



The Role of Remote Work Policies on Entrepreneurial Team Productivity in Tech Companies in Southeast, Nigeria

Abstract

This study examined how remote work policies affect productivity of entrepreneurial teams in various tech companies in Southeast Nigeria, through flexible work hours and remote collaboration. Based on some previous empirical studies, and a descriptive survey of 254 employees from 10 firms, the study analyzed the degree of influence flexible work hours has on the volume of project deliverables, and how remote collaboration affects project working. The study employed the Likert-type questionnaire and analyzed the data using the Pearson correlation. The study found a very strong positive correlation between flexible working hours and project deliverables ($r = 0.96$, $p < .01$); and a strong positive correlation between virtual collaboration and project working ($r = 0.82$, $p < .01$). The studies found that not only adaptive strategies, but flexible work policies and remote collaboration tools, are productivity drivers in Nigeria's developing technology sector. The study suggested that companies should focus on providing flexible work policies, collaboration tools, and culturally adaptive working practices to achieve competitive advantage.

Keywords: Flexible scheduling, Virtual collaboration, Project deliverables, Project efficiency, Tech firms

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Introduction

The COVID-19 pandemic accelerated global operational changes, including those experienced by Nigeria's technology sector. Forced to lockdown due to the global pandemic, many tech organizations were compelled to implement remote working guidelines

to ensure business continuity and minimize the pandemic's impact on work operations (Kniffin et al., 2021). Unlike in countries with reliable digital infrastructures, the Nigerian experience, especially in the Southeast region, encountered peculiar challenges. Due to inadequate power supply and

inadequate internet infrastructure, many organizations were pushed into using remote work not just as a preferred option but also a requirement to keep organizations running and therefore forcing many to reconsider the workplace design, teamwork structures, and the perception of productivity itself (Adepoju, 2020). This paragraph introduces how remote work has been used as a crisis management tool, how it has been shaped by the infrastructural limitations, and the post-pandemic hybrid systems emerging in Nigeria's tech ecosystem.

Samuel and Ogunleye (2021) in their study argued that within countries such as Nigeria, remote work enabled greater flexibility in operation and reduced the costs incurred in maintaining an office space, and this ultimately resulted in some unforeseen boosts in productivity. Even with inadequate power supply and very poor internet accessibility, many tech organizations have stated that their employees can produce just as much or even more compared to the pre-pandemic era (Gbadegeshin et al., 2022). The post-COVID-19 era is one where many Nigerian tech firms, especially software and fintech startups, are inclined toward using the hybrid model which balances remote work with office work based on the workers' desire to get out of the house, and consideration for Nigeria's cultural preference for physical proximity which has also been observed in other African countries such as Kenya (Njoroge & Otieno, 2021).

When adequately supported by relevant policies and digital tools, remote working has proven to be beneficial in Nigeria's tech sector and other related industries; isolated negative influences seem to be the minority. Studies have shown improvements in employees' work-life balance and the reduction in commute time resulting in an improvement in efficiency in terms of digital banking and telecommunications in Southeast, Nigeria (Okafor & Eze, 2020). Many employees report lower anxiety levels and greater flexibility to attend to their family obligations, which subsequently led to improved concentration at work. More importantly, organizations with robust policies that take care of all structural constraints have shown improvements in productivity in all categories (Akinwale & George, 2021). Negative consequences identified include social isolation, difficulty in coordination, and the lack of team synchronicity, hence strong management strategies are essential for collaboration and motivation whether employees are working from home or in hybrid settings.

Flexible scheduling practices are fundamental to remote work policies as it allows employees to align their work schedule with times of peak personal productivity; it enhances employee performance and prevents employee fatigue (Bloom et al., 2021). In Nigeria, flexible schedules have made it possible for tech workers to deliver strenuous tasks within short deadlines irrespective of the power supply and intermittent internet connectivity, thereby

encouraging innovation which is essential in the tech and entrepreneurship ecosystems. Globally, employees working from home at convenient times have demonstrated increased productivity, improved retention, and enhanced creative problem-solving abilities (Choudhury et al., 2021). In the Southeast Nigerian tech sector, since employees are usually involved in multiple projects, flexible working practices have been of assistance to workers in managing time and resources effectively without undermining productivity especially if adequate management supervision is in place to check the potential impact of job overload.

The effect of remote working strategies on entrepreneurial teams in Nigeria's underdeveloped technology sectors remains an unstudied subject. Studies confirmed that virtual team systems such as Microsoft Teams, Slack, and Zoom are used to foster communication on tasks and feedback processes and other procedures for task-completion (Leonardi & Treem, 2020). These applications help overcome issues such as trust-building among team members that is inherent to remote work and, particularly in African tech, help improve participants' ICT literacy, resource utilization, and outcomes in technology related project exchange in post-pandemic education (Mlambo & Adendorff, 2022). These collaboration tools help circumvent the infrastructural limitation in the case of virtual teams working in the Southeast of Nigeria where the tech sector continues to

experience growth especially in software and fintech.

While remote work in developing countries and its challenges in terms of infrastructural deficits, among other factors, have been widely documented, there is minimal attention given to how entrepreneurial teams in the South-eastern part of Nigeria deal with these everyday issues like power outages and poor internet connectivity in the tech hubs (Ugwuja & Nwachukwu, 2021). Hence, the need to manage social isolation and coordination problems in remote or hybrid settings must be addressed by companies and managements. It is against this backdrop that this study examined the role of remote work policies on entrepreneurial team productivity in tech companies in Southeast, Nigeria.

Statement of Problem

In an optimal scenario, remote work policies in Nigeria's tech sector in the South-East would align perfectly with global best practices to ensure productivity, efficient project delivery time and cohesive teamwork amongst entrepreneurial teams. These allow employees to leverage their high creative and focused hours to project requirements and reduce burnout and increase employee retention. These will also enable stable and constant connection through the provision of adequate digital infrastructure (reliable internet connection and power supply) (Bloom et al., 2021).

However, contrary to this ideal, in the tech sector in the South-East of Nigeria,

remote work has proved to be a double-edged sword to the entrepreneurial teams. With the pandemic and global digitisation accelerating its implementation, productivity gains have failed to be realized because of ineffective policy design, flawed remote work culture and perpetual inaccessible internet (Adeyinka et al., 2025; Adias & Raimi, 2025). This is characterized by a lack of explicit remote work policy within start-ups which has resulted in inconsistent understanding of expectations, unclear work assignment, and poor accountability within the teams. Coupled with an unknown host of variables that cannot be precisely identified and considered; such as the pattern of power outage, the degree of the members' digital literacy, as well as unknown culturally suitable virtual collaborative approaches-all these attributes to failure in achieving synergy and inefficient project delivery, as well as low productivity amongst the tech teams in the South-East of Nigeria. The great extent of the lack of knowledge prevents poorly trained teams from effectively leveraging on the flexibility benefits from the work-from-home policy and from coping with the drawbacks associated with working remotely like lack of communication, isolation etc.

Lack of empirically derived guidelines will cause flexible work policy to be implemented erratically thereby causing job fatigue, increased staff turnover and lack of team cohesiveness. Additionally, it can also cause potential investment withdrawal as most investors prefer firms with demonstrable operational flexibility and productivity standards. If

this research is not conducted, it perpetuates the trend of inefficiency in the tech sector of the South-East of Nigeria, thus further widening the gap of the digital and economy divide between the Nigerian South-East and the advanced economies of the world.

Objectives

The main aim of the study is to examine the influence of remote work policies on entrepreneurial team productivity in tech companies in Southeast, Nigeria. Other specific objectives are to;

- i. Examine the influence of flexible scheduling on project deliverables in selected tech firms in Southeast, Nigeria
- ii. Assess the influence of virtual collaboration on project efficiency in selected tech firms in Southeast, Nigeria

Research Questions

The following questions guided the study;

- i. To what extent does flexible scheduling influence project deliverables in selected tech firms in Southeast, Nigeria?
- ii. To what extent does virtual collaboration influence project efficiency in selected tech firms in Southeast, Nigeria?

Hypotheses

The following hypotheses were tested in the course of the study;

- i. Flexible scheduling has a significant influence on project deliverables in selected tech firms in Southeast, Nigeria
- ii. Virtual collaboration has a significant influence on project efficiency in selected tech firms in Southeast, Nigeria

Scope of the Study

The study examined the effect of remote work policies on the productivity of entrepreneurial teams in technology firms in Southeast Nigeria. The goals included the study variables; remote work policies are described as flexible scheduling and virtual collaboration, while entrepreneurial team productivity is described in terms of project deliverables and project efficiency. The area of the study is restricted to technology firms in Southeast Nigeria.

Conceptual Review

Remote Work Policies

Remote work policies are formal organizational guidelines enabling employees to perform duties outside traditional offices, often from home or other locations, covering communication tech, performance evaluation, documentation, cybersecurity, and employee treatment (Barrero *et al.*, 2021). In Southeast Nigeria's tech entrepreneurial firms, these policies emphasize hybrid models to balance operational flexibility, distant collaboration, innovation, and local challenges like unreliable power and internet; well-designed policies reduce costs, access global talent, and improve attraction/retention in a competitive sector (Adebayo & Okechukwu, 2023; Nwankwo *et al.*, 2022; Okafor & Ibe, 2023).

Proxies of Independent Variable

Flexible Scheduling

Remote work policies constitute certain formal organizational structures by which employees can execute their roles beyond the confines of the conventional office typically from their homes, modifying means of communication, evaluating employee performance, documentation, cybersecurity, and the employee's role in the organization (Barrero *et al.*, 2021). In tech entrepreneurial firms in Southeastern Nigeria, these policies focus on hybrid models for the purpose of operational flexibility, remote collaboration, innovation, and the local context, which comprises poor and inconsistent internet and power supply. Cost-effective strategies such as well-elaborated policies, provide organizations the ease of harnessing global talent via improved attraction and retention of employees in competitive markets (Adebayo & Okechukwu, 2023; Nwankwo *et al.*, 2022; Okafor & Ibe, 2023).

Virtual Collaboration

According to Jimenez *et al.* (2017), the term *virtual collaboration* refers to the combination of co-creation, coordination, and value sharing using different types of digital tools (e.g., video conferencing, project management tools, messaging,

cloud sharing, and collaborative coding) to facilitate teamwork among remote and geographically dispersed team members. For tech companies in Southeast Nigeria, the combination of virtual collaboration and the specific entrepreneurial context (e.g., relational cultural preferences, iterative speed, and tech entrepreneurial environment) requires a significant increase in trust, communication, and technological fluency. Most of the time, virtual collaboration succeeds using a hybrid of real-time and asynchronous communication, as well as in-person meetings, to maintain team cohesion and promote innovative activities (Chima & Okoye, 2023; Nnaji & Okolie, 2023; Kalu & Ezech, 2023).

Entrepreneurial Team Productivity

The productivity of an entrepreneurial team is used to mean a small, agile group of people effectively utilizing the limited resources (people, capital, technology, time) to create innovative output of a product, entering a new market, and expanding the business. It focuses more on flexibility, quick adaptation, fast pivots to opportunities, culturally-based collaborative, community-based problem-solving (in contrast with Western models). Although it also introduces both quantitative (features delivered, revenue) and qualitative metrics (learning speed, innovation, market responsiveness) in the infrastructural and regulatory issues (Morris *et al.*, 2022; Ukenna *et al.*, 2023; Ogbonna and Chukwu, 2023).

Proxies of Dependent Variable

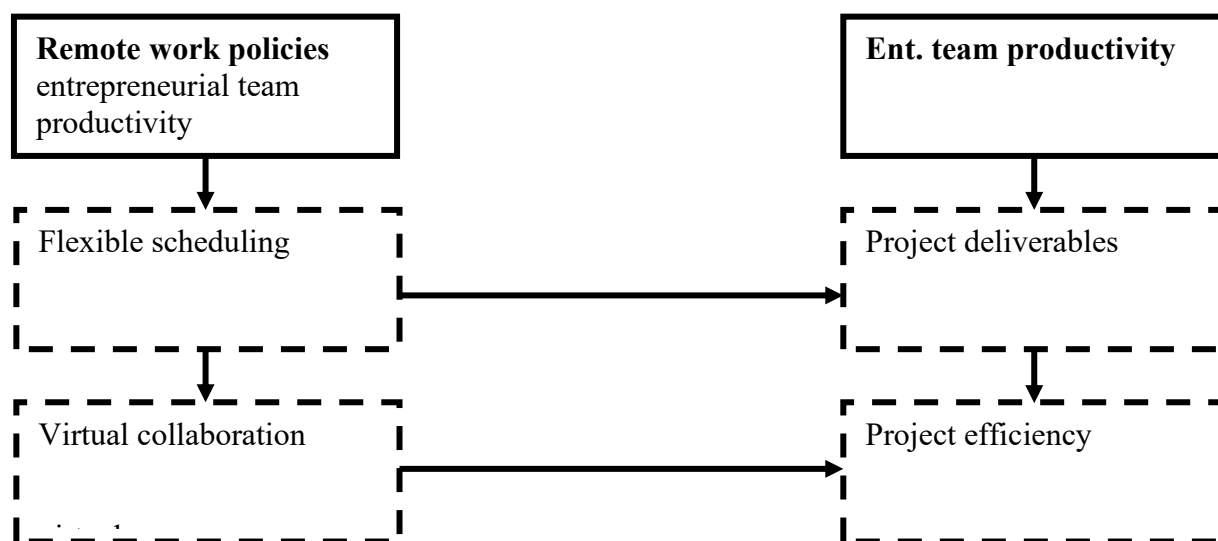
Project Efficiency

The efficiency of projects in Southeast Nigerian entrepreneurial tech teams is where the limited resources (time, people, infrastructure, funds) are optimized to produce high-quality results based on uncertainty and constraints. It applies outside the usual measures to the adaptability, sustained innovation, learning among stakeholders, and resource optimization in virtual environments, affectable by the quality of collaboration tools, remote work project management techniques, clarity of communication, and understanding in spite of geographical and infrastructural limitations (Turner *et al.*, 2020; Okafor and Nwankwo, 2023; Ezech and Nnamdi, 2023).

Project Deliverables

Remote policy project deliverables in Southeast Nigerian tech startups are tangible and intangible deliverables software/apps, integrations, UIs, documentation, prototypes, market research, generated iteratively through MVPs, rapid prototyping, and stakeholder feedback, to agility. Effective coordination, milestones, tracking, review, and communication tools, as well as remote work improve timeliness when accompanied by collaboration tools but can be accompanied by quality assurance issues (PMI, 2021; Nwachukwu and Obi, 2023; Ugwu and Chima, 2022; Eze and Okoli, 2023) are the keys to success in virtual teams.

Conceptual Framework



Source: Self-Developed, 2025

Fig. 1: Diagram of Conceptual Framework

The above diagram reveals the influence of the independent variable – remote work policies on the dependent variable – entrepreneurial team productivity.

Theoretical Framework

Social Cognitive Theory

Under remote work conditions that pose infrastructure barriers, the Social Cognitive Theory (Bandura, 1986, 2001) whose triadic reciprocal cause personal factors, behavior, and environment explains why entrepreneurial teams of Southeast Nigeria tech firms remain productive despite the infrastructural constraints. Self-efficacy facilitates autonomic task performance and self-regulation (Nwankwo *et al.*, 2023), observational learning makes it possible to model powerful remote behaviors to

develop collective efficacy (Okafor and Ibe, 2023), and supportive remote policies adjust the environment, and personal qualities such as technological skills and cultural adjustability overcome regional barriers (Chukwu and Adebayo, 2023; Ugwu and Okoli, 2023).

Empirical Review

The Influence of Flexible Scheduling on Project Deliverables in Selected Tech Firms in Southeast Nigeria

The 2022-2023 studies on tech startups in Southeast Nigeria indicate that flexible and asynchronous scheduling can greatly enhance the results of a project provided that it is supported. Flexible work schedules improved on-time delivery by 23% (Adebayo and Okechukwu, 2023), time-to-market by 31% and responsiveness to innovation (Nwankwo *et al.*, 2022), and defects post-deployment by 18% and client

satisfaction (Chukwu and Amaechi, 2023). Up to 41% higher deadline compliance in flexible policies over infrastructure resilience through backup power, multiple ISPs, and cloud tools (Eze and Nwosu, 2023) failed to support gains in the case of poor infrastructure. The culturally adaptive strategies combining Igbo communal and relational values with flexibility achieved a 29-percent high completion rate and team satisfaction (Ogbonna and Chima, 2023). The dependability of the study success relied on robust digital collaboration tools, end developed project management, well-planned communication, documentation, and cultural fit instead of flexibility.

The Influence of Virtual Collaboration on Project Efficiency in Selected Tech Firms in Southeast Nigeria

In the tech sector of Southeast Nigeria, virtual collaboration has increased 27 times faster and 34 times shorter with digital tools and infrastructure that require proper training: uniform (e.g., Slack, Teams, Asana) cut task time by 34 and increased efficiency by 27 with $\geq 50\text{Mbps}$ bandwidth versus 10Mbps (Ikechukwu *et al.*, 2022); 370% with 2 gigabits compared to 100Mbps (Ikechukwu *et al.*, 2023). A 45 percent decrease in delays and a 31 percent increase in effectiveness, however, were accompanied by the occasional slowing of tasks by cultural intelligence but was not accompanied by relational focus (Nwosu and Okoro, 2023). Agile techniques (particularly virtual Scrum) were more efficient in completion by 38 percent compared to conventional

techniques, and ROI achieved in 810 months even with high initial expenses (Chima & Eze, 2023). Tools with AI integration reduced the time of completing the projects by 47, used resources by 35, and liberated approximately 2.5 creative hours a week a member with an 8-month ROI (Ugwu & Okafor, 2023). The bandwidth resilience, cultural adaptation, agile processes, training, and strategic investment is required in success.

Gaps in Literature Reviewed

Although there is a growing body of literature about remote work policies and their effect (positive and/or negative) on team productivity, a major gap exists in studies that look at the effects of flexible schedules and virtual collaboration on entrepreneurial team productivity in the Southeast Nigerian tech ecosystem. Most studies conducted on this topic have focused on developed countries, with fully developed and regulated tech systems and remote-work cultures. The findings of other studies may not be easily generalized to the developing countries, with limited tech systems, cultures, and entrepreneurial ecosystems (Adebayo *et al.*, 2023). Considering the rapid emergence of Southeast Nigerian tech ecosystem, coupled with the remote work policy adoption trend for entrepreneurial firms, there is a growing need to address this gap to ensure that context-specific studies help in formulating evidence-based policy frameworks and guides for organizational choices in this economically vital technology ecosystem.

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Methodology

Research Design

The research design adopted in this study was descriptive survey research design. The research design is best suited for this study because it permits the collection of original data and described the conditions as they existed in their natural setting. It studies the opinions, attitude, behaviours and beliefs of persons on the problems of this study.

Sources of Data Collection

Data were sourced from both primary and secondary sources. The primary data was sourced through the use of five-response, Likert-typed, structured questionnaires. Items were formulated to measure, the influence of remote work policies on entrepreneurial team productivity of tech firms in Southeast, Nigeria. Also, data were sourced from secondary sources like journals, text books, online resources that reviewed the variable of interest; entrepreneurial orientation and performance.

Area of the Study

The study was carried out in among tech firms situated in Southeast, Nigeria. Tech firms are enterprises that deal with digital products and services.

Population of the Study

There are 1451 registered tech firms in Southeast, Nigeria, which perfectly fits the definition of tech firms within the

context of this study with over 356 tech firms operating in state capitals in Southeast, Nigeria (SMEDAN, 2024). 10 tech firms were purposively selected because of proximity, size of workforce and market capitalization. Employees of tech firms totaled 254 comprised the population of interest in this study.

Distribution of Employers and Employees of selected Tech firms in Southeast, Nigeria

S/N	Tech Firms		Number of Employees
1	SiliconAfrica Technologies	Owerri, Imo	15
2	Xend Finance	Enugu, Enugu	27
3	RAD5 Tech Hub	Aba, Abia	35
4	DevAmplify Hub	Awka, Anambra	28
5	DigiHub Nnewi	Nnewi, Anambra	27
6	Testrogen Hub	Abakaliki, Ebonyi	26
7	Genesys Tech Hub	Enugu, Enugu	24
8	Lawpat Technologies	Akwa, Anambra	35
9	Rooth Hub	Owerri, Imo	14
10	InnovateTech Solutions	Abakaliki, Ebonyi	23
Total			254

Sampling Technique

The study adopted purposive sampling technique in selecting the tech firms incorporated in the study. This was adopted because all the tech firms deal in retail services, have an employee workforce, between 10 – 50 employees etc. While convenient sampling technique was adopted in sampling all

the respondents incorporated in the study.

Reliability of Test Instrument

A pilot study was adopted in order to check for the validity and reliability of the questionnaire formulated. Greenfield (2015) defined it as a small-scale, preliminary investigation conducted before the main research project. It serves as a trial run to test and refine the research design, methodology, data collection instruments, and procedures. 10 tech firms founders were conveniently drawn from the Delta state, for the pilot test of the questionnaire and a Cronbach Alpha of $\alpha = .83$ was gotten, thus affirming the internal consistency of the questions contained in the questionnaire.

Validity of Test Instrument

The face and content validity of the instrument was used by giving out the copies of the questionnaires to the supervisor and some professionals in the field of Research in Management Science to confirm the authenticity of the items contained in the questionnaire, in the measurement of the intended variables.

Method of Data Analyses

Data from the questionnaire were analyzed with the aid of SPSS version 23. Data from the questionnaire were analyzed using mean and standard deviation. For the 5-point Likert scale questions, the strongly agreed (SA), agreed (A) Neutral (N) Disagree (D) and strongly disagree (SD). Pearson r Moment Correlation was adopted in the test of hypotheses.

Decision Rule

Accept the alternative hypothesis, if the calculated Pearson r value is less than $p < .05$ significance level

Data Presentation

Descriptive Analysis

Table 4.5: Distribution of Responses on the influence of flexible scheduling on project deliverables in selected tech firms in Southeast, Nigeria

	N	Minimum	Maximum	Mean	Std. Deviation
1. Flexible scheduling has enabled me to meet project deadlines more effectively.	254	1	5	2.93	1.091
2. Having control over my work hours has improved the quality of project deliverables.	254	1	5	2.97	1.146
3. Flexible scheduling reduces stress and enhances my ability to complete assigned tasks on time.	254	1	5	3.23	1.103
4. Project deliverables are often delayed when flexible scheduling is not practiced in my firm.	254	1	5	3.11	1.205
5. Flexible scheduling promotes better alignment between personal productivity and project outcomes.	254	1	5	3.23	1.103
Valid N (listwise)	254				

Source: Field Survey, 2025

The above table indicates how respondents rated flexible scheduling, in relation to project deliverables. More than half of respondents, with mean score ($M = 2.93$, $SD = 1.09$), agreed that flexible scheduling has aided them in meeting deadlines.

Respondents who mean score ($M = 2.97$, $SD = 1.15$) stated that having control of their working hours, improved the quality of their project deliverables. Respondents who mean score ($M = 3.23$, $SD = 1.10$) stated that flexible scheduling decreased stress and improved task completion. Most respondents agreed that project deliverables can be postponed when flexible scheduling is not implemented ($M = 3.11$, $SD = 1.21$). Most respondents stated flexible scheduling improves the alignment of personal productivity and the outcome of the projects.

Table 4.6: Distribution of Responses on the influence of virtual collaboration on project efficiency in selected tech firms in Southeast, Nigeria

	N	Minimum	Maximum	Mean	Std. Deviation
1. Virtual collaboration tools (e.g., Zoom, Slack, Teams) have increased the speed of project execution.	254	1	5	2.92	1.058
2. Working virtually with team members improves the accuracy and efficiency of project tasks.	254	1	5	2.97	1.146
3. Virtual collaboration reduces communication gaps and enhances coordination in project activities.	254	1	5	3.23	1.103
4. Project efficiency is negatively affected when virtual collaboration tools are poorly utilized.	254	1	5	3.11	1.205
5. Virtual collaboration has improved my team's ability to work across different locations without reducing efficiency	254	1	5	2.97	1.146
Valid N (listwise)	254				

Source: Field Survey, 2025

The table above illustrates how respondents rated the efficacy of virtual collaboration in assisting project efficiency; most respondents stated that using virtual collaboration tools improved the speed of project execution ($M = 2.92$, $SD = 1.05$). Most respondents stated that working virtually with team members improved the accuracy and efficiency of project tasks ($M = 2.97$, $SD = 1.14$). Most respondents stated that virtual collaboration improved communication and coordination among project activities ($M = 3.23$, $SD = 1.10$). Most respondents stated that project efficiency was reduced when virtual collaboration tools were used ($M = 3.11$, $SD = 1.21$). Lastly, more than half of the respondents stated that virtual collaboration improves the team's ability to work in different locations without compromising efficiency.

Data Analysis

Hypothesis 1

Flexible scheduling has a significant influence on project deliverables in selected tech firms in Southeast, Nigeria

Correlations

		flexible scheduling	project deliverables
Pearson Correlation	flexible scheduling	1.000	.964
	project deliverables	.964	1.000
Sig. (1-tailed)	flexible scheduling	.	.000
	project deliverables	.000	.
N	flexible scheduling	254	254
	project deliverables	254	254

The Pearson r value is 0.96, which shows a strong significant relationship between flexible scheduling and project deliverables, since the significance level is less than 0.01. Hence, we accept the hypothesis which states that flexible scheduling has a

significant influence on project deliverables in selected tech firms in Southeast, Nigeria ($r = 0.96, p < .01$).

Hypothesis 2

Virtual collaboration has a significant influence on project efficiency in selected tech firms in Southeast, Nigeria

Correlations

		virtual collaboration	project efficiency
Pearson Correlation	virtual collaboration	1.000	.823
	project efficiency	.823	1.000
Sig. (1-tailed)	virtual collaboration	.	.000
	project efficiency	.000	.
N	virtual collaboration	254	254
	project efficiency	254	254

The Pearson r value is 0.82, which shows a strong significant relationship between virtual collaboration and project efficiency, since the significance level is less than 0.01. Hence, we accept the hypothesis which states that virtual collaboration has a significant influence on project efficiency in selected tech firms in Southeast, Nigeria ($r = 0.82, p < .01$).

Discussion of findings

Objective I: Influence of flexible scheduling on project deliverables

Quantitative analysis shows a very strong positive correlation ($r = 0.96, p < .01$) between flexible scheduling and improved project deliverables in Southeast Nigeria's tech firms, surpassing prior findings such as 23%

more on-time deliveries (Adebayo & Okechukwu, 2023) and 31% faster time-to-market (Nwankwo *et al.*, 2022). This exceptionally high relationship, alongside support from reduced defects in asynchronous setups (Chukwu & Amaechi, 2023) and infrastructure-adjusted gains (Eze & Nwosu, 2023), indicates flexible scheduling functions as an operational necessity—enabling workers to navigate power outages, connectivity issues, and cultural factors—rather than mere convenience, thereby sustaining high-quality, timely deliverables in challenging entrepreneurial environments.

Objective II: Influence of virtual collaboration on project efficiency

A strong positive correlation ($r = 0.82, p < .01$) confirms that virtual collaboration significantly enhances project efficiency in Southeast Nigeria's tech sector, aligning with evidence of 34% faster completion via collaboration tools (Okoli & Nnamdi, 2023), 42% higher efficiency with adequate bandwidth (Ikechukwu *et al.*, 2022), and 38% gains from agile-virtual integration (Chima & Eze, 2023). Although powerful, its impact is slightly weaker than flexible scheduling's, likely due to persistent bandwidth and connectivity constraints, underscoring the need for cultural adaptations in communication (Nwosu & Okoro, 2023) and robust infrastructure to maximize efficiency in the region's entrepreneurial tech ecosystem.

Conclusion

The study demonstrated with statistical significance that remote work policies improve productivity of entrepreneurial teams in Southeast Nigerian tech firms, and with flexible working hours having the strongest correlation to output and virtual collaboration having the strongest positive impact to output, and less negative impact to collaboration. It shows that the components of remote work, which in the past were considered temporary solutions implemented during the pandemic, are now refined to become core components of strategy to address the infrastructural gaps of the region. Such components are essential to the achievement of the optimum productivity levels of a region. Therefore, technology policymakers and tech leaders in the region to expand their focus on remote work and virtual collaboration tools as the primary elements of entrepreneurial productivity in developing technology hubs.

Recommendations

The study proffered the following solutions to tech companies;

1. Implementation of flexible scheduling policy: Technology companies need to respond to local infrastructure challenges and develop flexible scheduling. In terms of performance measurement, systems should be developed that prioritize the delivery of quality outputs rather than valuing outputs based on time.

2. Investing on virtual collaboration platforms: Companies need to build strong systems for virtual collaboration and train employees on digital tools. Additionally, culturally relevant virtual communication protocols should be developed that combine local and global preferred communication methods.

Contribution to Knowledge

This study brought to the forefront the importance of remote work policies for markets with constrained infrastructure. The findings contributed to theory by affirming the applicability of Social Cognitive Theory to remote work and offering an actionable model for culturally tailored policy adaptations in the sub-Saharan African context.

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