

## Remote Work and Employee Performance in Food and Beverage Firms in Anambra State, Nigeria

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### **Abstract**

*The study investigates the effect of remote work on employee performance in food and beverage firms in Anambra State, Nigeria. The specific objectives were to ascertain the effect of work independence on job satisfaction in food and beverage firms in Anambra State, to determine the effect of work design on employee accountability in food and beverage firms in Anambra State. The independent variable is remote work and its proxies are work independence, work design, and cost reduction while the dependent variable was employee performance and its proxies are job satisfaction, employee accountability, and employee commitment. The study adopted descriptive survey research design and data were collected from respondents numbering 470 with the aid of a structured questionnaire. Personal data were analyzed using descriptive statistics of frequency table and percentages. Arithmetic mean was used to analyze respondents' responses and hypotheses were tested using simple linear regression analysis with the aid of Statistical Package for Social Sciences (SPSS version 23). Hypothesis one showed that work independence had a significant effect on job satisfaction; hypothesis two revealed that there was a significant effect of work design on employee accountability. The study therefore concludes that all the two proxies showed significant positive effect. Premised on the findings, the research recommends that organizations should use a project management tool to assign tasks, track progress, and ensure remote employees have a transparent view of their responsibilities.*

**Keywords:** Remote work, Employee, Performance, Beverage firms.

### **Introduction**

Remote work has a long history, originating in the 1970s when people started working from home to save money on commuting expenses caused by soaring gasoline prices. Major information technology companies like Tata Consultancy Services have embraced remote work, with the goal of having 75% of their employees working remotely by 2025. Other companies, such as Gitland, Zapier, Infosys, and MobSquad, have also started implementing remote work policies (Demerouti, 2023). In recent times, remote work has gained significant traction in the Nigerian food and beverage industry. The industry has been plagued by a growing divide and lack of trust between management and employees, which has resulted in negative consequences such as decreased organizational and employee performance. It is argued that the management of food

and beverage firms in Anambra State practices exclusionism and neglects power-sharing mechanisms, contributing to poor employee performance in contemporary organizations (Iheriohanma, 2017).

Remote work is working from a non-designated place or outside the office, a new phenomenon that was fallout of the coronavirus disease 2019 (COVID-19) pandemic. Organizations across the globe directed employees to work remotely to mitigate pandemic infections and protect families. Although the pandemic has subsided in several countries, many companies still ask their employees to continue working remotely (Prasad and Mangipudi, 2020, Edna & Samson, 2021).

Remote working is defined as “a flexible work arrangement whereby workers work in locations, remote from their central offices or production facilities, the worker has no personal contact with co-workers there, but can communicate with them using technology” (Martino, 2016). However, prior to the pandemic, remote working was not a widely used practice (Kossek & Lautsch, 2018, Nzewi & Audu, 2023). Prior to COVID-19, most workers had little remote working experience; nor were they or their organizations prepared for supporting this practice. Now, the unprecedented outbreak of the COVID-19 pandemic in 2020 has required millions of people across the world into being remote workers, inadvertently leading to a de facto global experiment of remote working (Kniffin, 2020).

Remote working has become the ‘new normal’, almost overnight. More specifically, existing knowledge on remote working have mostly been generated from a context in which remote working was only occasionally or infrequently practiced, and was only considered by some, but not all or most, of the workers within an organization. As criticized in Bailey and Kurland (2022), the occasional, infrequent manner in which telework is practiced, likely has rendered mute many suspected individual level outcomes for the bulk of the teleworking populations. In other words, there might be large differences in individual outcomes between those who do remote work extensively and those who do it infrequently, which likely affects the outcomes of this practice.

### **Statement of the Problem**

Excessive spending on various items without improving employee performance is concerning, especially considering the rise in petrol prices. Employees are spending a significant portion of their salaries on transportation, which affects their satisfaction and concentration at work. This has resulted in an unhappy and unfocused workforce. Remote work is not commonly practiced in the food and beverage industry in Anambra State, Nigeria.

In the modern business environment, organizations face intense global competition and the need for competitive advantages. Remote work can impact employee performance through factors such as work independence, job satisfaction, work design, employee accountability, cost reduction, and employee commitment. Remote employees have more autonomy over their work and may experience higher job satisfaction due to flexibility and reduced commuting time. Designing work tasks and responsibilities for remote teams is crucial to ensure productivity and job satisfaction. Clear performance expectations and monitoring mechanisms are necessary to maintain employee accountability in a remote work setting. Remote work can also bring cost benefits to organizations by reducing expenses and transportation costs.

Remote work requires employees to be committed to their roles and organizational goals. Effective communication, regular feedback, and virtual team building are essential to foster employee commitment. Considering these factors can help organizations optimize remote work environments and enhance overall employee performance. Embracing remote work can be beneficial for food and beverage firms in Anambra State, Nigeria, as it allows them to adapt to changes and improve employee performance.

## **Objectives of the Study**

The broad objective of the study was to determine the effect of remote work on employee performance in food and beverage firms in Anambra State. While specifically, the study seeks to:

1. Ascertain the effect of work independence on job satisfaction in food and beverage firms in Anambra State.
2. Determine the effect of work design on employee accountability in food and beverage firms in Anambra State.

## **Research Questions**

The following questions were used to achieve the research objectives:

1. How does work independence affect job satisfaction in food and beverage firms in Anambra State?
2. To what extent does work design affect employee accountability in food and beverage firms in Anambra State?

## **Research Hypotheses**

The following null hypotheses guided the study:

Ho: Work independence has no significant effect on job satisfaction in food and beverage firms in Anambra State.

Ho: There is no significant effect of work design on employee accountability in food and beverage firms in Anambra State.

## **Scope of the Study**

The study on "Remote Work and Employee Performance" was specifically limited to food and beverage firms in Anambra State, Nigeria. The independent variable was "Remote Work" and its proxies are work independence, work design, and cost reduction, while the dependent variable was "Employee Performance" and its proxies are: job satisfaction, and employee commitment. The geographical scope of the study was Anambra State, Nigeria. The targeted population was the managers and operational staff of food and beverage firms in Onitsha, Ogidi, Nkpor, Nnewi, and Obosi in Anambra State, representing the three senatorial zones in Anambra, which are: Anambra North, Anambra South and Anambra Central. The study was conducted within five years.

## **REVIEW OF RELATED LITERATURE**

### **Remote Work**

Remote work refers to a flexible work arrangement where employees work in locations that are not their central offices or production facilities. In this arrangement, employees have no physical contact with their co-workers, but can communicate with them using technology. According to Grant and Spurgeon (2013), remote work is when employees complete their work from home using information and communication technologies to facilitate flexible working practices. In general, remote work refers to work that is done outside of the normal confines of space and time of an organization. Technically, remote work involves working from home while communicating with the office (Prasad, 2020, Agba, Agba & Chukwurah, Jr., 2020). Remote work is the practice of employees doing their jobs from a location other than a central office operated by the employer. Such locations could include an employee's home, a co-working or other shared space,

a private office, or any other place outside of the traditional corporate office building or campus (Adisa, 2021, Malik & Audu, 2023).

Remote work has become increasingly popular because it offers benefits for both employers and employees alike. It also gained a great deal of renewed attention because of the COVID-19 pandemic, which forced many organizations to quickly shift from a traditional face-to-face work environment to a fully remote workforce for health and safety reasons. The long-term popularity of remote working is tied to the upsides it can provide, including reduced or eliminated commuting times, recruiting, and hiring advantages, and productivity improvements (Sultana, 2021, Agba, Agba, Ettah & Obera, 2022). Remote work refers to a flexible work arrangement where employees carry out their duties in locations separated from their central offices or production facilities. This arrangement involves the absence of personal contact with colleagues, but the ability to communicate with them using technology.

### **Work Independence**

Working independently means being able to work efficiently on assigned tasks either alone or with minimal assistance. While senior colleagues may provide some guidelines, independent workers are typically capable of working without supervision (Virtanen, 2021). Work independence also pertains to the ability of remote workers to complete their tasks without constantly needing to interact with their coworkers. Work independence can be facilitated by supporting asynchronous work, for example, allowing access to common databases through technology and ensuring that colleagues can connect with others if needed (Pham, 2023, Uchenna & Audu, 2021). Remote employees often have to depend on their coworkers for their work, which can lead to time pressures, loss of control, and a decrease in productivity. However, being independent can help remote workers manage their work and personal life better. It gives them more control over their behavior, allowing them to set boundaries between work and non-work time and organize their work better. Studies suggest that employees who are more independent tend to adjust better to remote work. This is because humans have an innate need for self-determination and autonomy (Nemiro, 2020).

### **Work Design**

According to Silungwe (2020), work design involves the specification of job content, methods, and relationships to meet the technological, organizational, social, and personal needs of the job holder. Work design encompasses the organization and content of one's work tasks, activities, relationships, and responsibilities. It pertains to the physical, biomechanical, cognitive, and psychosocial characteristics of the job (Parker, 2012).

The terms job design and work design are often used interchangeably in psychology and human resource management literature, and the distinction is not always well-defined. A job is typically defined as an aggregation of tasks assigned to individual (Wang, 2021). Apart from performing their technical duties, employees also engage in emergent, social, and self-initiated activities at work. Some experts believe that the term "job design" does not encompass such processes that are initiated by incumbents (such as proactivity and job crafting) or those that occur at the team level (such as autonomous work groups). Therefore, the term "work design" has been increasingly used to capture this broader perspective (Parker, 2018; Uchenna & Audu, 2022). Interventions that aim to deliberately alter work design are sometimes known as work redesign. These interventions can be initiated either by the management of an organization (for example, job rotation, job enlargement, job enrichment) or by individual workers (for example, job crafting, role innovation, idiosyncratic deals) (Knight & Karoline, 2019).

## **Employee Performance**

Aguinis (2007) opines that employee performance is about behavior or the output of the work of employees and it is determined by a combination of declarative knowledge, procedural knowledge, motivation, and commitment of the employees. Wood and Stangster (2012) state that employee performance is measured against the performance standards set by the organization. Kotler and Armstrong (2015) assert that employee performance is measured in terms of the quality of output (goods and services) produced by the employee.

Employee performance can be viewed considering two perspectives: employee perspective, which is the result of a series of behaviors and tasks performed daily. Manager's perspective outcomes are the key factor for work performance appraisals (Yilmaz, 2015). Thus, many business directors assess the employee performance on the yearly or quarterly basis to identify and suggest area needed for improvement (Hee, 2014). Employee performance is about employees achieving the results, goals, or standards as per the expectations set by the organization. Employees are rated on how well they do their jobs compared to the performance standards set. In short, it is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost, and speed, the initiatives they take, their creativity in solving problems and the resourcefulness in the way they utilize their resources, time, and energy (Rothman & Coetzer, 2013).

## **Job Satisfaction**

Job satisfaction can be defined as a sense of employee achievements and successes. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction means doing the work one likes, doing it well and being rewarded for own efforts (Aziri, 2011). People can also have different approach to various aspects of their work, such as the type of work they are doing, colleagues, superiors or subordinates and their salary (George & Jones, 2008). Different motivation style and leadership style can work in different way on every employee, resulting in increased work performance and job satisfaction. Therefore, job satisfaction is an essential element motivating employees and encouraging them to achieve better results (Spector, 1997). Says that employee satisfaction is of great importance not only for employees but also for the entire organization. Because satisfied employees are usually happy and motivated to work, consequently the organization can get amazing results from their work, from the other side, those dissatisfied employees will not be encouraged and will be disturbed by their work routine, they will run away from responsibility and even avoid work (sick leave, days off) (Judge, 2021).

## **Employee Accountability**

Accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, justify and be answerable for resulting consequences. Accountability has expanded beyond the basic definition of "being called to account for one's actions". It is frequently described as an account giving relationship between individuals, example "A is accountable to B when A is obliged to inform B about A's (past or future) actions and decisions, to justify them, and to suffer punishment in the case of eventual misconduct" and more. Accountability is an acceptance of responsibility for honest and ethical conduct towards others. In the corporate world, a company's accountability extends to its shareholders, employees, and the wider community in which it operates. In a wider sense, accountability implies a willingness to be judged on performance (Tay, 2011).

Accountability yields more accurate results. Companies with a standard of accountability will have boundaries of acceptable deviation. For example, a company may allow for a certain naira

threshold of financial misstatement due to immateriality. If a company holds itself accountable to a low threshold of materiality, it will not accept larger errors, unexplainable variances, or delays in reporting (Hee, 2014). Accountability builds external investor trust. An investor's confidence in a company is only driven so far based off the prospect of financial success. Investors must believe that a company is well-run, honest, competent, and efficient with its resources. If a company can demonstrate their accountability, they will be seen more favorable, especially compared against an untrustworthy adversary (Kaduk, 2019).

## **THEORETICAL STUDIES**

### **Self-Efficacy Theory**

Self-Efficacy Theory was propounded by Albert Bandura (1977). He proposed that individuals' beliefs in their own capabilities to effectively organize and execute courses of action influence their motivation, effort, and persistence in achieving their goals. Self-efficacy refers to an individual's belief in his or her capacity to execute behaviors necessary to produce specific performance attainments. Self-efficacy reflects confidence in the ability to exert control over one's own motivation, behavior, and social environment. Self-efficacy is one's ability to execute a particular behavior pattern. Wood and Bandura (1989) expanded upon this definition by suggesting that self-efficacy beliefs form a central role in the regulatory process through which an individual's motivation and performance attainments are governed. Self-efficacy judgments also determine how much effort people will spend on a task and how long they will persist with it. People with strong self-efficacy beliefs exert greater efforts to master a challenge while those with weak self-efficacy beliefs are likely to reduce their efforts or even quit.

### **Empirical Review**

Knowles (2023) examined Generation Z Individuals Working in a Remote Work Environment: Organizational Commitment and Authentic Leadership as Predictors of Job Satisfaction in USA. This quantitative, correlational study used the Three-Component Model of Organizational Commitment and the Authentic Leadership Theory to examine whether organizational commitment (affective, continuance, and normative) and authentic leadership is a significant predictor of job satisfaction for full-time employed Generation Z employees working at least half of their weekly hours in a remote work environment in the United States. A sample of 76 participants were surveyed and the resulting model was able to predict approximately 16.1% of a person's job satisfaction is attributable to their organizational commitment. Also, 37.4% of a person's job satisfaction is attributable to authentic leadership by their leader. Result showed that authentic leadership showed stronger predictability of job satisfaction than organizational commitment.

Rampen, Pangemanan, and Mandagi (2023) examined the X-factors behind Gen Z employee performance: A systematic review in Indonesia. This qualitative article delves into the factors affecting Generation Z (Gen Z) employees' performance at work. Despite the existence of well-established research in factors influencing employee performance, there is a notable dearth of a comprehensive review that explores this topic particularly within the context of Gen Z employees. To bridge this theoretical gap, a systematic literature review was undertaken, meticulously gathering pertinent data from scientific articles spanning the period between 2013 and 2022. Utilizing keywords such as motivation, work motivation, job satisfaction, work environment, employee performance, and generation-z, a systematic process was employed to identify and collect scholarly literature. Following a thorough selection and screening procedure, a refined set of 20 journal articles was meticulously included in the review. The discerned findings underscore the utmost significance of job satisfaction, motivation, leadership team and organizational culture as critical determinants of the performance levels exhibited by Z-generation employees.

Hafshah, Najmaei, Mansori, and Fuchs (2022) investigated the Impact of Remote Work During COVID-19 Pandemic on Millennial Employee Performance: Evidence from the Indonesian Banking Industry. The study used a quantitative method by implementing a survey method where the data was collected from a questionnaire distributed to 367 respondents in PT. Bank Mandiri, Indonesia. The analysis is based on a sample from the population of millennial employees who have an experience of work from home during the COVID-19 pandemic. The data was analyzed using SmartPLS ver. 3.0. The study found that remote work has a positive influence on employee performance, employee motivation, and employee engagement. The result also shows a mediating impact of remote work on employee performance through employee motivation and employee engagement. Regarding the pandemic, it was found that during the COVID-19 period, remote work provides millennial employees with flexible working arrangements and less commuting. However, not all employees have a suitable workspace in their homes. Remote work also develops interpersonal relationships between employees and managers. It was also found that millennial employees in Bank Mandiri have enthusiasm and inspiration when working remotely.

Ferdinando, Eleonora, and Salvatore (2022) investigated working remotely during the covid-19 pandemic: work-related psychosocial factors, work satisfaction, and job performance among Russian employees. A cross-sectional study involved 313 Russian employees. Data were collected using an online survey distributed in April and May 2020. The hypotheses were tested using ANOVA, correlations, and multiple linear regression analyses. Results: Women experienced more stress and more engagement when working remotely; older employees perceived remote work as a less positive experience; opinions about remote work and remote work engagement were positively related to remote work satisfaction; leader-member exchange (LMX) was a significant predictor of job performance.

## **METHODOLOGY**

The study employed a survey research design to investigate a large population. The use of questionnaires allowed for data collection from a sizable segment of the population, specifically the workforce. The total population consisted of 470 individuals, including those from Eastern Distillers and food industries, Onitsha (120), Dike breweries Nigeria Limited, Onitsha (80), Food Obisco Industries Limited, Ogidi, Idemili North (80), Jonabeth Distillers and Industries Limited, Nkpor (65) Dozstephan beverage Limited, Nnewi (50) and Lwise Word Beverage Limited, Obosi (75). Simple random sampling was used to ensure equal opportunity for each firm to be selected in the survey.

Data for the research were gathered from both primary and secondary sources. Primary data, obtained through questionnaires, provided firsthand information from the respondents. Secondary data were sourced from textbooks, journals, earlier publications, and the internet. Descriptive statistics were used to analyze the generated data, and hypotheses were tested using simple linear regression analysis with at 5% level of significance with the aid of Statistical Packages for Social Science (Version 23).

## **Data Presentation and Analyses**

This chapter is concerned with the presentation and analysis of data collected from the field of study and the test of hypotheses. The aim is to present the data in an interpretable form so that the variables of the study can be well understood. Out of the 470 distributed questionnaires, 456 were filled and retrieved.

## Analysis of Data Related to Research Question

### Decision Rule:

The decision in the analysis section is determined by the average of the response of respondents. Strongly Agreed (5 points), Agreed (4 points), Disagreed (3 points), Strongly Disagreed (2 points) and Undecided (1 point). The average of the responses:

$$\frac{(5 + 4 + 3 + 2 + 1)}{5}$$

$$= 3.0$$

Therefore, mean score below 3.0 would be considered as rejected and mean score of 3.0 and above will be considered as accepted.

**Table 4.1: Research Question 1: How does work independence affect job satisfaction in food and beverage firms in Anambra State?**

### Work Independence

S/N	Items	N	Mean	Remark
1	Having work autonomy gives me more confidence to be dedicated to work	456	4.38	Accepted
2	I am able to manage my workload and deadlines independently	456	2.32	Rejected
3	I have not been provided with the necessary resources and tools to work independently	456	3.79	Accepted
4	I am not happy with the level of work independence I currently have	456	4.71	Accepted

Source: Field Survey, 2023

### Job Satisfaction

S/N	Items	N	Mean	Remark
5	I am happy with the feedback and coaching provided by my manager	456	4.15	Accepted
6	I am satisfied working from home	456	4.55	Accepted
7	I am not satisfied with the communication and transparency regarding staff development initiatives in the organization	456	1.78	Rejected
8	The organization do not provide a structured career development path and succession planning opportunities	456	3.86	Accepted

Source: Field Survey, 2023

In table 4.1, all the items were addressing the first research question which is "How does work independence affect job satisfaction in food and beverage firms in Anambra State?" From the data analysis, items 1, 3, 4, 5, 6 and 8 obtained a mean rating above the criterion mean of 3.0 and items 2, and 7 obtained a mean rating below the criterion mean of 3.0. The result of the analysis indicated that majority of the respondents supported that work independence affects job satisfaction in food and beverage firms in Anambra State.



**Table 4.2: Research Question 2: To what extent does work design affect employee accountability in food and beverage firms in Anambra State?**

**Work Design**

S/N	Items	N	Mean	Remark
9	The clarity of my job responsibilities and tasks is not completely clear to me	456	3.67	Accepted
10	My job does not provide opportunity for learning and personal growth	456	3.05	Accepted
11	My job completely aligns with my personal values and interests	456	4.80	Accepted
12	I am involved in the decision-making processes that affect my job	456	2.01	Rejected

Source: Field Survey, 2023

**Employee Accountability**

S/N	Items	N	Mean	Remark
13	I am proactive in identifying and resolving issues that arise in my work.	456	4.66	Accepted
14	I meet deadlines consistently and deliver work on time	456	3.09	Accepted
15	I always document and maintain records of my work activities	456	2.44	Rejected
16	I actively seek feedback from customers to assess my performance	456	3.59	Accepted

Source: Field Survey, 2023

From table 4.2, all the items were addressing the second research question which is "To what extent does work design affect employee accountability in food and beverage firms in Anambra State?" From the data analysis, items 9, 10, 11, 13, 14, and 16 obtained a mean rating above the criterion mean of 3.0 and items 12 and 15 obtained a mean rating below the criterion mean of 3.0. The result of the analysis revealed that majority of the respondents supported that work design affects employee accountability in food and beverage firms in Anambra State.

**Hypotheses Testing**

**Decision Rule:** Reject the null hypothesis and accept the alternate hypothesis if P-value < 0.5; if otherwise accept the null hypothesis.

**Hypothesis One**

**Ho:** Work independence has no significant effect on job satisfaction in food and beverage firms in Anambra State.

**Ha:** Work independence has a significant effect on job satisfaction in food and beverage firms in Anambra State.

**Table 4.3.: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 <sup>a</sup>	.940	.940	.53397

a. Predictors: (Constant), WORK INDEPENDENCE

The model summary results in table 4.3. demonstrated how work independence affect job satisfaction. Work independence and job satisfaction are strongly positively correlated with one another, as indicated by the correlation coefficient of 0.970. According to the R-squared value of

**Table 4.3.2 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	634.172	1	634.172	2224.181	.000 <sup>b</sup>
	Residual	40.488	454	.285		
	Total	674.660	455			

a. Dependent Variable: JOB SATISFACTION

b. Predictors: (Constant), WORK INDEPENDENCE

0.940 and the modified R-squared of 0.940, work independence account for around 94 percent of changes in job satisfaction.

**Table 4.4** ANOVA result, however, evaluates the null hypothesis to see if it is statistically significant. If the P value is less than 0.05, the null hypothesis is disproved. As a result, the null hypothesis should be rejected and the alternative hypothesis should be accepted because the model in this table is statistically significant (sig=.000). This suggests that job satisfaction is significantly impacted by work independence.

**Table 4.3.3 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.776	.151		5.128	.000
	WI	.557	.012	.970	47.161	.000

a. Dependent Variable: Job Satisfaction

Furthermore, table 4.4 demonstrates how the model's variables predict the behavior of the dependent variable. The table showed that job satisfaction is significantly affected by work independence. The standardized coefficient of 0.970 for the aforementioned variables showed that work independence has a significant effect on job satisfaction. The findings led to the conclusion that work independence significantly affects job satisfaction.

## Hypothesis Two

**Ho: There is no significant effect of work design on employee accountability in food and beverage firms in Anambra State.**

**Ha: There is a significant effect of work design on employee accountability in food and beverage firms in Anambra State.**

**Table 4.5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 <sup>a</sup>	.815	.814	2.28325

a. Predictors: (Constant), WORK DESIGN

Table 4.5 shows the model summary result of how work design affect employee accountability. The strong positive linear association between work design and employee accountability is demonstrated by the correlation coefficient of 0.903 the R-squared value of 0.815 and the corrected Rsquared value of 0.814 demonstrate that work design account for around 81 percent of the variability in employees' accountability.

**Table 4.6 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8748.272	1	8748.272	1678.090	.000 <sup>b</sup>
	Residual	1991.455	454	5.213		
	Total	10739.723	455			

a. Dependent Variable: EMPLOYEE ACCOUNTABILITY

b. Predictors: (Constant), WORK DESIGN

Table 4.6 ANOVA table result, however, evaluates the null hypothesis to see if it is statistically significant. If the P value is less than 0.05, the null hypothesis is disproved. As a result, the null hypothesis should be rejected and the alternative hypothesis should be accepted because the model in this table is statistically significant (sig=.000). This suggests that work design have a significant impact on employee accountability.

**Table 4.7 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.341	.162		2.109	.000
	WD	.502	.013	.956	38.745	.000

a. Dependent Variable: Employee Accountability

Furthermore, table 4.7 demonstrates how the model's variables can be used to anticipate how the dependent variable will behave. The table showed that work design has a big impact on employee accountability. The standardized coefficient of 0.956 for the aforementioned variables shows that work design has a significant impact on employee accountability. It shows that variations in work design by one standard deviation translate into 96% changes in employees' output. The findings led to the conclusion that work design have a significant impact on employee accountability.

## Discussion of Findings

1. Hypothesis one showed that work independence has a significant effect on job satisfaction in food and beverage firms in Anambra State with a correlation value of 0.940. Therefore, we accepted the alternate hypothesis and concluded that work independence had a significant effect on job satisfaction in food and beverage firms in Anambra State. This finding agrees with Knowles (2023) finding that work independence has a significant positive impact on job satisfaction than in on Generation Z Individuals Working in a Remote Work Environment: Work Independence a Predictor of Job Satisfaction in USA. Also, Rampen, Pangemanan, and Mandagi (2023) found that work autonomy is a critical determinant of job satisfaction among Z-generation employees, in their study on the X-factors behind Gen Z employee performance: A systematic review in Indonesia.

2. Hypothesis two revealed that there is a significant effect of work design on employee accountability in food and beverage firms in Anambra State with the correlation value of 0.815. Therefore, we accepted the alternate hypothesis and concluded that there was a significant effect of work design on employee accountability in food and beverage firms in Anambra State. This finding is in harmony with Hafshah, Najmaei, Mansori, and Fuchs (2022) finding that work design had a significant impact on employee accountability in their study on the Impact of Remote Work During COVID-19 Pandemic on Millennial Employee Performance: Evidence from the Indonesian Banking Industry. Also, Ferdinando, Eleonora, and Salvatore (2022) found that employees prefer a properly designed work in their study on working remotely during the covid-19 pandemic: work-related psychosocial factors, work design, and work accountability among Russian employees.

## Summary of Findings

1. Work independence had a significant effect on job satisfaction in food and beverage firms in Anambra State with a correlation value of 0.940
2. There was a significant effect of work design on employee accountability in food and beverage firms in Anambra State with a correlation value of 0.815
3. Cost reduction had a significant effect on employee commitment in food and beverage firms in Anambra State with a correlation value of 0.942

## Conclusion

When employees have the opportunity to work remotely, they experience higher job satisfaction, leading to improved performance. Remote work provides greater flexibility, reduces commuting time, and enhances work-life balance, resulting in increased productivity and engagement. It also positively impacts employee retention and commitment by enabling better integration of work and personal life, leading to higher job satisfaction and loyalty to the organization.

To fully leverage the advantages of remote work, organizations should ensure they have the necessary technological infrastructure, effective communication channels, and clear guidelines in place. By embracing remote work, food and beverage firms can enhance employee performance, job satisfaction, and overall well-being. This approach has been proven to be a valuable strategy for improving employee performance and creating a productive and flexible work environment. By embracing remote work, organizations can create a supportive and flexible work environment, ultimately enhancing employee performance and contributing to their well-being.

## Recommendations

The study recommended that:

1. Organization should use a project management tool to assign tasks, track progress, and ensure remote employees have a transparent view of their responsibilities.
2. Organization should educate employees on time management techniques and provide resources to help them prioritize tasks and avoid distractions while working remotely.
3. Organization should promote a supportive and inclusive company culture that values remote employees, encourages collaboration, and helps them feel connected to the team.

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