



Remote Work and Value Commitment of Public Servants in Enugu State

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The study evaluated the remote work and value commitment of public servants in Enugu State. The specific objectives of the study are to; examine the relationship between staff eligibility and agility; and evaluate the relationship between managing communication and collaboration of public servants in Enugu State. The area of the study was Enugu state. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. Populations of two hundred and eighty-seven (287) public servants were selected from government employees in Enugu state. The random simple method was adopted for the study. Two hundred and fifty-five (255) respondents returned the questionnaire and accurately filled. Data was presented and analyzed by mean score and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r) statistic tool. The findings indicated Staff eligibility had significant positive relationship with the agility of public servants $r(95, n = 255), .458 < .721, P.<.05$ and Managing communication had significant positive relationship with collaboration of public servants in Enugu State $r(95, n = 255), .504 < .717, P.<.05$. The study concluded that Staff eligibility and Managing communication had significant positive relationship with agility and collaboration of public servants in Enugu State. The study recommended among others that the government and organizations should put all hands-on deck to ensure effective training of the employees, this will help them remain competitive and advance in their careers that are complete, personalized and relevant.

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ABSTRACT

Keywords: Remote Work; Value Commitment; Public Servants; Staff Eligibility

Introduction

The surge in remote working practices, accelerated by technological advancements and the unprecedented global events of recent years, has prompted a reevaluation of traditional work arrangements and their impact on organizational dynamics and employee commitment (Battisti, Alfiero and Leonidou, 2022). The motivation for this study stems from the growing recognition of the significance of remote work in contemporary organizational contexts and its implications for employee engagement and value commitment. As organizations increasingly adopt remote work policies to enhance flexibility, efficiency, and work-life balance (Fereira, Pereira, Bianchi and da Silva, 2021), understanding the factors influencing public servants' commitment to organizational values becomes imperative.

Remote working has emerged as a prominent feature of modern work arrangements, offering opportunities for increased autonomy, flexibility, and productivity (Mamatha and Thoti, 2023). The proliferation of digital communication tools and virtual collaboration platforms has facilitated the transition to remote work, enabling employees to perform their duties from diverse locations outside the traditional office environment (Rahman, 2023). However, the shift towards remote work also poses unique challenges, including maintaining effective communication, fostering team collaboration, and preserving organizational culture and values (Morrison-Smith and Ruiz, 2020). These challenges underscore the need for empirical investigations into the remote work experiences of public servants in Enugu State and their implications for value commitment.

Public servants play a critical role in delivering essential services and upholding organizational values in the public sector (Ajayi and Ibitoye, 2022). The remote work arrangements adopted by public institutions in Enugu State present opportunities and challenges for fostering value commitment among employees. As public servants navigate the transition to remote work, their alignment with organizational values becomes paramount in ensuring continued service delivery and organizational effectiveness (Haque, 2023). Understanding the relationship between remote work practices and value commitment among public servants in Enugu State is essential for informing policy decisions and managerial strategies aimed at optimizing employee engagement and performance in the evolving work landscape.

Statement of the Problem

The contemporary landscape of work, particularly in the public sector, has undergone significant transformations with the emergence of remote work as a viable alternative to traditional office-based environments. While remote work offers numerous benefits such as flexibility and cost savings, it also presents challenges that affect both employees and organizations. One of the central issues revolves around determining staff eligibility for remote work and understanding its implications for workforce agility and organizational effectiveness.

Expanding on this issue, the complexities of staff eligibility for remote work extend beyond mere logistical considerations. Eligibility criteria encompass various factors such as job role suitability, technological proficiency, and communication skills, which influence employees' ability to adapt and thrive in remote work environments. Understanding the relationship between staff eligibility and employee agility is essential for policymakers and organizational leaders to develop tailored remote work policies and support mechanisms that enhance productivity and resilience within the public sector workforce.

Failure to address the complexities of staff eligibility for remote work and its impact on employee agility could lead to broader organizational challenges. These may include decreased workforce productivity, reduced job satisfaction, and diminished organizational effectiveness, ultimately hindering the public sector's ability to meet its objectives and serve the needs of the community. Therefore, conducting a comprehensive study to explore these issues is crucial for informing evidence-based decision-making, fostering innovation, and driving positive changes in public sector practices.

Objectives of the Study

The main objective of the study was to evaluate the remote work and value commitment of public servants in Enugu State. The specific objectives of the study are to;

- i. Examine the relationship between staff eligibility and agility of public servants in Enugu State.
- ii. Evaluate the relationship between managing communication and collaboration of public servants in Enugu State.

Research Questions

The following research questions guided the study:

- i. What is the relationship between staff eligibility and agility of public servants in Enugu State?
- ii. What is the relationship between managing communication and collaboration of public servants in Enugu State?

Statement of Hypotheses

The following hypotheses guided the study;

- i. Staff eligibility has relationship with the agility of public servants in Enugu State.
- ii. Managing communication has relationship with collaboration of public servants in Enugu State.

Significance of the Study

This study holds crucial significance for multiple stakeholders, including policymakers, organizational leaders, and public sector employees in Enugu State. For policymakers, the findings offer insights into designing and implementing effective remote work policies tailored to the specific needs of the public sector workforce. Organizational leaders benefit from understanding how eligibility criteria for remote work impact employee agility, enabling them to develop strategies to enhance workforce productivity and resilience. Public sector employees stand to gain from improved remote work practices, potentially leading to increased job satisfaction and work-life balance. Moreover, the study contributes to the broader literature on remote work and organizational agility, informing theoretical frameworks and practical interventions that can drive positive changes in public sector practices, ultimately promoting organizational effectiveness and innovation.

Review of Related Literature

Conceptual Review

Remote Work

Remote work did not come into the limelight in the workplace as a cure-all innovation for global businesses on the account of Covid-19 (Davidescu et al., 2020). It is neither a new work style nor was it the first time that workers began to work from their homes rather than from their office cubicles, private offices, pantries, or factory production spaces provided by their employers (Toscano and Zappalà, 2020; Virtanen, 2020). It was seen as one of the work designs or methods that could be adopted to cushion the effect of the infectious disease outbreak (Covid-19) on the society and economy (Mirzoev and Sedaghat, 2020). Working from home has a positive influence on performance, especially in terms of autonomy, work and family balance and job stress (Peros Khan et al., 2018). Working from home also has beneficial consequences on individual performance. This can be seen from an increase in job satisfaction, an increase in the assessment of supervisors and an increase in performance records (Gajendran & Harrison, 2007). In addition, there are studies that indicate that working from home has a positive effect on performance, although not significantly (Onyemaechi et al., 2018).

Staff Eligibility

Fueled by advancements in technology and evolving work trends, more and more employees are embracing the flexibility and convenience that remote work offers (Shukla and Kumar, 2023). However, not every worker is eligible for remote work. Recognizing that not all roles are conducive to remote work, it's crucial for employers to navigate the process of determining eligibility for remote work options (Indeed, 2020). Roles that are inherently digital, center around online communication, involve cross-border interactions, or primarily rely on digital data input are prime candidates for remote work arrangements. Additionally, professions such as consultants, graphic designers, digital analysts, and accountants could thrive in hybrid models or full-time remote setups. Developing clear criteria for eligibility ensures fairness and consistency, preventing potential tensions among employees and fostering an equitable workplace environment (Indeed, 2020).

Communication

Communication is not just providing information only (Zhu et al., 2014). In fact, it plays a major role as far as the success and failure of any organization is concerned. The goals and objectives of an organization are attained by motivating the employees through effective organizational communication. According to (Communicationtheory.org, 2010), communication in organizations occur at three levels viz., primary, interpersonal, between groups and at an organizational level and also takes place in three major forms, verbal, non-verbal and written (Ober, 2001). Similarly, the direction and flow of communication may be top-down, bottom-up and horizontal or lateral depending upon the hierarchical structure within the organisation (Postmes, 2003). The downward communication is about supervisor to subordinate communication whereas upward communication involves communication from subordinate to supervisor and horizontal or lateral communication is about the communication amongst the peer group. Communication among different departments is referred as cross-channel communication (Ober, 2021; Eze, Edeoga, & Mbah, 2023).

Value Commitment

Value commitment refers to the dedication and alignment of individuals towards the core values, mission, and goals of an organization. It encompasses employees' belief in the principles and ethical standards upheld by the organization, as well as their willingness to invest time, effort, and resources to support its objectives (Oyelakin, Shodeinde and Arandong, 2022). Value commitment plays a vital role in shaping organizational culture, driving employee engagement, and fostering a sense of belonging and loyalty within the workforce. At its core, value commitment reflects the degree to which employees identify with the values and mission of the organization (Oyelakin et al. 2022). When employees are deeply committed to organizational values, they are more likely to exhibit behaviors that align with these principles, such as honesty, integrity, and professionalism. This alignment contributes to a cohesive organizational culture characterized by shared beliefs and norms, which, in turn, strengthens employee morale and cohesion, (Edeh, Nnamani, & Mbah, 2023).

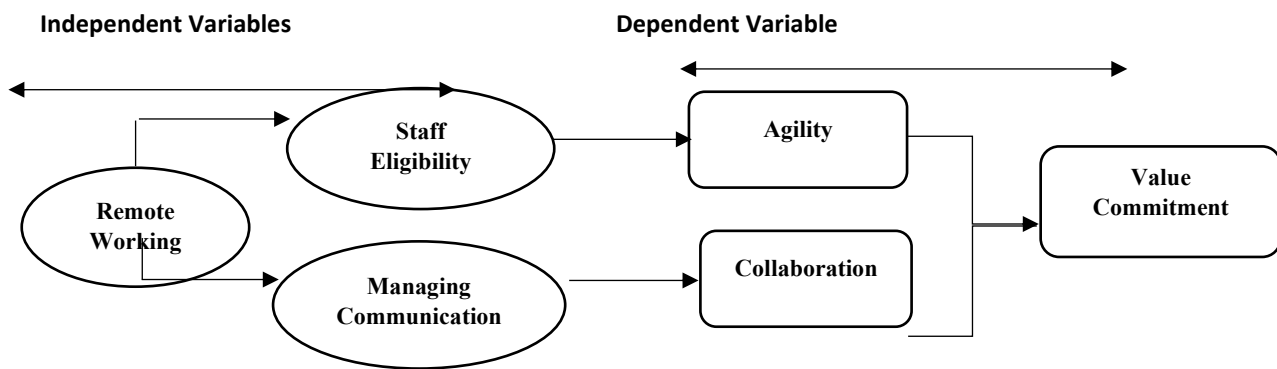
Agility

Work or employee agility refers to the ability of individuals or organizations to swiftly adapt to changing circumstances, environments, or demands within the workplace. Agility is quick and proactive adjustment in the elements of a company regarding changes that are both predictable and unpredictable. From that, Sherehiy (2007) defines from some of the notions that have been put forward about agility, he concludes that the concept of agility is to combine two characteristics of adaptability and flexibility. Workforce agility as a way of how employees handle and respond to change by adapting to new changes and conditions and using the capabilities that have been given by the company (Alavi, Mohammad, Wahab, and Shirani, 2014). According to research by PwC, agility in the workplace is becoming increasingly crucial, with 80% of CEOs recognizing it as the key to driving business growth and sustainability (PwC, 2020 and Mbah, Aga & Onyia, 2018). Employee agility, in particular, focuses on empowering individuals within organizations to quickly learn new skills, collaborate across diverse teams, and navigate ambiguity with confidence. This ability to pivot and innovate in response to changing circumstances enables employees to remain resilient and competitive in today's fast-paced work environment (Fischer & Manske, 2018).

Collaboration

Collaboration is a joint problem space, which provides the structure required for meaningful conversations about the problem. Partners must be able to introduce and accept knowledge, monitor exchanges for evidence of divergent meanings, and repair any divergences identified to construct a joint problem space (Hassan, 2018). Team collaboration or also known as teamwork is the mental and emotional involvement of individuals in group situations that encourage them to carry out various responsibilities and contribute to achieving group goals effectively and efficiently. Marks et al. (2011) explain that what is meant by team work is a team that physically and mentally together achieve the team's goals. Team collaboration is a group of individuals who are interdependent with each other in completing their tasks, have the same goals and responsibilities, and interact with other groups in the organization. Team collaboration is the mental and emotional involvement of individuals in group situations that encourage them to carry out various responsibilities and contribute to the achievement of group goals effectively and efficiently (Julianto, Gunawan and Sudiarditha, 2021) and Ene & Ugwu (2022).

Conceptual Framework



Linkage of Study Concepts

The conceptual linkages embedded in the study objectives highlight the interconnected nature of various factors influencing remote work and value commitment among public servants. By examining these linkages, the study aims to uncover insights that can inform organizational policies and practices aimed at optimizing remote work experiences and promoting value-driven behavior among public sector employees in Enugu State.

Theoretical Framework

The study reviewed theories in line with the study objectives. However, the study is anchored on the social exchange theory being the best theory that explains the why employees in the public service might prefer remote work over other forms of working arrangements. The theories reviewed are;

- i. Social Exchange Theory (Hormans, 1958)
- ii. Job Characteristics Model (Hackman and Oldham, 1976)

Social Exchange Theory

The Social Exchange Theory, developed by George C. Homans in 1958, posits that social behavior is based on the principle of maximizing rewards while minimizing costs in interpersonal relationships (Homans, 1958). According to this theory, individuals engage in social interactions with others based on the expectation of receiving positive outcomes or rewards, such as approval, support, or material benefits, while simultaneously seeking to avoid negative outcomes or costs, such as rejection, criticism, or effort expended. The theory suggests that individuals engage in a rational calculation of the benefits and drawbacks of their relationships, striving to maintain favorable exchanges (Homans, 1958).

In the context of remote work among public servants in Enugu State, the Social Exchange Theory provides a framework for understanding how employees evaluate the benefits and costs of remote work arrangements. Public

servants may perceive the flexibility and autonomy offered by remote work as rewards, enhancing their job satisfaction and commitment to the organization. However, potential challenges such as reduced social interaction and communication barriers may be viewed as costs, impacting employees' sense of belonging and engagement. By considering these factors, public servants make rational decisions regarding their level of commitment to remote work, balancing the perceived benefits against the associated costs.

Job Characteristics Model

The Job Characteristics Model, developed by Hackman and Oldham in 1976, focuses on the impact of job design on employee motivation and satisfaction (Hackman & Oldham, 1976). According to this model, certain core job characteristics – namely skill variety, task identity, task significance, autonomy, and feedback – influence employees' psychological states and outcomes. Skill variety refers to the degree to which a job requires the use of different skills and talents, while task identity refers to the extent to which a job involves completing a whole and identifiable piece of work. Task significance relates to the perceived impact and importance of the job, autonomy refers to the level of independence and discretion employees have in performing their tasks, and feedback refers to the extent to which employees receive clear and timely information about their performance (Hackman & Oldham, 1976).

With regards to remote work among public servants in Enugu State, the Job Characteristics Model highlights the importance of designing remote work roles that provide opportunities for meaningfulness and autonomy. Public servants are likely to exhibit higher levels of value commitment when their remote work roles offer opportunities for skill development, clear task identity, and a sense of task significance. Moreover, autonomy in remote work, coupled with timely feedback, may enhance employees' motivation and satisfaction, ultimately leading to greater value commitment to the organization.

Empirical Review

Staff Eligibility and Agility

Natapoera and Mangundjaya (2020) examined the effect of employee involvement and work engagement on workforce agility. Participants are permanent employees of 154 heavy equipment manufacturing companies in Indonesia. Data collection using convenience sampling techniques. The survey was conducted using an employee involvement instrument with 10 items, a work engagement questionnaire with 12 items, and a workforce agility questionnaire with 39 items. The regression analysis technique uses SPSS 24. The results obtained are in accordance with the initial hypothesis of the research that there is a positive relationship between employee involvement and work engagement on workforce agility.

Akbar, et al. (2021) investigated the implementation of the work from home policy through Spearman's rank-order correlation analysis to examine the correlation between research variables. Furthermore, after the Kruskal-Wallis significant test, the Dunn-Bonferroni post hoc method was used to look for the differences between the factors affecting the effectiveness of working from home of the civil servants based on gender and age and education, and years of service. Data were collected through questionnaires to 437 civil servants from various government agencies, both central and regional. The study's findings indicate differences in the factors influencing the effectiveness of working from home and the skills required depending on gender, age, education, and years of service. The results also show that information technology support is not evenly distributed in implementing the work from home policy. The implication of this study suggests that the evaluation of the implementation of the work from home policy for the civil servants is beneficial for the government in considering sustainability and quality development in the future.

Makori, et al. (2022) assessed the effect of employee agility on organization performance with a specific study by the State Department for Labour. The data for this study were collected at the State Department for Labour. The respondents included a sample of the employees working at the department as of the end of 2020. The study population comprised 484 employees working at the state department for labour. This study adopted ten percent of the target populace, which translates to 59 participants. Therefore, the sample scope for the research was 59 respondents. The research employed stratified random sampling techniques. In addition, the study depended on key information that was assembled by a designed data assortment tool that was accurately created. Descriptive measurements such as percentages, frequencies, standard deviations, and mean were utilized to summarize

composed data. Likewise, inferential tools of regression and correlation analysis were utilized to create the connection between employee agility and organizational performance. From the findings of this study, it was resolved that employee agility positively influences organizational performance. The State Department for Labour is critical since its mandate, among others, is to ensure there are harmonious industrial Labour relations.

Abou-Al-Ross and Shatali (2022) explored the impact of workforce agility on organizational development agility in INGOs working in Gaza strip. The descriptive analytical approach was adopted, and a questionnaire was designed to collect data from the employees (excluding service employees) who work at INGOs in Gaza Strip depending on a stratified random sample. The conclusions indicated that workforce agility and organizational development agility were statistically positive and reasonably high. Though there was weakness in the organization practices encouraging employees' participation, and self-rule (autonomy). Also, involving change experts in the organizational development practices. In addition, it was concluded that there is a significant positive relationship between workforce agility and organizational development agility. Moreover, workforce agility has strong impact on the organizational development agility

Balushi, Bashayreh and Jalagat (2022) examined the impact of remote working, work-life balance, and organizational commitment on employee productivity in the chosen organization, Ericson Oman. This study uses the quantitative research method and employed survey questionnaires as the primary data gathering tool. The sample size was determined at 175 respondents from a total population of 320 based on the Morgan sampling table, and with convenience sampling as its sampling technique, questionnaires were distributed to the respondents, and the retrieval ratio was 100%. In the data analysis, findings were generated from SPSS. Key findings displayed that there is a weak significant positive relationship between remote working and employee productivity ($r = 0.205$; $p > 0.05$) while there is a moderately significant positive correlation between work-life balance and employee productivity ($r = 0.312$; $p < 0.05$). Furthermore, there is a moderately significant positive correlation between organizational commitment and employee productivity ($r = 0.529$; $p < 0.05$). All the independent variables (remote working, work-life balance, and organizational commitment significantly employee productivity.

Managing Communication and Collaboration

Mohanty and Mohanty (2018) studied the dynamics of teamwork effectiveness, communication and group dynamics across private banks, hotels and retail sector and to ascertain the relative importance of communication and group dynamics in determining teamwork effectiveness in banks, hotels and retail sector. Three standardized questionnaires namely Communication Satisfaction Questionnaire, Group Functioning Questionnaire and Team Effectiveness Assessment Measure Questionnaire have been used to collect the data. The sample size is two hundred and ninety-seven from private banks, hotels and retail chains in Bhubaneswar city, Odisha. The statistical tools used are descriptive analysis, Analysis of Variance (ANOVA) and Multiple Regression Analysis to analyse the data and interpret the results. Based on the findings, organisational development and intervention strategies are suggested to enhance teamwork effectiveness in the service sector.

Silungwe (2020) examined the effect of remote working on employees' performance amidst corona virus pandemic in Chipata district. The mixed method approach of the study was informed by the philosophical assumption of pragmatism. Convergence parallel was the strategy of the mixed method approach. The target population was active organizations and the sample size was 38 employees, selected by purposive sampling method. The questionnaire was used to collect quantitative and qualitative data. Quantitative data were analyzed through required statistical parameters and qualitative data were analyzed through analogous of themes and patterns. The findings were that majority of the employees understood the concept of remote working. Further, remote working improved employees' performance. Subsequently, remote working proved to be challenging in terms of technology dependence, internet connection and machine malfunction, not effective in all cases, distractions, commitment, screen fatigue, and work-life balance.

Sucheran and Olarenwaju (2021) examined the effect of remote working on employee productivity in South Africa. A survey was designed and electronically sent to participants; a sample size of 50 people was studied. Results were analyzed using the Statistical Package for Social Scientists (SPSS); the used of cross tabulations and chi square analysis was mainly used in the methodology. The challenges faced by employees were studied and solutions were suggested in order to overcome the challenges and maintain optimal levels of productivity. The main challenges faced by

employees in South Africa included the effect of load shedding, longer working hours, the lack of resources, poor connectivity and a non-conducive home environment. Despite certain challenges, the majority of respondents stated that they would like to have a combination of a remote working and office-based environment, and that remote working did not hinder productivity levels to a significant effect.

Zhikry, Tetra and Siti (2021) analyzed the effect of working from home and job characteristics on the performance of civil servants through motivation as a mediator. The relationship between variables in this study was analyzed using the Structural Equation Modeling – Partial Least Square method. Data in this study were obtained through a questionnaire filled out by 45 Civil Servants in the Research and Development Regional Agency of East Kalimantan Province in Indonesia who carry out work from home. The results of this study indicate that working from home and job characteristics have a positive and significant direct effect on motivation and performance. In addition, the results also show that working from home and job characteristics do not have an indirect effect on performance through motivation as a mediator. The work from home system for Civil Servants is implemented because of a necessity due to the Covid-19 pandemic. In the future it is necessary to establish a national employment regulation related to the work from home system for Civil Servants so that with this regulation the work from home system can be applied sustainably for certain job characteristics.

Kol and Kurtz (2023) analyzed the effects of remote work on work efficacy and satisfaction of employees in terms of gender equality in Turkey. The primary data gathered from the authors' survey have been compared to unique e-survey of Eurofound for Italy. The methodology of this research has displayed a regression analysis to find the impact of remote work on the remote workers of Turkey by using the data collected from our online survey. It has been found that the satisfaction and wellbeing of employees have been reduced by the effects of remote work. Women in comparison to men, in particular, have reported higher levels of work quality and efficacy while reporting lower levels of satisfaction during remote work period.

Summary of Empirical Reviewed Literature

Despite extensive research on remote work, a gap exists regarding the relationship between staff eligibility for remote work and employee agility, particularly within the public sector in Enugu State. While studies have explored factors like workforce agility and organizational development, little research directly examines how eligibility criteria for remote work impact public servants' agility. Understanding this link is crucial for policymakers and leaders to effectively manage remote work transitions and enhance workforce productivity. Additionally, further investigation is needed into how managing communication and collaboration among remote public servants contributes to organizational effectiveness, especially in contexts with unique challenges like Enugu State. Closing this gap would provide insights for designing tailored remote work policies and support mechanisms, fostering organizational resilience and innovation.

Methodology

The area of the study was Enugu state. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. Populations of two hundred and eighty-seven (287) public servants were selected from government employees in Enugu state. The random simple method was adopted for the study. Two hundred and fifty five (255) respondents returned the questionnaire and accurately filled. That gave 89 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.760 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r) statistic tool.

Data Presentation and Analyses

The relationship between staff eligibility and agility of public servants in Enugu State

Table 1: Responses on the relationship between staff eligibility and agility of public servants in Enugu State

		5	4	3	2	1	ΣFX	-	SD	Decision	
		SA	A	N	DA	SD		X			
1	Experience in the job promotes safety in the public servants.	730	268	54	36	6	1094	4.24		Agree	
		146	67	18	18	6	255		1.148		
		57.3	26.3	7.1	2.4	7.1	100%				
2	High performance level in relent review cycles helps coordination and balance.	640	328	39	36	14	1057	4.15		Agree	
		128	82	13	18	14	255		1.146		
		50.2	32.2	5.1	7.1	5.5	100%				
3	Having skillset that matches the minimum requirements increases cognitive function in the services.	435	360	39	86	22	942	3.69		Agree	
		87	90	13	43	22	255		1.325		
		34.1	35.3	5.1	16.9	8.6	100%				
4	The willingness for a change in responsibilities promotes increase in results in minimal time.	455	80	246	80	22	883	3.46		Agree	
		91	20	82	40	22	255		1.342		
		35.7	7.8	32.2	15.7	8.6	100%				
5	Critical thinking skills enhance reaction time.	695	80	117	62	26	980	3.84		Agree	
		139	20	39	31	26	255		1.444		
		54.5	7.8	15.3	12.2	10.2	100%				
Total Grand mean and standard deviation								3.876	1.281		

Source: Field Survey, 2024

Table 1, 213 respondents out of 255 representing 83.6 percent agreed that Experience in the job promotes safety in the public servants 4.15 and standard deviation of 1.148. High performance level in relent review cycles helps coordination and balance 210 respondents representing 82.4 percent agreed with mean score of 4.15 and standard deviation of 1.146. Having skillset that matches the minimum requirements increases cognitive function in the services 177 respondents representing 69.4 percent agreed with mean score of 3.69 and standard deviation of 1.325. The willingness for a change in responsibilities promotes increase in results in minimal time 111 respondents representing 43.5 percent agreed with mean score of 3.46 and 1.342. Critical thinking skills enhance reaction time 159 respondents representing 62.3 percent agreed with a mean score of 3.84 and standard deviation 1.444.

The Relationship between Managing Communication and Collaboration of Public Servants in Enugu State

Table 2: Responses on the Relationship between Managing Communication and Collaboration of Public Servants in Enugu State

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Boosting employee job satisfaction is done with communication that enhances team work.	570	80	201	52	28	931	3.65		Agree
		114	20	67	26	28	255		1.411	
		44.7	7.8	26.3	10.2	11.0	100%			
2	Increased staff engagement with flow of communication promotes better relationship.	615	196	99	52	24	986	3.87		Agree
		123	49	33	26	24	255		1.362	
		48.2	19.2	12.9	10.2	9.4	100%			
3	Communication helps to direct employees on their working together.	745	148	66	52	21	1032	4.05		Agree
		149	37	22	26	21	255		1.351	
		58.4	14.5	8.6	10.2	8.2	100%			
4	A healthy office culture aids finding solutions to problems externally.	530	240	54	90	26	940	3.69		Agree
		106	60	18	45	26	255		1.421	
		41.6	23.5	7.1	17.6	10.2	100%			

5	Mitigating of conflict is enhanced with better communication and boost retention.	580	348	57	26	20	1031	4.04	Agree
		116	87	19	13	20	255		
		45.5	34.1	7.5	5.1	7.8	100%	1.201	

Total Grand mean and standard deviation **3.89 1.3492**

Source: Field Survey, 2024

Table 2, 134 respondents out of 255 representing 52.5 percent agreed that Boosting employee job satisfaction is done with communication that enhances team work 3.65 and standard deviation of 1.411. Increased staff engagement with flow of communication promotes better relationship 172 respondents representing 67.4 percent agreed with mean score of 3.87 and standard deviation of 1.362. Communication helps to direct employees on their working together 186 respondents representing 72.9 percent agreed with mean score of 4.05 and standard deviation of 1.351. A healthy office culture aids finding solutions to problems externally 166 respondents representing 65.1 percent agreed with mean score of 3.69 and 1.421. Mitigating of conflict is enhanced with better communication and boosts retention 203 respondents representing 79.6 percent agreed with a mean score of 4.04 and standard deviation 1.201.

Test of Hypotheses

Hypothesis One: Staff eligibility has relationship with the agility of public servants in Enugu State.

		Experi- ence in the job promote s safety in the public servants.	High performanc e level in relent review cycles helps coordinatio n and balance.	Having skill set that matches the minimum requirements increases cognitive function in the services.	The willingness for a change in responsibilities promotes increase in results in minimal time.	Critical think g skills enhanc e reactio n time.
Experience in the job promotes safety in the public servants.	Pearson Correlation	1	.721**	.458**	.494**	.512**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	255	255	255	255	255
High performance level in relent review cycles helps coordination and balance.	Pearson Correlation	.721**	1	.587**	.588**	.575**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	255	255	255	255	255
Having skillset that matches the minimum requirements increases cognitive function in the services.	Pearson Correlation	.458**	.587**	1	.658**	.559**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	255	255	255	255	255
The willingness for a change in responsibilities promotes increase in results in minimal time.	Pearson Correlation	.494**	.588**	.658**	1	.623**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	255	255	255	255	255
Critical thinking skills enhance reaction time.	Pearson Correlation	.512**	.575**	.559**	.623**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	255	255	255	255	255

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

Table 3 showed the Pearson correlation matrix of staff eligibility and agility showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows $.458 < .721$. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that staff eligibility had significant positive relationship with the agility of public servants in Enugu State ($r = .458 < .721$). The computed correlations coefficient is greater than the table value of $r = .000$ with at alpha level for a two-tailed test ($r = .458 < .721, p < .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed ($r = .458 < .721$) was greater than the table value of $.000$, we reject the null hypothesis. Therefore, we concluded that staff eligibility had significant positive relationship with the agility of public servants in Enugu State as reported in the probability value of ($r = .458 < .721, p < .05$).

Hypothesis Two: Managing communication has relationship with collaboration of public servants in Enugu State

Table 4: Correlations						
		Boosting employee job satisfaction is done with communication that enhances team work.	Increased staff engagement with flow of communication promotes better relationship.	Communication helps to direct employees on their working together	A healthy office culture aids finding solutions to problems externally	Mitigating of conflict is enhanced with better communication and boost retention.
Boosting employee job satisfaction is done with communication that enhances team work.	Pearson Correlation	1	.717**	.657**	.585**	.627**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	255	255	255	255	255
Increased staff engagement with flow of communication promotes better relationship.	Pearson Correlation	.717**	1	.703**	.550**	.504**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	255	255	255	255	255
Communication helps to direct employees on their working together.	Pearson Correlation	.657**	.703**	1	.711**	.659**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	255	255	255	255	255
A healthy office culture aids finding solutions to problems externally.	Pearson Correlation	.585**	.550**	.711**	1	.580**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	255	255	255	255	255
Mitigating of conflict is enhanced with better communication and boost retention.	Pearson Correlation	.627**	.504**	.659**	.580**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

	N	255	255	255	255	255
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 4 showed the Pearson correlation matrix of managing communication and collaboration showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows $.504 < .717$. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that managing communication had significant positive relationship with collaboration of public servants in Enugu State ($r = .504 < .717$). The computed correlations coefficient is greater than the table value of $r = .000$ with at alpha level for a two-tailed test ($r = .504 < .717, p < .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed ($r = .504 < .717$) is greater than the table value of $.000$, we reject the null hypothesis. Therefore, we concluded that managing communication had significant positive relationship with collaboration of public servants in Enugu State as reported in the probability value of ($r = .504 < .717, p < .05$).

Discussion of Findings

From the result of hypothesis one, the computed ($r = .458 < .721$) was greater than the table value of $.000$, we concluded that Staff eligibility had significant positive relationship with the agility of public servants in Enugu State as reported in the probability value of ($r = .458 < .721, p < .05$). In the support of the result in the literature review, Makori, et al. (2022) assessed the effect of employee agility on organization performance with a specific study by the State Department for Labour. From the findings of this study, it was resolved that employee agility positively influences organizational performance. The State Department for Labour is critical since its mandate, among others, is to ensure there are harmonious industrial Labour relations. Abou-Al-Ross and Shatali (2022) explored the impact of workforce agility on organizational development agility in INGOs working in Gaza strip. The conclusions indicated that workforce agility and organizational development agility were statistically positive and reasonably high.

From the result of hypothesis two, the computed ($r = .504 < .717$) was greater than the table value of $.000$, we concluded that Managing communication had significant positive relationship with collaboration of public servants in Enugu State as reported in the probability value of ($r = .504 < .717, p < .05$). In the support of the result in the literature review, Mohanty and Mohanty (2018) studied the dynamics of teamwork effectiveness, communication and group dynamics across private banks, hotels and retail sector. Based on the findings, organisational development and intervention strategies are suggested to enhance teamwork effectiveness in the service sector. Sucheran and Olarenwaju (2021) examined the effect of remote working on employee productivity in South Africa. A survey was designed and electronically sent to participants; a sample size of 50 people was studied. Despite certain challenges, the majority of respondents stated that they would like to have a combination of a remote working and office-based environment, and that remote working did not hinder productivity levels to a significant effect.

Summary of Findings

- i. Staff eligibility had significant positive relationship with the agility of public servants in Enugu State ($r(95, n = 255), .458 < .721, P < .05$)
- ii. Managing communication had significant positive relationship with collaboration of public servants in Enugu State ($r(95, n = 255), .504 < .717, P < .05$)

Conclusion

The study concluded that Staff eligibility and Managing communication had significant positive relationship with agility and collaboration of public servants in Enugu State. Remote work is a working style that allows professionals to work outside of a traditional office environment. It is based on the concept that work does not need to be done in a specific place to be executed successfully. Think of it this way: instead of commuting to an office each day to work from a designated desk, remote employees can execute their projects and surpass their goals wherever they please.

Recommendations

Based on the findings, the following recommendations were made:

- i. The government and organizations should put all hands on deck to ensure effective training of the employees, this will help them remain competitive and advance in their careers that are complete, personalized and relevant.
- ii. For proper engagement of stakeholders, there is a need for effective communication to increase mutual trust and confidence between management and the employees.

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