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EVALUATING THE IMPACT OF INFORMATION SYSTEMS ON COMMUNICATION, COLLABORATION, AND PRODUCTIVITY IN REMOTE WORK ENVIRONMENTS: EVIDENCE FROM NIGERIAN TECHNOLOGY FIRMS

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Abstract

This study investigates how Nigerian companies adopt and manage information systems (IS) to enhance remote work effectiveness. Using a mixed-methods approach, data were collected from 71 employees across Moniepoint, Flutterwave, Paystack, and Interswitch through online questionnaires, interviews, and policy document analysis. Findings indicate that communication and collaboration tools such as instant messaging, video conferencing, and cloud storage are most widely used due to cost-effectiveness and adaptability. While information systems adoption strongly correlates with improved communication and collaboration ($r = 0.6141$, $p < 0.0001$), it shows no significant link with productivity ($r = 0.1250$, $p = 0.3024$). This suggests that productivity is influenced by additional human and organizational factors. The study concludes that Nigerian firms are advancing in digital transformation but required stronger infrastructure, cybersecurity, and digital literacy to maximize remote work benefits and ensure long-term organizational resilience.

Keywords: Information Systems; Remote Work; Communication and Collaboration; Digital Literacy; Nigeria; Digital Transformation

1.0 Introduction

The rise of remote work has transformed organizational operations globally, with information systems (IS) serving as a cornerstone of this shift. In Nigeria, the COVID-19 pandemic accelerated the adoption

of remote work, compelling firms to depend heavily on digital technologies for communication, collaboration, and data management (Abiodun et al., 2025; Eneh et al., 2021). These systems ranging from cloud-based platforms to project management and security tools enable continuity and productivity across dispersed teams. However, Nigerian organizations still grapple with infrastructural and technological challenges such as poor internet connectivity, unstable electricity, and low digital literacy (Onyekwere, 2024; Onyemere et al., 2024).

Despite these obstacles, companies such as Moniepoint, Flutterwave, Paystack, and Interswitch have demonstrated resilience by deploying integrated management systems and ISO-certified information security frameworks to enhance remote work efficiency. The use of tools such as Slack, Microsoft Teams, Zoom, and cloud services has become central to business operations, improving communication and performance (Ajayi, 2020).

Although remote work offers flexibility and support business continuity such as simplifying business processes and making them faster and efficient. Nigerian companies face persistent constraints that impede the effective utilization of information systems. Weak digital infrastructure, cybersecurity risks, and limited employee training often result in inefficiencies, reduced productivity, and data vulnerabilities. Furthermore, while global studies abound, empirical research focusing on the specific technologies and implementation practices within Nigerian organizations remains scarce. This gap underscores the need to assess how information systems are adopted, managed, and optimized to sustain remote work environments in Nigeria. Thus, this study aims to examine how Nigerian companies leverage information systems to sustain remote work, focusing on their effects on employee performance, communication, collaboration, and security.

Research Questions

i. What types of information systems are commonly adopted by Nigerian companies to support remote work?
ii. How effective are current remote work policies in integrating information systems for sustainable performance?
iii. How do these information systems influence employee productivity, communication, and collaboration?

Research Hypotheses

- H1: There is a significant relationship between the use of information systems and employee productivity in Nigerian remote work environments.
- H2: Information systems significantly enhance communication and collaboration among remote workers.

2.0 Related Studies

Empirical studies on remote work and information systems in Nigeria reveal that effective digital integration significantly improves organizational performance. Onyemere et al. (2024) found that the Nigerian banking sector experienced enhanced motivation and operational efficiency through remote work, though progress was constrained by technological limitations and cybersecurity risks. Similarly, Maganda et al. (2025) demonstrated that digital tools and remote

training systems increased productivity at Nigeria Breweries Plc when supported by employee training and engagement. Oshogbunu (2024) reported a positive link between teleworking and employee performance in telecommunication firms, emphasizing system integration.

The digital divide remains a major determinant of remote work success in Nigeria. Onyekwere (2024) identified infrastructure deficiencies and uneven access to digital tools as key barriers to employee performance. Reflecting this, Moniepoint and Flutterwave have established dedicated IT support and training roles to address literacy gaps. Abiodun et al. (2025) further observed that only financially capable firms could fully adopt remote systems, calling for national investment in broadband and cybersecurity. Oshioste et al. (2023) compared remote work adoption between Nigeria and the United States, concluding that robust infrastructure, planning, and communication are essential for success. Eneh et al. (2021) similarly highlighted that structured HR policies and information systems improve management efficiency and staff engagement, while Ajayi (2020) found that Nigerian employees valued the flexibility and autonomy remote work provides.

Parallel findings emerge in educational institutions. Studies by Adegore and Adegbore (2021) and Onyeukwu et al. (2020) revealed that e-learning adoption in universities faced similar infrastructural and training challenges as seen in the corporate sector. Also, Widar et al. (2022) and Iwu et al. (2022) emphasized that system quality, leadership, and digital readiness determine telework success, reinforcing lessons relevant to Nigerian firms.

Overall, the reviewed studies affirm that information systems underpin successful remote work in Nigeria by enhancing communication, collaboration, and security. Therefore, this study contributes by empirically examining how Nigerian firms implement and manage information systems for remote work, addressing the evident knowledge gap in technological adaptation, infrastructural constraints, and performance outcomes.

3.0 Research methodology

This study adopted a mixed-methods research design**,** combining both quantitative and qualitative approaches to examine how information systems support remote work in Nigerian companies. The quantitative aspect involved the use of structured online questionnaires to gather measurable data on system usage, productivity, communication, collaboration, and security. The qualitative aspect included document analysis of internal company policies and semi-structured interviews to provide deeper insights and contextual understanding. This triangulated approach enhanced the validity and robustness of the findings by integrating multiple perspectives on the role of information systems in remote work environments.

The population comprised employees from four Nigerian companies - Moniepoint, Flutterwave, Paystack, and Interswitch. These companies were selected purposively due to remote and hybrid work models. The organizations were also purposively selected for their technological maturity and adoption of remote systems. A sample of 71 participants was drawn using purposive sampling, including IT personnel, project managers, HR staff, and other employees with direct

experience using remote work systems. This ensured that only individuals with relevant knowledge contributed to the study.

Data were collected through structured questionnaires and document analysis. The questionnaire, distributed electronically, gathered quantitative and qualitative responses on system utilization and perceived impacts, while the document analysis examined official company policies, HR manuals, and IT usage frameworks. These methods provided both primary and secondary data sources, ensuring a comprehensive evidence base. The instruments underwent validity and reliability testing, including expert review for content accuracy and a pilot test for clarity and consistency.

Data were analyzed using both descriptive and inferential statistics. Descriptive statistics summarized demographic and response data, while inferential analyses (Spearman correlation and Chi-square tests) tested the study's hypotheses using statistical software. Qualitative data were analyzed through content analysis to extract themes. All procedures complied with ethical standards, ensuring voluntary participation, informed consent, confidentiality, and data anonymity throughout the research process.

4.0 Result

Demographic Profile of Respondents

The demographic profile of respondents, as presented in Table 1 and Figure 1, shows that the majority (70.9%) are between 18 and 35 years old, indicating a predominantly young, tech-savvy workforce familiar with digital tools and remote technologies.

Table 1: Age Distribution

Age	**Count**
18-25 years	29
26-35 years	21
36-45 years	11
46-55 years	5
56 years and above	5
Total	71

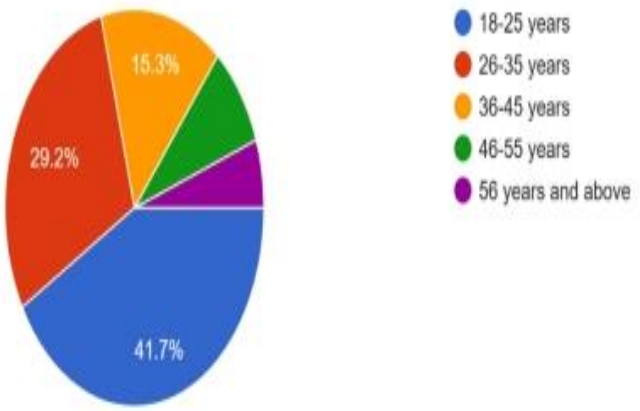

Figure 1: Age Distribution

Table 2 and Figure 2 reveal a gender imbalance, with 47 males and 24 females, consistent with global trends in technology-driven sectors (World Bank, 2024).

Table 2: Gender Distribution

Gender	**Count**
Male	47
Female	24
Total	71

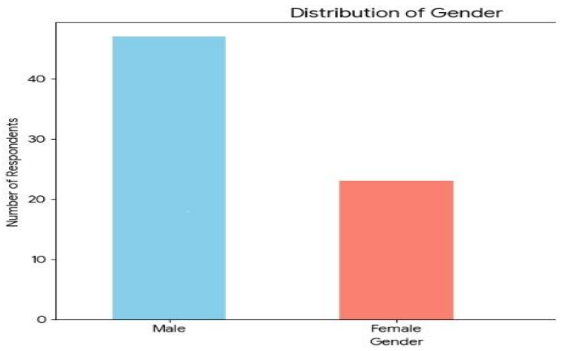

Figure 2: Age Distribution

According to Table 3 and Figure 3, over 56% of respondents hold a Bachelor's degree, reflecting high educational attainment and digital readiness.

Table 3: Education Level

Education	Count
Bachelor's Degree	40
Diploma/Certificate	12
Secondary School	9
Master's Degree	6
Other	4

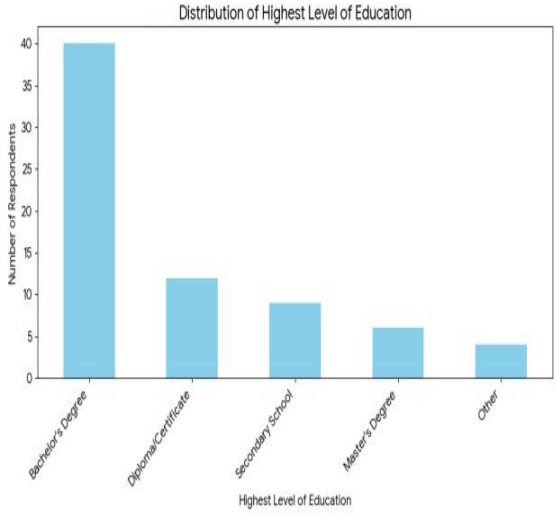

Figure 3: Education level

Lastly, Table 4 and Figure 4 show that 31 respondents have over two years of remote work experience, suggesting deep familiarity with virtual work systems and processes.

Table 4: Remote Work Experience

Duration	Count
More than 2 years	31
Less than 6 months	17
6 months - 1 year	13
1 – 2 years	10

Figure 4: Remote Work Experience

Analyses of research questions

Research question 1: *What types of information systems are commonly adopted by Nigerian companies to support remote work?*

The findings (Table 5 and figure 5) indicate that communication and collaboration tools, particularly instant messaging platforms, email, and video conferencing, dominate information system adoption in remote work. Cloud storage and VPNs are widely used for

document management and secure access, while specialized systems like CRM and ERP show lower adoption, likely restricted to specific departments. Overall, the pattern reflects a focus on tools that enhance seamless communication, collaboration, and security rather than complex integrated systems requiring specialized infrastructure or advanced training.

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Table 5: Information System Used

System	Count
Instant Messaging platforms (e.g., WhatsApp, Slack, Microsoft Teams)	48
Email	28
Video conferencing tools (e.g., Zoom, Google Meet, Skype)	13
Cloud storage (e.g., Google Drive, Dropbox, OneDrive)	10
Virtual Private Network (VPN)	8
Customer Relationship Management (CRM) systems	7
Project management software (e.g., Trello, Asana, Jira)	5
Enterprise Resource Planning (ERP) systems	1

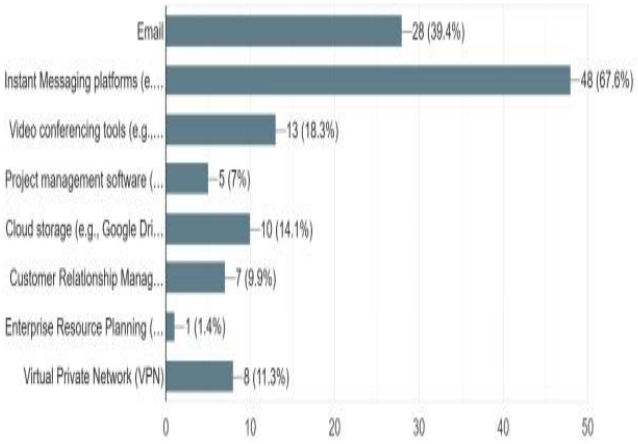

Figure 5: Information System Used

Research Question 2: *What strategies and best practices have Nigerian companies employed to overcome these challenges and improve the functionality of remote work systems?*

Table 6: Comparison of Remote Work and Information Systems Policies

Criteria	Moniepoint	Flutterwave	Paystack	Interswitch
Remote Work Model	Fully remote; designed operations for remote work from the ground up	Remote-friendly/hybrid roles available; flexibility in work location	Remote-friendly; many roles can be fully remote	Hybrid model; partial remote work
Information Security Policies	ISO 27001:2022, ISO 20000:2018, ISO 22301:2019; strong focus on confidentiality, integrity, and availability of data	ISO 27001, ISO 22301, ISO 20000; PCI-DSS compliance; strong confidentiality and access control measures	PCI DSS Level 1, ISO 27001:2022, ISO 27701:2019; NDPR, NDPA, POPIA compliance	General info security measures (2FA, NDPR compliance, secure cloud); no detailed remote-specific security policy publicly available
Incident Reporting & Compliance	IT audit roles and internal processes; likely ticketing/reporting systems (e.g., Jira/Zendesk)	Explicit IMS policy requiring all employees to report incidents; evidence-based compliance tracking	Formal ISO 27001 incident management processes; public system status page; ticketing system	No explicit public reporting processes; security protocols likely apply in hybrid settings
Internal Communication	Dedicated internal comms strategy (games, hangouts, vibrant content, updates to gain buy-in)	Emphasis on respectful, collaborative communication; training for compliance	Core values: "Communicate Clearly" and "Choose Transparency"; proactive communication culture	HR leadership acknowledges need for manager training and infrastructure to support hybrid work
IT Infrastructure & Support	Dedicated IT Support and Audit roles; manage remote devices,	Secure remote access to systems; IT support implied by scale of operations	Robust IT infrastructure with secure remote access; onboarding covers	IT support implied but not detailed; hybrid work

	troubleshoot network issues		IT and security protocols	infrastructure mentioned
Privacy & Data Protection	Access restricted to authorized persons; focus on security culture	Privacy policy detailing fraud prevention and data access controls	Role-based access, IP whitelisting, MFA; privacy certifications and data protection officer	NDPR compliance and secure systems; privacy policy applies to general operations
Public Transparency on Remote Work Policies	High – blogs, culture statements, job postings detail remote-first approach	Medium – policies embedded in compliance and training statements	High – public values, certifications, and terms reflect internal policies	Low – few direct public details on remote-specific policies

The comparison (Table 6) shows that Moniepoint operates as a fully remote, security-certified company with strong communication, IT support, and transparent remote policies. Flutterwave follows a hybrid/remote-friendly model with robust ISO and PCI-DSS compliance, structured reporting, and strong communication culture. Paystack offers extensive remote flexibility, advanced data protection, and transparent internal processes. In contrast, Interswitch maintains a hybrid setup with general security and NDPR compliance but limited public information on remote-specific policies, reporting structures, and dedicated IT or communication frameworks. To address the challenges of digital literacy and infrastructure, these organizations invest in internal support systems and training. The existence of dedicated IT support roles, as well as mandatory security training, demonstrates a commitment to bridging the digital divide and ensuring employees have the skills to use remote tools effectively and securely. These companies also foster a culture of transparent and clear communication to mitigate the risk of digital misunderstandings. By implementing these strategic policies and practices, these companies serve as case studies for how Nigerian businesses can overcome unique local challenges and build a resilient and effective remote work ecosystem.

4.3 Research question 3 is answered using the following Hypotheses

Hypothesis 1, which proposed a significant relationship between the use of information systems and employee productivity, the Spearman correlation test revealed a weak positive but statistically insignificant relationship ($r = 0.1250$, $p = 0.3024$). Similarly, the Chi-square test ($\chi^2 = 17.5120$, $p = 0.2892$, $df = 15$) showed no significant association between the number of information systems used and employees' perceived productivity (see Table 7 and Table 8). These findings suggest that, while employees perceive information systems as tools that enhance efficiency, the quantitative data do not provide sufficient evidence to confirm a statistically significant relationship.

In testing **Hypothesis 2**, which examined whether information systems enhance communication and collaboration among remote workers, the results were both statistically and practically significant. The Spearman correlation coefficient ($r = 0.6141$, $p < 0.0001$) indicated a strong positive relationship, while the Chi-square test ($\chi^2 = 82.1924$, $p < 0.0001$, $df = 25$) confirmed a significant association. These outcomes strongly support the hypothesis that the adoption of information systems substantially improves communication and collaborative interactions within remote teams in Nigerian organizations (see Table 7 and Table 8).

Table 7: Chi-square Test Analysis

Hypothesis	**Chi-square Statistic**	**P-value**	**Degrees of Freedom**	**Conclusion**
H1: The use of information systems is not significantly related to employee productivity.	17.5120	0.2892	15	Not statistically significant ($p > 0.05$). The data does not support a significant relationship.
H2: The adoption of information systems significantly enhances communication and collaboration.	82.1924	<0.0001	25	Statistically significant ($p < 0.05$). The data supports a strong relationship.

Table 8: Spearman Correlation Analysis

Hypothesis	**Spearman Correlation Coefficient**	**P-value**	**Conclusion**
H1: The use of information systems is not significantly related to employee productivity.	0.1250	0.3024	The relationship is not statistically significant at a 0.05 level.
H2: The adoption of information systems significantly enhances communication and collaboration.	0.6141	<0.0001	The relationship is statistically significant, supporting the hypothesis.

5.0 Discussion and implications

The study examined the adoption, strategies, and impacts of information systems (IS) in supporting remote work among Nigerian companies. The findings reveal that communication and collaboration tools—such as instant messaging platforms, email, and video conferencing—dominate the IS landscape. These lightweight and cost-effective technologies are preferred because they are ease to deploy. They are also highly compatible with Nigeria's varying levels of broadband access and digital literacy. Tools such as cloud storage and VPNs are also increasingly used for secure data management, reflecting growing awareness of information security. However, the adoption of complex enterprise systems like Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), and project management platforms remains limited, largely due to infrastructure and skill constraints.

The limited adoption of these complex enterprise systems has significant implications for long-term organizational competitiveness. In the absence of these systems, organizations face challenges in integrating operations, conducting effective data analysis, and making well-informed strategic decisions. This situation undermines operational efficiency, inhibits innovation, and constrains the ability of firms to scale in response to evolving market demands. Consequently, organizations that lack these digital capabilities are at risk of losing competitive advantage to rivals that strategically deploy advanced systems to optimize performance, strengthen customer relationships, and respond more effectively to technological and economic changes.

Comparative analysis of leading companies such as Moniepoint, Flutterwave, Paystack, and Interswitch shows distinct but complementary approaches to remote work management. Moniepoint, operating fully remotely, integrates strong ISO-based security frameworks and structured internal communication systems. Flutterwave and Paystack maintain hybrid models with rigorous ISO and PCI-DSS compliance, employee training, and digital literacy programs. Interswitch, while compliant with NDPR, shows less transparency regarding remote-specific policies. Interswitch uses a hybrid work model with NDPR compliance, but lacks available details on remote-specific policies, reporting structures, and frameworks. These practices demonstrate that data security, effective communication, and IT support are central to achieving remote work resilience in the Nigerian business environment. This is in line with Abiodun et al. (2025), Eneh et al. (2021) and Onyemere et al. (2024) findings.

Organizations with strong digital infrastructures and robust cybersecurity frameworks tend to outperform others in remote collaboration and operational continuity by achieving resilience and sustain productivity. The study highlights that, international standards such as ISO 27001 and PCI-DSS not only safeguard data but also foster organizational trust and accountability. Furthermore, employee capacity-building initiatives help bridge digital literacy gaps, ensuring staff can effectively use remote work tools. These integrated approaches suggest that a balance between technology, governance, and human factors is essential for optimizing remote work functionality.

In examining the relationship between information systems and employee outcomes, the results were mixed. The use of IS showed no statistically significant effect on productivity ($r = 0.1250$, $p = 0.3024$), implying that technological tools alone do not directly enhance output. This outcome contrasts with findings by Ng et al. (2022), who reported that digital systems improve efficiency through workflow automation and task coordination in distributed teams (*BMC Public Health*, 22(1452)). However, it aligns partly with Maganda et al. (2025), who found that productivity improvements depend heavily on managerial support and user competence rather than system availability. Conversely, a strong positive relationship was found between IS adoption and communication/collaboration ($r = 0.6141$, $p < 0.0001$), confirming that digital tools improve interaction, coordination, and teamwork. This supports Abiodun et al. (2025), who found that remote work technologies facilitate faster information exchange and strengthen team synergy in Nigerian fintech firms. This suggests that while IS enhances how employees connect and share knowledge, productivity gains depend on additional factors such as management support, motivation, and work design.

In conclusion, Nigerian companies are gradually adapting to remote work by prioritizing accessible and communication-driven IS solutions. While progress has been made in digital collaboration and data security, the journey toward full technological integration remains ongoing. A holistic digital transformation which combines effective technology, policy frameworks, and human capacity development is crucial for realizing sustainable productivity in Nigeria's evolving remote work landscape.

6.0 Conclusion

This study examined the role of information systems (IS) in facilitating remote work among Nigerian companies, focusing on their effects on employee productivity, communication, and collaboration. The findings reveal that Nigerian firms rely primarily on lightweight, cost-effective digital tools such as instant messaging platforms, video conferencing software, and cloud-based storage solutions. These technologies have proven critical in ensuring operational continuity and communication efficiency despite infrastructural limitations like unstable electricity and inconsistent internet access. However, the adoption of more advanced enterprise systems such as ERP and CRM remains limited due to cost, training needs, and technical constraints.

Comparative analysis of the four firms (Moniepoint, Flutterwave, Paystack, and Interswitch) shows that organizations integrating strong IT governance, cybersecurity measures, and employee training experience smoother remote operations. ISO certifications, PCI-DSS compliance, and NDPR adherence play significant roles in building trust, protecting data, and supporting remote collaboration. Despite these advances, results indicate that IS adoption does not directly translate to increased productivity. Instead, productivity outcomes are mediated by factors such as employee motivation, management style, and digital competence. Conversely, IS significantly enhances communication and collaboration, emphasizing its central role in maintaining

team cohesion and information flow in virtual environments.

Although, Nigerian companies have made notable strides in adopting digital solutions for remote work, sustainable productivity requires a holistic approach that integrates technology with human and infrastructural development. Strengthening digital literacy, investing in reliable broadband infrastructure, and enhancing data protection frameworks will be essential to achieving long-term efficiency and competitiveness in Nigeria's remote work landscape.

7.0 Implications of the Study

The study demonstrates that effective remote work in Nigeria is influenced less by the number of information systems deployed and more by the quality of supporting infrastructure, communication tools, IT policies, and employee training. These findings highlight the need for strategies that reflect contextual constraints and organizational readiness.

- For **policy makers**, the results underscore the urgency of investing in digital infrastructure, expanding broadband coverage, and formulating supportive regulatory frameworks to mitigate remote-work challenges.
- For **organizations**, the study emphasizes the importance of robust cybersecurity structures, efficient communication platforms, and continuous employee capacity building to enhance remote-work productivity.
- For **future research**, the findings suggest the value of longitudinal investigations that examine the long-term effects of information systems adoption in emerging economies, providing deeper insight into digital transformation dynamics.

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