlines and to continue to perform at the optimal level during my remote work

Table 29 and Figure 29 reveal the opinions of the telecommunication employees regarding if they have all the resources they need to complete their tasks, meet deadlines, and to continue to perform at the optimal level during their remote work. Majority of the respondents being 51.3 percent disagree with this, followed by 19.3 percent of them that strongly disagree, 17.3 percent of them are undecided, and 12 percent of them agree to the statement.

Table 30: The challenges I face do not negatively affect the quality and quantity of my work while working remotely

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	6	4.0	4.0	4.0
Disagree	20	13.3	13.3	17.3
Undecided	20	13.3	13.3	30.7
Agree	79	52.7	52.7	83.3
Strongly Agree	25	16.7	16.7	100.0
Total	150	100.0	100.0	

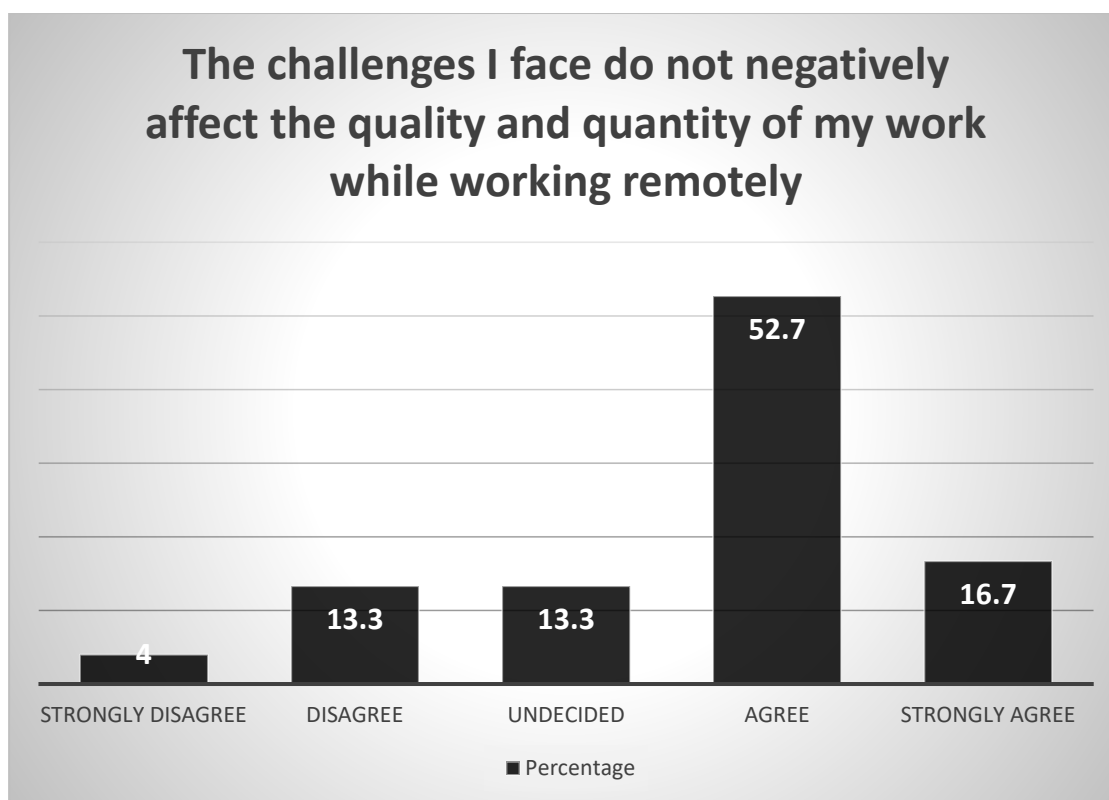


Figure 30: The challenges I face do not negatively affect the quality and quantity of my work while working remotely.

Table 30 and Figure 30 reflect respondents' views with respect to if the challenges they face do not negatively affect the quality and quantity of their work while working remotely. Being the majority, 52.7 percent of them agree to this statement, followed by 16.7 percent that strongly agree; 13.3 percent of them are undecided, another 13.3 percent of them disagree, and 4 percent of them strongly disagree with the statement. Respondents recognised that they experienced challenges during their remote working but did not allow

it to affect the quantity and quality of their work. This result has been found true in the literature especially in the study by Phillips (2020) in which the author argues that challenges remote workers face should not negatively affect the quality and quantity of their work while working remotely if managerial oversight and monitoring are effectively in place. This result addresses research question four.

Table 31: The challenges I face do not negatively affect my remote work experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	1.3	1.3	1.3
Disagree	12	8.0	8.0	9.3
Undecided	62	41.3	41.3	50.7
Agree	57	38.0	38.0	88.7
Strongly Agree	17	11.3	11.3	100.0
Total	150	100.0	100.0	

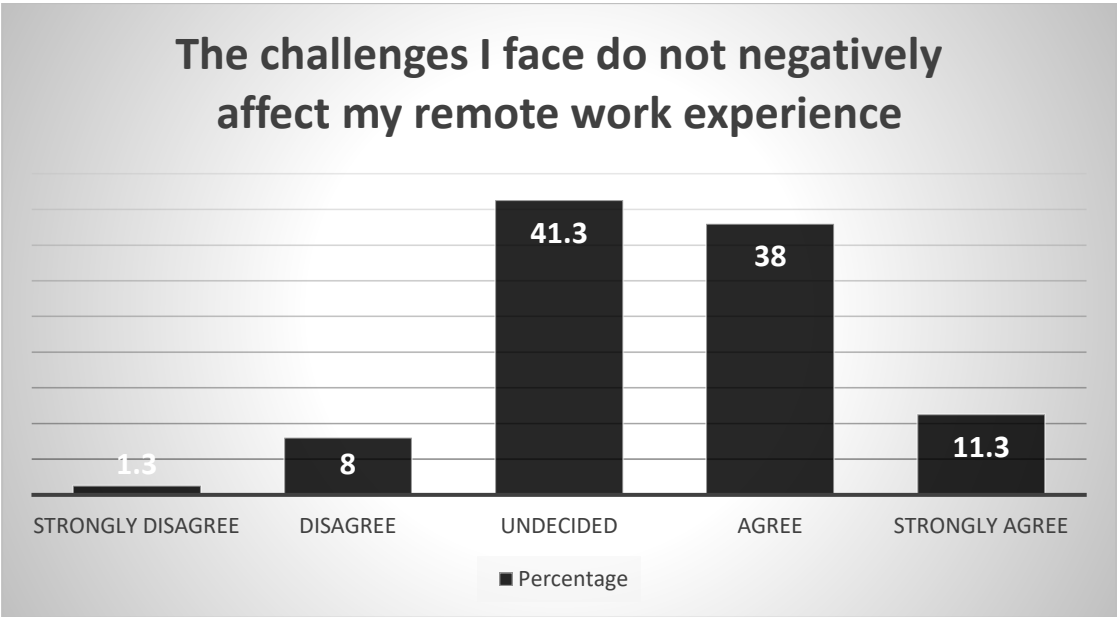


Figure 31: The challenges I face do not negatively affect my remote work experience

Table 31 and Figure 31 present respondents’ views regarding if the challenges they face do not negatively affect their remote work experience. 41.3 percent being the majority are undecided, followed by 38 percent that agree to this, 11.3 percent of them strongly agree, 8

percent of them disagree, and 1.3 percent of them strongly disagree with the statement. This result addresses research question four and proves that challenges faced by respondents do not negatively affect their remote work experience.

4.3 Inferential Analysis

This Section will be employing inferential tools such as correlation analysis to examine the relationship that exist among the variables and indicators stated to achieve the objectives of the study.

4.3.1 Hypothesis One

H₀: There is no significant and positive relationship between accountability as a corporate governance practice and remote work in the telecommunications industry in Nigeria.

Table 32: Correlation Analysis Showing the Relationship between Accountability and Remote Work

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.145	.069	1.789	.076 ^c
Ordinal by Ordinal	Spearman Correlation	.177	.077	2.183	.031 ^c
N of Valid Cases		150			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Table 32 reveals the output of the correlation results to determine the association and relationship that exist between two variables. The Spearman correlation was employed for this study considering that the data is ordinal in nature. The spearman correlation has a coefficient of 0.177 with an associated significance level of 0.031, which indicates that there is a positive and significant relationship between accountability as a corporate governance practice and remote work. The implication of this is that the higher the accountability, the higher the possibility and effectiveness of remote work. However, the coefficient of 0.177 indicates that there is a weak positive relationship.

Hence, we reject the null hypothesis to uphold the alternate hypothesis that there is significant and positive relationship between accountability as a corporate governance practice and remote work in the telecommunications industry in Nigeria.

4.3.2 Hypothesis Two

H₀: There is no significant and positive relationship between transparency and fairness as a corporate governance practice and remote work in the telecommunications industry in Nigeria.

Table 33: Correlation Analysis Showing the Relationship between Transparency and Remote Work

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.210	.058	2.611	.010 ^c
Ordinal by Ordinal	Spearman Correlation	.187	.077	2.315	.022 ^c
N of Valid Cases		150			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Table 33 shows the output of the correlation results to determine the association and relationship that exist between two variables. The spearman correlation has a coefficient of 0.187 with an associated significance level of 0.022, which indicates that there is a positive and significant relationship between transparency as a corporate governance practice and remote work. The implication of this is that the higher the transparency, the higher the possibility and effectiveness of remote work. However, the coefficient of 0.187 indicates that there is a weak positive relationship. Hence, we reject the null hypothesis to uphold the alternate hypothesis that there is significant and positive relationship between transparency as a corporate governance practice and remote work in the telecommunications industry in Nigeria.

4.3.3 Hypothesis Three

H₀: There is no significant and positive relationship between results-oriented performance as a corporate governance practice and remote work in the telecommunications industry in Nigeria.

Table 34: Correlation Analysis Showing the Relationship between Result-Oriented Performance and Remote Work

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.159	.054	1.963	.052 ^c
Ordinal by Ordinal	Spearman Correlation	.262	.076	3.306	.001 ^c
N of Valid Cases		150			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Table 34 depicts the output of the correlation results to determine the association and relationship that exist between two variables. As seen in the above table, the spearman correlation has a coefficient of 0.262 with an associated significance level of 0.001, which indicates that there is a positive and significant relationship between result-oriented performance as a corporate governance practice and remote work. The implication of this is that the higher the result-oriented performance, the higher the possibility and effectiveness of remote work. However, the coefficient of 0.262 indicates that there is a weak positive relationship.

Hence, we reject the null hypothesis that there is no significant and positive relationship between result-oriented performance as a corporate governance practice and remote work in the telecommunications industry in Nigeria

4.3.4 Hypothesis Four

H₀: There is no significant and negative relationship between the challenges of corporate governance and remote work in the telecommunications industry in Nigeria.

Table 35: Correlation Analysis Showing the Relationship between Challenges of Corporate Governance and Remote Work

Symmetric Measures					
		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	-.261	.059	-3.286	.001 ^c
Ordinal by Ordinal	Spearman Correlation	-.209	.077	-2.595	.010 ^c
N of Valid Cases		150			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					
c. Based on normal approximation.					

Table 35 revealed the output of the correlation results to determine the association and relationship that exist between two variables. The spearman correlation has a coefficient of -0.209 with an associated significance level of 0.010, which indicates that there is a negative and significant relationship between challenges of corporate governance and remote work. The implication of this is that the higher the challenges, the lower the possibility and effectiveness of remote work. However, the coefficient of -0.209 indicates that there is a weak negative relationship.

Hence, we reject the null hypothesis to uphold the alternate hypothesis that states that there is significant and negative relationship between challenges of corporate governance practice and remote work in the telecommunications industry in Nigeria.

CHAPTER 5

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter is the concluding part of the study that explored corporate governance and remote work in the telecommunications industry in Nigeria in the post-Covid-19 era. It discusses the findings made in the study and presents the conclusion and recommendations.

5.1 Discussion

Generally, the participants (remote workers from the telecommunication industry in Nigeria) perceived remote work since the beginning of the Covid-19 as a good work model which should be fully implemented irrespective of the disruption caused by the pandemic. It was further revealed that they were of the opinion that working remotely comes with great benefits as opposed to the misconception that there are many disadvantages. However, this did not change their opinion that there was a clear difference working from their remote office and working remotely. This perception of the telecommunication employees in this study is similar to the findings of Errichiello, and Pianese (2016) that supported the dynamics of change in organisational control towards the adoption of remote work arrangements. In other words, while the remote work setting may be different from the office environment, it appears that a great number of modern workers are beginning to accept or adjust to the work design, whichever one is fitting.

Also, Ferreira et al. (2021) assert that even though there are challenges with remote work, it possesses more advantages, which are beneficial to both the organisation and its employees alike. For example, it supports many qualified and professional women who owing to family obligations, especially, childrearing duties, will welcome the opportunity to use their skills and knowledge for their employers while still keeping an eye on their young children. This position was validated as demonstrated by the results from the current study's primary research wherein a majority of the respondents affirmed that they did not encounter communication challenges while remote working because they had several communication channels which enabled them to stay in touch with the default office. This opinion has been validated in the literature in which it has been found that women professionals not only bring their knowledge and skills to influence the competitiveness of

their employer organisations but are known to improve the perception and competitiveness of such brands (Tanpipat, Lim and Deng, 2021). The availability of various technological and communication tools allows remote workers, including female remote workers, to perform their roles without much difficulty. This makes this study to affirm the position that the adoption and implementation of remote work can help the telecommunications industry in Nigeria to boost its performance and productivity. It can also give opportunity to more women and physically challenged professionals to use the opportunity to earn a decent income to support their families and improve their living standards. This could also enhance the brand perception and return on investment of such companies.

Concerning the hypothesis testing, results show that all the four null hypotheses developed for the study were rejected and their alternates were upheld because their p-values were less than the level of significance (0.05) .

Therefore, the results prove that:

- i. There is a significant and positive relationship between accountability as a corporate governance practice and remote work in the telecommunications industry in Nigeria.
- ii. There is a significant and positive relationship between transparency as a corporate governance practice and remote work in the telecommunications industry in Nigeria.
- iii. There is a significant and positive relationship between result-oriented performance as a corporate governance practice and remote work in the telecommunications industry in Nigeria.
- iv. There is a significant and negative relationship between challenges of corporate governance practice and remote work in the telecommunications industry in Nigeria.

5.1.1 Research Question One and Hypothesis One

From the results in Chapter Four, it is evident that Table 14 and Figure 14 provide the answer to research question one which seeks to find out if the accountability in corporate governance will enhance remote work in the telecommunications industry in Nigeria. Following the results which show that majority of the participants (close to 60%) agree to the question, this then proves that the accountability measures put in place by participants' employers enhanced the experience of the remote workers. Therefore, this result answers

research question one and proves that respondents' remote work was enhanced by the accountability measures put in place by their employers. This finding has been justified in the literature in which it has been argued that remote work can provide good experiences for the remote office and remote workers if accountability measures are put in place jointly agreed to by both parties (Ishaku, Garba and Musa, 2020).

Concerning hypothesis one which focuses on the accountability of corporate governance and its association with remote work, it was gathered that telecommunication companies have put in place rules, regulations and guidelines that serves as the basis of the tasks performed by the employees. Based on this, it was further discovered that the employees agreed to be held accountable for the outcome of any tasks assigned to them while working remotely. This could imply that the workers have prepared their minds to adjust to working from home, and they are ready to deliver as much as expected. The findings revealed that the employees were of the opinion that their managers follow up with them during working hours, as it was revealed that there are many guidelines to ensure that working hours are used for productive activities in relation to the organisations' business operation. Part of the guideline includes communicating results, attending meetings, and engaging in activities rather than spending time on activities that are not related to work. Thus, the present finding which states that participants' remote work is enhanced by accountability measures put in place by their employer has been found true in the literature (Ishaku, Garba and Musa, 2020).

5.1.2 Research Question Two and Hypothesis Two

Following Table 15 and Figure 15 in Chapter four which demonstrate that a majority of the respondents agreed to the question if the transparency and fairness in corporate governance will promote remote work in the telecommunications industry in Nigeria, this result addresses research question number two. This proves that there was transparency in the remote working experience of the participants because of the monitoring of the process and work itself by the default office. This has been validated in the literature by Gigauri (2020), although it contradicts Errichiello and Pianese (2016) who are of the opinion that transparency may be difficult to attain during remote working because of poor monitoring. However, this still implies that with good monitoring, remote working like in the case of the survey participants can be transparent.

Pertaining to hypothesis two which seeks the relationship between transparency and fairness in corporate governance and remote work, the study proves that there is transparency between in the corporate governance processes put in place by the default office which enhanced the remote work experience of the survey participants. This could have happened because the remote employees could have approached their work with commitment, seriousness and transparency knowing that as they go about their daily tasks, they were being monitored by the default office. Hence, this increased the transparency of the remote work process since the remote workers knew that their activities were being monitored. The remote employees also affirmed the view that they were allocated fair workload irrespective of not working from the default office. The study by Gigauri (2020) affirms this finding alluding to the monitoring of the work processes which ensures that the remote work is done in a transparent and fair manner. However, the finding contradicts the finding of Errichiello and Pianese (2016) who claim that transparency of remote work may be difficult to attain because of challenges facing monitoring.

5.1.3 Research Question Three and Hypothesis Three

From the results in Chapter Four, Table 24 and Figure 24 reveal that a majority of the participants (70.7%) believed that there was a significant relationship between the results-oriented performance in corporate governance and remote work in the telecommunications industry in Nigeria. This finding answers research question three and agrees with the study by Donnelly and Johns (2021) in which the authors find a correlation between employees' results-oriented performance and remote work.

Hypothesis three also establishes a positive correlation between results-oriented performance and remote work. In terms of the relationship between result-oriented performance and remote work, it was gathered that supervisors assess the quality and quantity of work done by the employees. That implies that the KPIs of an employee are determined based on their output. Therefore, due to the managerial vigilance and oversight provided by superiors, this ensured that remote workers in the study organisations ensured that they met their key performance indices as expected by the default office. Donnelly and Johns (2021) corroborate this finding in their study.

5.1.4 Research Question Four and Hypothesis Four

Research question four was addressed by a majority of the respondents (almost 70%) in Table 30 and Figure 30 who believe that the challenges they faced during their remote work did not negatively affect the quality and quantity of their work. This result has been found true in the literature especially in the study by Phillips (2020). The author argues that challenges remote workers face should not negatively affect the quality and quantity of their work while working remotely if managerial oversight and monitoring are effectively in place.

Hypothesis four was found to have a negative correlation between challenges of corporate governance practice and remote work in the telecommunications industry in Nigeria. Regarding the relationship between challenges of corporate governance and remote work, it was found that many of the employees claimed not to encounter communication challenges while working remotely. It was also revealed that there were many communication channels in place through which employees could engage the default office, their superiors and colleagues. The research by Phillips (2020) has shown that with managerial oversight and monitoring, challenges remote workers face should not negatively affect the quality and quantity of their work. However, Phillips (2020) agrees that there is a negative relationship between the challenges of corporate governance practice and remote work. Ferreira et al. (2021) also believe that the higher the ability of the default office to minimise the challenges associated with working remotely, the better for organisations and workers engaged in remote working.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

This research investigated corporate governance and remote work in the telecommunications industry in Nigeria in the post-Covid-19 era. The following conclusions can be deduced from the findings of the research:

There is a weak but significant and positive relationship between accountability as a corporate governance practice and remote work in the telecommunications industry in Nigeria. This is because of the rules, guidelines and regulations put in place by the employers to ensure that remote employees are accountable for their roles and tasks given to them.

There is a weak but significant and positive relationship between transparency as a corporate governance practice and remote work in the telecommunications industry in Nigeria. This is so because effective monitoring is in existence which remote employees are aware of which also compels them to do their jobs as expected of them and in the most transparent way. Also, this study finds that remote work does not mean absence of fair workload given to remote employees.

There is a weak but significant and positive relationship between results-oriented performance as a corporate governance practice and remote work in the telecommunications industry in Nigeria. The study shows that by constant supervisory assessment and oversight, the quality and quantity of work performed by employees are up to expected standards. The output of remote employees in the industry is also determined by KPIs which are measured by their managers.

There is a significant and negative relationship between challenges of corporate governance practice and remote work in the telecommunications industry in Nigeria. While on one hand, majority of the remote workers remarked that the challenges that come with corporate governance such as vigilance, rules, monitoring, managerial oversight and leadership and others and the challenges posed by remote work did not affect their remote work experience

negatively, the study shows an inverse relationship between these challenges and the quality of remote work experience perceived by the remote workers.

6.2 Recommendations

The following recommendations are made based on the foregoing conclusions:

The impact of corporate governance dimensions on remote work has been established in this study. It has also been validated in the literature. Therefore, not only are corporate governance practices achievable or practicable during remote work, having established rules, regulations and guidelines which remote employees are aware of can help to enhance their remote work experience. Consequently, telecommunication companies and other organisations contemplating remote work, going forward, in a post-Covid world would require to put in place rules, regulations and procedures which employees should be exposed to, on one hand, and which they should be told would guide their activities, roles and tasks as they remotely work. The success of an industry-wide remote work practice in the telecommunications industry in Nigeria could become an inspiration and a gold standard as other industries contemplate to engage in remote working in a post-Covid context.

For remote work to be effective, this research establishes that there is need for transparency and fairness between the default office and the remote employees and the work they deliver to their superiors. Transparency can be enhanced by some sort of monitoring mechanism which allows both the default office and the remote worker to be in constant touch such that both can evaluate the work delivery processes from time to time including establishing work engagements when necessary so that such efforts can build confidence in both parties and create/sustain the necessary transparency needed for effective and smooth-sailing remote working. Therefore, the telecommunications industry in the country and other industries contemplating adopting remote working in the foreseeable future need to provide the needed monitoring and managerial oversight to ensure that transparency is maintained by all parties during remote working. Such managerial oversight and monitoring mechanisms have been justified in previous studies (Errichiello and Pianese, 2016; Emeseh and Songi, 2014).

In the same vein, this research recommends that constant supervisory assessment and oversight can help to enhance the quality and quantity of work performed by remote employees. Donnelly and Johns (2021) corroborate this finding in their study which details

the need for managerial or supervisory oversight and assessment as a necessity to guarantee results-oriented performance. This is helpful to both managers and their direct reports, for example. It allows mistakes to be spotted early on and corrected and at the same time improves the quality of the work the remote employee does and expedites the delivery process. Therefore, telecommunication companies and other companies in Nigeria intending to adopt remote working as part of their work model in the days ahead will do well to keenly commit to supervisory assessment and oversight of their remote workers and the work they do.

Lastly, this research recommends that challenges of corporate governance practice and remote work in the telecommunications industry in Nigeria need to be minimised if effective remote working is to be achieved. Since there is an inverse relationship between challenges of corporate governance and remote work, it is important that issues such as lack of or limited communication, abandonment or neglect of remote workers to their fate without providing them with guidance and continuous feedback, and challenge with the use of the latest technological equipment and software be addressed. These challenges affect both managers as well as their direct reports. Both parties need to be knowledgeable regarding the use of technological tools for communications, interactions and job sharing (CIPD, 2021). And both parties need to communicate effectively with one another and remote workers need to be guided or given continuous feedback. Lack of employee motivation is another challenge that needs to be minimised (Maurer and Nelson, 2020). Motivated remote employees are likely to meet their deadlines, deliver quality jobs and be open to making positive contributions in line with the demands and expectations of the default office than those not motivated (Adegbite, 2010). Therefore, telecommunication companies and others intending to explore remote work as part of their work designs in the post-Covid era in Nigeria need to focus on employee motivation as well as eliminate challenges that can stall or negatively affect communication between the default office and remote workers.

6.3 Suggestion for Future Research

This study is limited to the telecommunications industry in Nigeria, hence findings may be difficult to generalise because of this. Hence, future researchers can consider exploring multiple industries thereby generating a large sample which can increase the odds for generalisation. Also, being a quantitative study, many of the responses given do not answer

the why questions. The reasons for certain dispositions or behaviour by managers and remote workers will be better understood if a mixed methods approach is explored. Moreover, since this study is cross-sectional which means that data were retrieved and analysed in a one-time situation, a longitudinal study could provide an opportunity to explore the subject much longer over a period of time to compare data or research outcomes. Such variations by future research can help to enhance the subject area in the literature and provide the basis for understanding remote work and how it can be influenced by corporate governance.

6.4 Personal Reflection on the Study

This research is quite a new and unfolding area and thus was a challenge to me at the beginning of the study. However, I was willing to weather the storm and to give it my best shot in order to make discoveries that can enhance and expand the literature on the subject. With excellent supervisory support, access to great materials in the Moodle regarding different aspects of the research process and the support gained from other tutors and colleagues, the burden became lighter and the challenge became more exciting for me. In fact, this research area has taught me a lot even as I investigated the dimensions of corporate governance and how they are significantly associated with remote working.

My research skills have been enhanced through this programme also. Especially, supervisory support has allowed me to understand the nuances of research and how to excellently piece together a robust intellectual effort as this one. Such guidance built more confidence into me and stretched me to work harder at delivering optimal results with this research. I have further honed my skills using the Microsoft Office, IBM SPSS software applications and how they are to be applied to the research process. My time management skills have also been enhanced and I can confidently say I multitask far better than when I joined the programme.

Challenges I faced include working to schedule, gathering my materials including secondary and primary data in time and working to meet the various time lines given for the submission of each aspect of the work. However, my managerial skills have been enhanced so also are my research skills which will be useful for me as I progress in my career and in the world

of work. I find this experience exciting, challenging and demanding in a positive way and I am glad I made the decision to come for this programme and grateful at the same time for all the support I have received which have all assisted me to reach and cross this milestone.

References

- Adefemi, F., Hassan, A. and Fletcher, M. (2018) 'Corporate governance disclosure in Nigerian listed companies', *International Res J Bus Stud* 11(2), pp. 67–80.
- Adegbite, E. (2015) 'Good corporate governance in Nigeria: Antecedents, propositions and peculiarities', *International Business Review*, 24(2), pp.319-330. <https://doi.org/10.1016/j.ibusrev.2014.08.004>
- Adegbite, E. A. (2010) *The determinants of good corporate governance: The case of Nigeria*. Ph.D. thesis. London: Cass Business School, University of London.
- Adegbite, E., Amaeshi, K. and Amao, O. (2012) 'The politics of shareholder activism in Nigeria', *Journal of Business Ethics*, 105(3), pp. 389–402.
- Adegbite, E., Amaeshi, K. and Nakajima, C. (2013) 'Multiple influences on corporate governance practice in Nigeria: Agents, strategies and implications', *International Business Review*, 22(3), pp. 524–538.
- Adepetun, A. (2021) 'Telecoms sector strategic vision plan for new growth', *The Guardian Nigeria*. Available at: <https://guardian.ng/technology/telecoms-sector-strategic-vision-plan-for-new-growth/> [Accessed 8 March 2022].
- Afolabi, A. (2015) 'Examining corporate governance practices in Nigerian and Ghanaian firms', *International Journal of Managerial Studies and Research*, 3(2), pp. 15-29.
- Afrinvest Research (2020) *The Nigerian telecommunications sector report: A transformative past, resilient future*. Available at: <https://www.proshareng.com/news/Mobile-Money-and-Telcos/The-Nigerian-Telecommunications-Sector-R/52021> [Accessed 9 March 2022].
- Akinkoye, E. Y. and Olasanmi, O. O. (2014) 'Corporate governance practice and level of compliance among firms in Nigeria: Industry analysis', *Journal of Business and Retail Management Research (JBRMR)*, 9(1).
- Akpa, V., Olaniyan, O., Onwe, O., Kamaldeen, L. and Ishola, T. (2018) *Leadership and corporate governance*. Abuja: National Open University of Nigeria.
- Andres, L. (2012) *Designing and doing survey research*. London: Sage.
- Anumaka, N. (2020) *The Nigeria Code of Corporate Governance 2018 is principle-based, flexible and scalable*. Abuja: Financial Reporting Council of Nigeria.
- Aram, J. D. and Salipante, P. F. (2003) 'Bridging scholarship in management: epistemological reflections', *British Journal of Management*, 14, pp. 189–205.
- Arowolo, O. and Folarin, F. (2015) *Nigeria's telecommunications industry: Looking back, looking forward*. Lagos: Deloitte.
- Bassey, D. N. (2018) *Corporate governance implementation in the Nigerian banking industry*. PhD thesis. US: Walden University.

- Bohle, D. and Greskovits, B. (2006) 'Capitalism without compromise: Strong business and weak labour in Eastern Europe's new transnational industries', *Studies in Comparative International Development*, 4(1), 3-25.
- Bokpin, G.A. (2011) 'Ownership structure, corporate governance and dividend performance on the Ghana Stock Exchange', *Journal of Applied Accounting Research*, 12(1), pp. 61-73.
- Chege, K. A. and Otieno, O. C. (2020) 'Research philosophy design and methodologies: A systematic review of research paradigms in information technology', *Global Scientific Journals*, 8(5), pp. 33-39.
- Coffey, R. and Wolf, L. (2018) *The challenge and promise of remote work: A brief study of remote work and best practices*. Argonne, Illinois: U.S. Department of Energy laboratory.
- Contreras, F., Baykal, E. and Abid, G. (2020) 'E-leadership and teleworking in times of Covid-19 and beyond: What we know and where do we go', *Frontiers in Psychology*, 11, pp. 1-11, DOAJ. doi: 10.3389/fpsyg.2020.590271.
- Cukier, W., McCallum, K. E., Egbunonu, P. and Bates, K. (2021) *The mother of invention: Skills for innovation in the post-pandemic world*. Canada: Government of Canada's Future Skills Program.
- DETE (2021) (Department of Enterprise, Trade and Employment). *Making remote work: National Remote Work Strategy*. Dublin, Ireland: Government of Ireland.
- Diab-Bahman, R. and Al-Enzi, A. (2020) 'The impact of COVID-19 pandemic on conventional work settings', *International Journal of Sociology and Social Policy*, 40(9), pp. 909-927. DOI 10.1108/IJSSP-07-2020-0262
- Donnelly, R. and Johns, J. (2021) 'Recontextualising remote working and its HRM in the digital economy: An integrated framework for theory and practice', *The International Journal of Human Resource Management*, 32(1), pp. 84-105. DOI: 10.1080/09585192.2020.1737834
- Easterby-Smith, M., Thorpe, R. Jackson, P. and Lowe, A. (2008) *Management research* (3rd edn). London: Sage.
- Eddleston, K. A. and Mulki, J. (2017) 'Toward understanding remote workers' management of work-family boundaries: The complexity of workplace embeddedness', *Group & Organization Management*, 42(3), pp. 346-387. DOI: 10.1177/1059601115619548
- Eisenhardt, K. M. (1989) 'Agency theory: An assessment and review', *Academic Management Review*, 14(1), pp. 57-74.
- Ekwueme, C. M. and Akhalumeh, P. (2016) 'Effectiveness of corporate governance practices in Nigeria: A comparative analysis of selected firms', *Arabian Journal of Business and Management Review*, 5(9), pp. 19-33.
- Emeseh, E. and Songi, O. (2014) 'CSR, human rights abuses and sustainability report accountability', *International Journal of Law and Management*, 56, 2, pp. 136-151.

- Engel, U., Jann, B., Lynn, P., Scherpenzeel, A. and Sturgis, P. (2014) *Improving survey methods: Lessons from recent research*. New York: Routledge.
- Errichiello, L. and Pianese, T. (2016) 'Organizational control in the context of remote work arrangements: A conceptual framework', In Widener, S., Epstein, M. and Verbeeten, F. (eds) *Performance measurement and management control: Contemporary issues*, 3(31), pp. 273-305. Emerald Publishing.
- Ferreira, R., Pereira, R., Bianchi, I. S. and da Silva, M.M. (2021) 'Decision factors for remote work adoption: Advantages, disadvantages, driving forces and challenges', *Journal of Open Innovation: Technology, Market, and Complexity*, 7(70), pp. 1-24. <https://doi.org/10.3390/joitmc7010070>.
- Festić, M., Črepinko, P., Bratina, B. (2020) 'The importance of corporate governance of banks concerning the ownership in the international environment', *Naše gospodarstvo/Our Economy*, 66(4), pp. 11–27. DOI: 10.2478/ngoe-2020-0020
- Freeman, R. E. and Reed, D. L. (1983) 'Stockholders and stakeholders: A new perspective on corporate governance', *California Management Review*, 25(3), pp. 88–106.
- Gigauri, I. (2020) 'Remote working concerns during the covid-19 pandemic', *International Journal of Social Science and Economic Research*, 5(10), pp. 2803-2818.
- Gunarto, H. (2019) *Parametric & nonparametric data analysis for social research: IBM SPSS*. USA: Lap Academic Publishing.
- Hejase, A. J. and Hejase, H. J. (2013) *Research methods: A practical approach for business students* (2nd edn). Philadelphia, USA: Masadir Inc.
- Herbert, E. B. and Durosomo, I. O. (2019) 'Tracing the evolution of corporate governance regime in Nigeria', *Journal of Corporate Governance*, 11(2), pp. 2382-2420. [Online]. Available at: <https://ssrn.com/abstract=3721903> [1 August 2021].
- Himaj, S. (2014) 'Corporate governance in banks and its impact on risk and performance: Review of literature on the selected governance mechanisms', *Journal of Central Banking Theory and Practice*, 3, pp. 53-85. DOI: 10.2478/jcbtp-2014-0015
- Iberdrola, S. A. (2021) *Governance and sustainability system*. Spain: Author.
- IDB Invest (Inter-American Investment Corporation). (2019) *Corporate governance: Covid-19 and the board of directors*.
- Institute for Work and Health. (2008) 'Sample size and power', *At Work*, 53. Available at: <https://www.iwh.on.ca/what-researchers-mean-by/sample-size-and-power> [Accessed March 11, 2022].
- Ishaku, A., Garba, M. and Musa, F. (2020) 'Assessment of corporate governance practice among listed conglomerate companies in Nigeria', *International Journal of Research and Scientific Innovation*, 7(9), pp. 16-21.

JFSA. (2020) *Economic and social changes and challenges in Corporate Governance after COVID-19*. Japan: Author.

Kalu, N. A. (2020) *An investigation of the impact of corporate social responsibility (CSR) in addressing the environmental issues in the Niger Delta Region of Nigeria: The case of multinational oil companies (MNOCs)*. Master's thesis. Dublin, Ireland: National College of Ireland.

Karanda, M. (2013) *Corporate governance in a social media era: A systematic literature review*. Master thesis. Ulster, Ireland: Ulster Business School.

Kelfve, S., Kivi, M., Johansson, B. and Lindwall, M. (2020) 'Going web or staying paper? The use of web-surveys among older people', *BMC Medical Research Methodology*, 20(252), pp. 1-12. <https://doi.org/10.1186/s12874-020-01138-0>

Kniffin, K. M. *et al.* (2021) 'COVID-19 and the workplace: Implications, issues, and insights for future research and action', *American Psychologist (American Psychological Association)*, 76(1), pp. 63-77. doi: 10.1037/amp0000716.

KPMG (2020a) *COVID- 19 and the Nigerian telecommunication, media and technology (TMT) sector*. Lagos: Author.

KPMG. (2020b) *Remote governance and controls: The new reality publication series*. UK: Author.

Labini, S. S., Kostyuk, A. and Govorun, D. (2020) 'Corporate governance in the epoch of pandemic', In Labini, S. S., Kostyuk, A. and Govorun, D. (eds.), *Corporate governance: An interdisciplinary outlook in the wake of pandemic* (pp. 6-10). [Online]. Available at: https://doi.org/10.22495/cgiowp_ed [1 August 2020].

Lucas, S. R. (2014) 'An inconvenient dataset: Biases and inappropriate inference in the multilevel model', *Quality & Quantity*, 48, pp. 1619-1649. Doi:10.1007/s11135-013-9865-x

MacRae, I. and Sawatzky, R. (2020) *Remote working: Personality and performance research results*. Available at: <https://static1.squarespace.com/static/5b045109c258b4052b14cd0d/t/5e28792a6b8c1a130743bec1/1579710768235/Remote+Working+-+Personality+and+Performance+Research+Results.pdf> [Accessed 10 March 2022].

Maguire, S-J. (2019) *A qualitative investigation into remote working in the recruitment industry and the influence it has on employee well-being*. MA thesis. Dublin, Ireland: National College of Ireland. Available at: <http://norma.ncirl.ie/3915/1/sarahjanemaguire.pdf> [Accessed 10 March 2022].

Makinde, O. (2020) 'The Nigerian corporate governance challenge: Inadequacy of laws or question of enforcement?', *The Gravitas Review of Business & Property Law*, 11(4), pp. 59-77.

Nwagbara, U. (2014) *A critical discourse analysis of "managerial capture" in CSR disclosures of oil and gas companies in Nigeria*. Ph.D. thesis. Cardiff: University of Wales.

- Nwonyuku, K. N. (2016) 'Corporate governance and profitability of listed food and beverages firms in Nigeria', *Industrial Engineering Letters*, 6(3), pp. 47-103.
- Olowosegun, O. and Moloi, T. (2021) 'Corporate governance disclosures in the annual reports of Nigerian banks', *Acta Commercii*, 21(1), a857, pp. 1-20. <https://doi.org/10.4102/ac.v21i1.857>
- Osman, M. N. H. and Nahara, H. S. (2015) 'Understanding and assessing governance agents' relationships: The contribution of Leader-Member Exchange Theory', *Procedia Economics and Finance*, 31 (2015), pp. 746–758. doi: 10.1016/S2212-5671(15)01164-8.
- Oso, L. and Semiu, B. (2012) 'The concept and practice of corporate governance in Nigeria: The need for public relations and effective corporate communication', *Journal of Communication (Kamla-Raj)*, 3(1), pp. 1-16.
- Ozili, P. K. (2021) 'Corporate governance research in Nigeria: A review', *SN Business and Economics*, 1(17), pp. 1-32, Springer. <https://doi.org/10.1007/s43546-020-00015-8>
- Paul, E. (2021) Inside 2 decades of mobile telecommunications in Nigeria. Available at: <https://techpoint.africa/2021/04/27/20-years-mobile-telecommunications-nigeria/> [Accessed 9 March 2022].
- Phillips, S. (2020) 'Working through the pandemic: Accelerating the transition to remote working', *Business Information Review*, 37(3), pp. 129–134. DOI: 10.1177/0266382120953087
- PwC (2020) *Financial firms and the future of remote and in-office work: PwC's US remote work survey*. US: Author.
- Rees, C. and Bri one, P. (2021) *Workforce engagement and the UK corporate governance code: A review of company reporting and practice*. London: The Financial Reporting Council Limited.
- Roberts, J. (2001) 'Trust and control in Anglo-American systems of corporate governance: The individualizing and socializing effects of processes of accountability', *Human Relations (Sage)*, 54(12), pp. 1547–1572.
- Sagin, S. O. and Suleiman, M. B. (2019) 'Impact of corporate governance on firms' performance: Evidence from Nigeria', *International Journal of Advanced Research in Accounting, Economics and Business Perspectives*, 3(1), pp. 1-15.
- Saunders, M. N. K., Lewis, P., Thornhill, A. and Bristow, A. (2016) 'Understanding research philosophy and approaches to theory development', in Saunders, M. N. K., Lewis, P. and Thornhill, A. (eds.) *Research methods for business students* (7th edn.). Harlow: Pearson Education, pp. 122–161.
- Saunders, M., Lewis, P. and Thornhill, A. (2019) *Research methods for business students* (8th edn). UK: Pearson Education Limited, Financial Times.
- SCGN (Society for Corporate Governance Nigeria). (2021) 'Corporate governance in the age of digital transformation', *Journal of Corporate Governance*, 12(2), pp. 2597-2625.

- Shaughnessy, J. J., Zechmeister, E. B. and Zechmeister, J. S. (2006) *Research methods in psychology* (7th edn). UK: McGraw-Hill Higher Education.
- Small, M. L. (2009) “‘How many cases do I need?’ On science and the logic of case selection in field-based research”, *Ethnography*, 10, pp. 5-38.
- Stacchezzini, R., Rossignoli, F. and Corbella, S. (2020) ‘Corporate governance in practice: the role of practitioners’ understanding in implementing compliance programs’, *Accounting, Auditing & Accountability Journal (Emerald)*, 33(4), pp. 887-911. DOI 10.1108/AAAJ-08-2016-2685
- Stevenson, I. *et al.* (2020) ‘Gender diversity in the aviation workplace’, *Scholarly Commons*. [Online] Available at: <https://commons.erau.edu/student-works/162> [Accessed 1 May 2022].
- Tanpipat, W., Lim, H. W. and Deng, X. (2021) ‘Implementing remote working policy in corporate offices in Thailand: Strategic facility management perspective’, *Sustainability*, 13(1284), pp. 1-22. <https://doi.org/10.3390/su13031284>
- Tarrant, C., Angeli, E., Baker, R. *et al.* (2014) ‘Responsiveness of primary care services: Development of a patient-report measure – qualitative study and initial quantitative pilot testing’, *NIHR Journals Library*, 2(46), pp. 20-41.
- Toscano, F. and Zappalà, S. (2020) ‘Social isolation and stress as predictors of productivity perception and remote work satisfaction during the COVID-19 pandemic: The role of concern about the virus in a moderated double mediation’, *Sustainability*, 12(9804), pp. 1-14, EBSCO Open Access Journals. doi: 10.3390/su12239804.
- Tsoukas, H. and Knudsen, C. (2003) *The Oxford Handbook of Organization Theory: Meta-Theoretical Perspectives*. Oxford: Oxford University Press.
- Venkatesh, V., Brown, S. A. and Bala, H. (2013) “Bridging the qualitative–quantitative divide: Guidelines for conducting mixed methods research in information systems”, *MIS Quarterly*, 37(1), pp. 21-54.
- Virtanen, M. (2020) *The impact of remote working on employees’ work motivation & ability to work*. BA thesis. Vantaa, Finland: Metropolia University of Applied Sciences. Available at: <https://tinyurl.com/ccz23vem> [Accessed 9 March 2022].
- Xue, S. and Hong, Y. (2016) ‘Earnings management, corporate governance and expense stickiness’, *China Journal of Accounting Research (Elsevier)*, 9(1), pp. 41-58. <http://dx.doi.org/10.1016/j.cjar.2015.02.001>
- Yin, R. K. (2014) *Case study research: Design and methods*. USA: Thousand Oaks.
- Zhang, H. (2009) ‘Comparative corporate governance in China: Political economy and legal infrastructure’ *International Journal of Accounting*, 44 (1), pp. 104-106.
- Zhang, Y., Fong, P.S.-W. and Agyemang, D. Y. (2021) ‘What should be focused on when digital transformation hits industries? Literature review of business management adaptability’, *Sustainability*, 13, 13447, pp. 1-30. <https://doi.org/10.3390/su132313447>

Appendix One

RESEARCH QUESTIONNAIRE

SECTION A

Please rate the following statements based on your understanding of corporate governance and remote work in the telecommunications industry in Nigeria in the post-COVID 19 era.

Tick (✓) the appropriate answer based on how closely each of the following statements represents your view:

SECTION A

Please indicate the extent to which you strongly agree, agree, are undecided, disagree or strongly disagree with the following statements (tick only one in each case) Note: (1) =>Strongly Agree, (2) => Agree, (3) => Undecided, (4) =>Disagree, (5) => Strongly Disagree

SECTION A

STATEMENTS	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Remote working is a good work model that I will happy that my management adopts even after COVID-19 pandemic.					
There are more benefits to remote working than there are disadvantages.					
I do not feel any difference from when I work in our office environment and when I work remotely.					
ACCOUNTABILITY IN CORPORATE GOVERNANCE AND REMOTE WORK					
There are rules, regulations and deadlines guiding my role and the tasks I am assigned during remote working.					
I am happy when I am held accountable regarding my job and tasks during remote working.					
My manager follows up with me during remote work and ensures that I meet the quality and quantity of tasks assigned to me.					
There are many guidelines put in place to ensure that as remote workers we do not put our work at risk by exhibiting wrong behaviours.					
I am given the right tasks and the tools to work and therefore mandated to communicate results of my work to our default office.					

Although there tends to be less physical monitoring, but because my mobile devices are always on during work hours, I cannot afford to use my time for something else since I could be called upon to attend an online meeting with a staff, customer or management representative.					
The accountability measures put in place by my employer enhance my remote work.					
TRANSPARENCY AND FAIRNESS IN CORPORATE GOVERNANCE AND REMOTE WORK					
It is difficult to compromise company information because we are provided with a work area that is connected to the default office and which is monitored by the default office.					
For the most part, my work area is connected and monitored by the default office, thus increasing transparency of my work.					
I am given a fair portion of the tasks which is allocated to me based on my job role, abilities and qualifications during remote working.					
I am not overburdened with tasks beyond my abilities and qualifications because I am remote worker.					
The transparency and fairness put in place by my employer enhance my remote work.					
RESULTS-ORIENTED PERFORMANCE IN CORPORATE GOVERNANCE AND REMOTE WORK					
The quantity and quality of the work I do during remote work is assessed by a supervisor.					
I am expected to meet certain quality benchmarks in the delivery of the tasks that I am given during remote work.					
Where I have problem with a task, I am given the resources to complete such a task in a timely manner.					
My performance has not diminished since I started working remotely for my organization.					
The results-oriented performance measures put in place by my employer enhance my remote work experience.					

CHALLENGES OF CORPORATE GOVERNANCE AND REMOTE WORK IN DEVELOPING COUNTRIES					
I do not encounter communication challenges while working remotely.					
I have many communication channels to reach my default office while working remotely.					
I am not abandoned to my fate while working remotely as I am in constant touch with my coworkers and supervisors.					
I do not have any challenges using the technological tools put in place by the default office to enhance my remote work experience.					
I have all the resources I need to complete my tasks, meet deadlines and to continue to perform at the optimal level during my remote work.					
The challenges I face do not negatively affect the quality and quantity of my work while working remotely.					
The challenges I face do not negatively affect my remote work experience.					

SECTION B

Please tick (✓) where appropriate

1. Age () 18-27 () 28-37 () 38-47 () Above 47
2. Gender () Male () Female () Prefer not to say () Other
3. Level () Junior Staff () Middle Management () Senior Staff
4. Experience on the job () 2 - 5 years () 6 - 10 years () 11-15 years () Above 15 years

Appendix Two

CRONBACH'S ALPHA TEST

Scale Items and Standardised Loadings	Standardised Loadings
Remote working is a good work model that I will happy that my management adopts even after COVID-19 pandemic.	0.574
There are more benefits to remote working than there are disadvantages.	0.745
I do not feel any difference from when I work in our office environment and when I work remotely.	0.912
ACCOUNTABILITY IN CORPORATE GOVERNANCE AND REMOTE WORK	
There are rules, regulations and deadlines guiding my role and the tasks I am assigned during remote working.	0.921
I am happy when I am held accountable regarding my job and tasks during remote working.	0.780
My manager follows up with me during remote work and ensures that I meet the quality and quantity of tasks assigned to me.	0.870
There are many guidelines put in place to ensure that as remote workers we do not put our work at risk by exhibiting wrong behaviours.	0.968
I am given the right tasks and the tools to work and therefore mandated to communicate results of my work to our default office.	0.908
Although there tends to be less physical monitoring, but because my mobile devices are always on during work hours, I cannot afford to use my time for something else since I could be called upon to attend an online meeting with a staff, customer or management representative.	0.791
The accountability measures put in place by my employer enhance my remote work.	0.769
TRANSPARENCY AND FAIRNESS IN CORPORATE GOVERNANCE AND REMOTE WORK	
It is difficult to compromise company information because we are provided with a work area that is connected to the default office and which is monitored by the default office.	0.791
For the most part, my work area is connected and monitored by the default office, thus increasing transparency of my work.	0.839
I am given a fair portion of the tasks which is allocated to me based on my job role, abilities and qualifications during remote working.	0.890
I am not overburdened with tasks beyond my abilities and qualifications because I am remote worker.	0.687
The transparency and fairness put in place by my employer enhance my remote work.	
RESULTS-ORIENTED PERFORMANCE IN CORPORATE GOVERNANCE AND REMOTE WORK	
The quantity and quality of the work I do during remote work is assessed by a supervisor.	0.723
I am expected to meet certain quality benchmarks in the delivery of the tasks that I am given during remote work.	0.982
Where I have problem with a task, I am given the resources to complete such a task in a timely manner.	0.598
My performance has not diminished since I started working remotely for my organization.	0.806
The results-oriented performance measures put in place by my employer enhance my remote work experience.	0.606

CHALLENGES OF CORPORATE GOVERNANCE AND REMOTE WORK IN DEVELOPING COUNTRIES	
I do not encounter communication challenges while working remotely.	0.773
I have many communication channels to reach my default office while working remotely.	0.574
I am not abandoned to my fate while working remotely as I am in constant touch with my coworkers and supervisors.	0.864
I do not have any challenges using the technological tools put in place by the default office to enhance my remote work experience.	0.91
I have all the resources I need to complete my tasks, meet deadlines and to continue to perform at the optimal level during my remote work.	0.648
The challenges I face do not negatively affect the quality and quantity of my work while working remotely.	0.966
The challenges I face do not negatively affect my remote work experience.	0.951
	0.799