

Future of Work in Nigeria: Finding Meaning In An Unstable World

by

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Abstract

Globally, in a move toward the workplace of the future, flexible work practices have been adopted to increase morale, work-life balance and arguably increased quality of work. The inclusion of flexible work aims to alleviate some of the mental, physical and economic strain, with benefits for both employer and employee. Although Nigeria is still considered to be less-developed than the western world we have access to advances in technology through the worldwide web that allow us to integrate novel systems with situational adaptations. Outsourcing, insourcing and flexible working are now features of the modern day organization. This research aims ask human-centered design questions relating to the adoption of flexible working structures in developing economies and its impact on organizational productivity, asset management and employee satisfaction. The research will investigate the relationship, if any, between flexibility in work and increase the innovation culture in organizations. In the course of research I hope to highlight and uncover some of the implications associated with the inclusion of these practices in Nigeria - willingness of adoption, ease of implementation and barriers to acceptance. It will look into the social, cultural and religious factors and the correlation with individual and organization culture and the leadership of the organization.

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Opening

I was watching a clip of a Dave Chappelle interview with Gayle King on *CBS This Morning*. There he spoke about greed, money and fame and his journey through the limelight. He used an analogy of how bushmen used salt traps and baboons to find water. I found this story very interesting more so because I had no idea baboons liked salt! So I decided to find out more about this practice of bushmen using baboons to find water and this is how it works:

A bushman bores a hole in a termite hill making sure that a baboon is close by and watching. In this hole, he places a handful of melon seeds. The bushman leaves the hole and hides nearby. The baboon is overwhelmed with curiosity, goes to the hole, sticks its hand in and grabs the handful. The problem is with its fistful of melon seeds, its hand is now too big for the hole and the baboon is stuck. It does not occur to the baboon to simply let go of the seeds and be free. While the baboon struggles with the hole, the bushman captures the baboon. The bushman then leaves lumps of salt for the baboon to feast on like candy. The baboon is so excited to have salt, it forgets it is in captivity and enjoys the salt. A while later the baboon is thirsty and must find water. Normally baboons are very secretive about the whereabouts of the water reservoir almost like they want to hoard their supply. This is why the bushman has to get the baboon to the point of desperation where it does not care who is watching or who follows. After all the salt is eaten and the baboon is desperate, the bushman lets the baboon go. Immediately the baboon runs to the water reservoir not minding that the bushman is running behind him. And just like that in the dry desert the Bushman now knows where to find water.

This story highlights several notions and questions - how did the bushman realise baboons liked salt? How could he guarantee that the baboon's greed and curiosity would get the better of him? How did he know what size of a hole he needed to dig so the baboon's hand would be stuck? A lesson I learned very early on in the SFI program is the power of self interests and how design is really in learning to use those interests through ethnography, observing behaviours to condition or guide the desired actions. So by extension, the bushman was an amazing designer.

Introduction

Collaborative consumption (also given, among many others, the label ‘collaborative economy’ or “sharing economy”) as a phenomenon is a class of economic arrangements in which participants mutualize access to products or services through lending, trading, bartering, and swapping rather than having individual ownership (Möhlmann, 2015).

These days, when people hear the term “sharing economy,” the first thing often coming to mind is Uber or Airbnb. This new economy has created a new kind of work, which could potentially be the future state, or at least some form of it. The new work model empowers an individual to earn a living and still maintain work-life balance through flexible and personally chosen work schedules like working from home or cafes or co-working spots, wherever they can plug into a reliable source of power and data and be creative and autonomous. On the other hand, this model would in theory enable firms to deal with human capital without incurring some unnecessary fixed costs; and reach talents otherwise unavailable due to restricting factors like location, family and personal issues.

Outsourcing, insourcing and flexible working are now features of the modern day organization. Globally, in a move toward the workplace of the future, flexible work practices have been adopted to increase morale, work-life balance and arguably increased quality of work output (Dishman, 2013; Golden, 2001; Arnold & Bongiovi, 2012).

Flexibility in the work structures as a concept like the sharing economy might then assume that a developed or rather mature economy will embrace the possibilities it brings, whilst a developing economy may not have the capacity to investigate flexible working constructs. Although conversations around the future of work have brought to light the gig economy - the prevalence of freelancing particularly in reference to the growing contributions of the creative economy, the focus of this research will be on flexible working as it pertains to the skilled labour workforce in service industries in Nigeria.

This inquiry into the future of work could help organizations to adopt different working structures in Nigeria - catalyze changes in the nature of office work, exploring the possibility of new kinds of work structures. Particularly in industries where hierarchy is the norm and bureaucracy is rife –where value is placed on the appearance of productivity than on actual results (Slaughter 2011) the revamp of work structures is needed. Traditionally in Nigeria, employees work in silos, focused on checking off items on a worksheet and garnering favor from supervisors and managers by appearing to be busy. Spaces are designed to distinguish multiple levels of management, and highlight power relationships at play. Efficiency and effectiveness are at the forefront of operations and there are formal channels for communication across levels. As such, any implementations of alternative work structures involves a significant amount of organizational behavioural change as well as enabling infrastructure. In North America, by and large, strides have been made to shift towards remote work, telecommuting and

open plan offices that discourage permanent workstations in attempts to create “non-territorial” offices that encourage collaboration (Saval, 2014)

As a Nigerian, I am passionate about the economic situation of less--developed countries where the absence of design has created a pattern of behaviour that would be considered inefficient, counterproductive and anything but flourishing. This pattern is driven by the need to survive. Households are forced to obey laws governed by failing infrastructure and bad leadership.

The current situation then begs the question: **Can we use flexible working modules to design systems increase happiness at work, productivity and talent retention?**

In particular how do we adapt the advantages of flexibility from the gig economy and mitigate some of the negative consequences from more traditional structures.

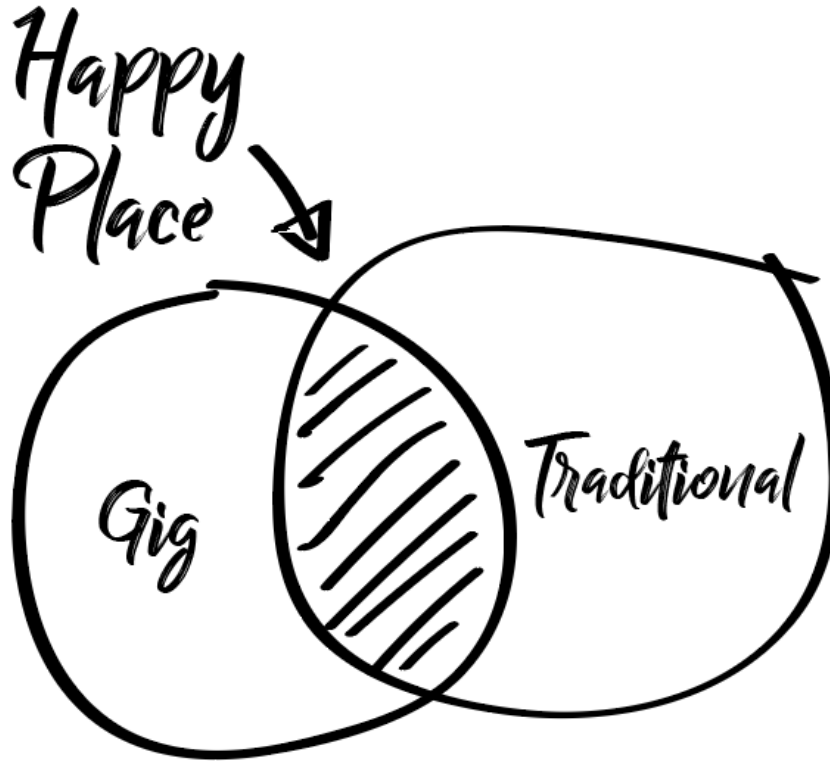


Figure 1: The Intersection

Nigerian Landscape

The Federal Republic of Nigeria is located in the western part of Africa. It made up of 36 states and a Federal Capital Territory. The capital is Abuja; however, Lagos remains the largest commercial hub of the country. The official language is English. Estimates for 2017 place the population at 186 million and roughly 47 million of working age (CIA, 2016). Nigeria is a diverse society with over 250 ethnic groupings and more than 400 dialects (Aluko, 2009). In Nigeria, ethnic ties are often times the foundation for strong

loyalty. Individuals are more likely to offer help to those who are either family members or from the same ethnic group.

Nigeria as a developing nation has many challenges. These challenges include corruption, crime and terrorism, unemployment, poor education and university systems, pollution, lack of basic infrastructure, gender disparities, transportation inefficiencies, lack of emergency services and so on. Infrastructure however, seems to be the most critical factor to discussions around work particularly as the future is by and large based on availability and ubiquity of technology. Critical infrastructure requirements for building flexible working structures are Power and Communication. Whilst these are a given in developed markets, the inconsistency and most times lack in provision creates an un-enabling environment.

The Nigerian POWER Quotient

Adequate power supply is a mandatory prerequisite to any nation's development and in turn the basic premise upon which all structures are built. For reasons not limited to; the ability to power devices, improve automation, safety and the work day is severely limited by the lack of electricity and power. In humid climates like Nigeria, you can regulate the thermal conditions with power which in turn improves efficiency and morale.

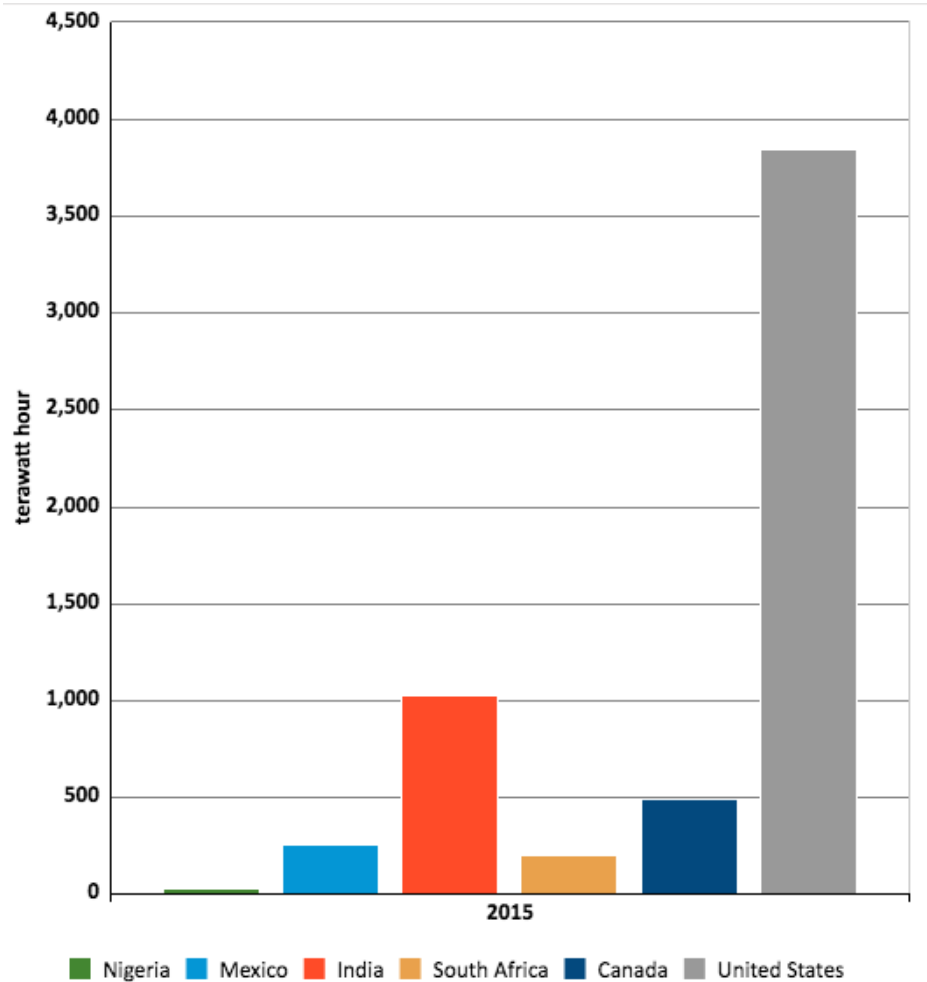


Figure 2: Comparative Analysis of Electricity Production Data (twH) from knoema.com

Nigeria is Africa's largest economy with a GDP of \$521.8 billion, while South Africa is second with \$350.6 billion (Ajayi et al, 2016). This however doesn't translate when you look at the electricity production and consumption figures. According to the Global Energy Statistical Yearbook 2016, Nigeria's electricity generating capacity is a measly 33.11 terawatt hour which is not nearly enough to support its population. In comparison with Canada whose population is 19% that of Nigeria yet produces 19 times

the amount of electricity (631.89 tWh). Even South Africa within the same continent is able to produce 7 times as much for its 53 million people. This disparity is useful in understanding the scale of the challenge facing Nigeria begins to come to the fore. Although these are estimations based on data available, it however confirms the severity of the power generation gap. Most Nigerians have come up with creative and innovative solutions to address the power supply problem through petrol generators, diesel generators, battery power and a slew of rechargeable devices for the gap times

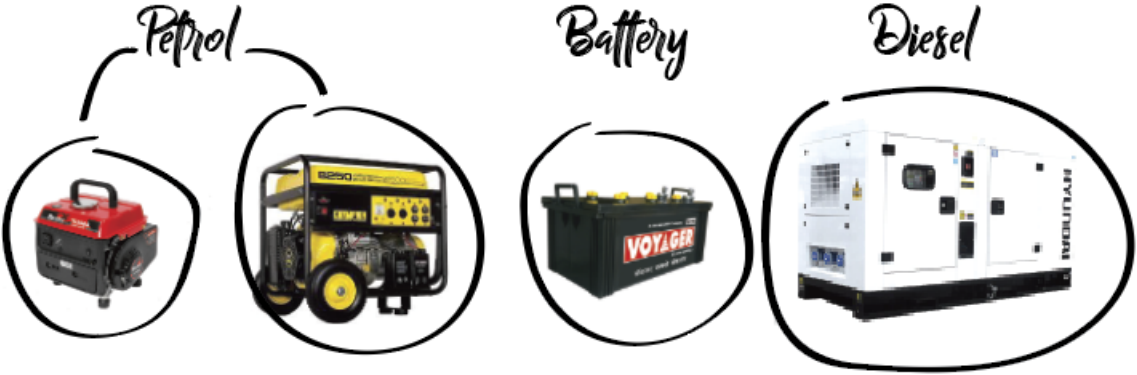


Figure 3: Alternative Power Sources

Data, Infrastructure and Devices

Huge progress has been made in recent years in connecting Africa. One of the big challenges – that of connecting Africa to the rest of the world – has been substantially addressed by the roll-out and activation of a number of undersea cables over the past few years. In access networks, operators continue to launch and expand 3G and 4G LTE services. LTE networks are in commercial service in 30 African countries, data devices such as smartphones have become much more affordable –with brands like ‘honor’, a sister of Huawei producing high-end phones for less than \$300 (Barling & Stark, 1998).

Mobile is the new normal

Africa remains mobile/wireless-first. The landmark number of one billion mobile subscriptions in Africa is approaching. Although macroeconomic difficulties and regulatory factors – such as SIM registration drives in a number of countries – held back growth in Africa’s telecoms market in 1H16, Ovum forecasted the number of mobile subscriptions in Africa to reach one billion at the end of 2016 (Cheney, 2008).

Due to the lack of legacy infrastructure in developing markets, it was relatively easy for Africa to adopt the mobile revolution. According to a report collated by *We Are Social*, Nigeria ranks highest globally with 82% of web traffic through mobile devices (Kemp,

2016). This puts us at a unique advantage to begin to bridge the gap towards a more adaptable work landscape

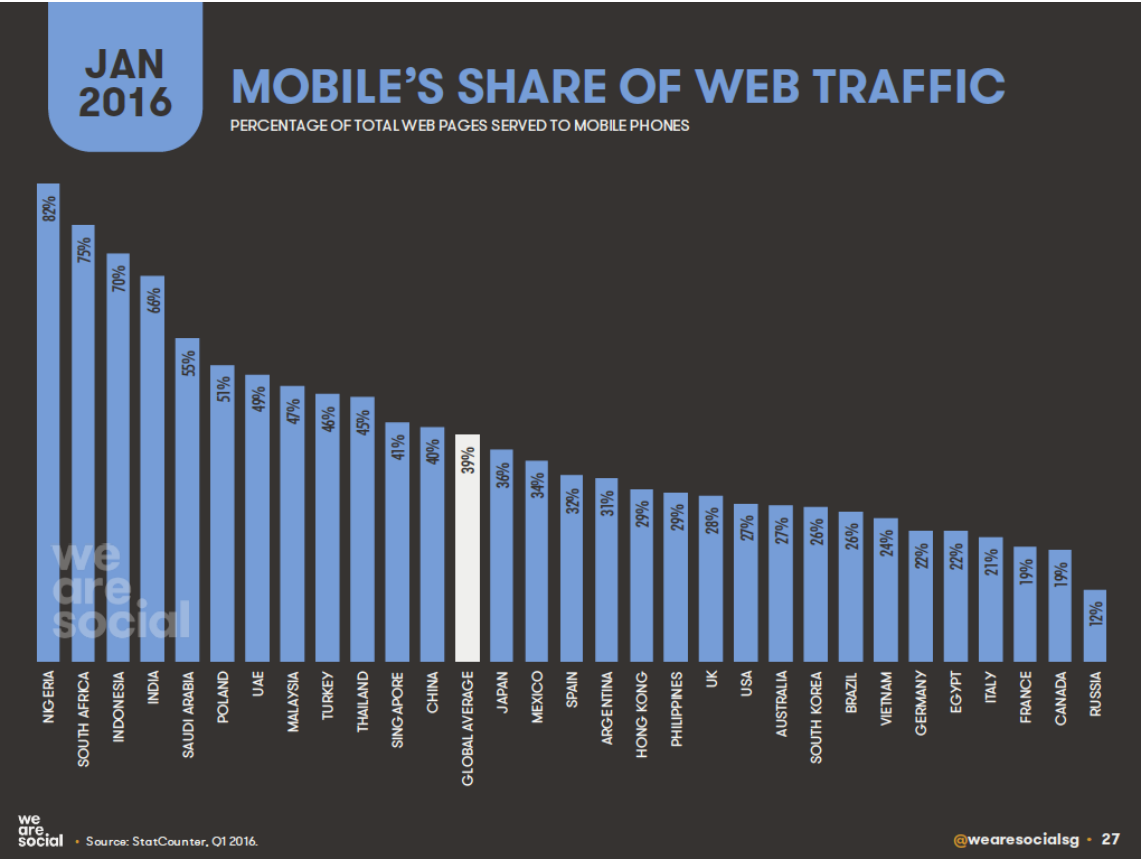


Figure 4: Mobile's Share of Web Traffic from). Digital In 2016. We are social's compendium of global digital, social, and mobile data, trends, and statistics.

The mobile industry staples of voice and SMS revenue are in decline, but non-SMS data revenue in the African telecoms market is growing strongly, driven by the rollout of 3G and 4G networks, the increasing affordability of smartphones, and changing user behaviour- why use minutes when you can use data.

In envisioning the future, it is more likely that most workers will connect to the internet using a mobile device and not a desktop. Although Africa's broadband development continues to lag global standards according to Ovum's Broadband Development Index, which measures and compares the adoption of fast broadband services globally. Our mobile usage is indeed promising as we continue to tackle economic, infrastructure, and regulatory obstacles.

Socio--political catch-22 state of mind

An understated problem which shows up when focusing further on the Nigerian situation is the employability of the human capital produced by the Nigerian educational system.

Remember, historically Nigeria as a nation emerged from an agrarian background with many of its people settled in rural dwellings. However, with the passage of time, the backbone of the economy shifted from agriculture to oil in the oil boom era of the 1970s. A rural-urban drift in compliance with the modern technological trend with which came new ways of doing things and new understanding of the environment. The need to obtain the required expertise to gain mastery of the new methods of doing things made provision of formal education inevitable. People therefore had to go to school to learn about these new ways of doing things. However the education system and curriculum has not quite evolved since. As such our graduate population feeding the employment

pipeline is inadequately prepared for the roles they seek.

Literature Review

Overview - Future of Work conversation

In recent years there have been a lot of discussions around the definition of work and what the future might look like based on current trends. The concept of the corporate office as we once defined it is dead in some places and dying in others. Technological advancements, globalisation and changing workforce dynamics have caused a shift in the traditional approaches to work. For organizations to stay relevant and compete in their markets, they becoming more global, hiring talents across countries and working in smaller remote teams. This trend has turned a significant number of employees globally, into mobile workers working anywhere and anytime. The proliferation of smartphones, tablets, laptops and cloud-based storage networks means this trend will continue to grow globally. Employees now have the ability to work from anywhere and at any time as long as they have a reliable Internet connection.

As the workforce model becomes more boundaryless, it also calls on the need for new models for leadership and management - the ability to engage, inspire and building trust in people that do not share the same physical space. Organizations are forced to redefine work ownership and promote a belief in sharing and collaborative intelligence.

Remote work and Flexible Work

Increasingly, employers are offering more flexible options to employees with regards to the physical location in which they carry out their work as well as the distribution of the hours worked. These options include reduced hours, non-standard hours, various forms of remote/home working, part-time working, job sharing and compressed working time.

The concept of remote work and teleworking as a legitimate working model surfaced in the 1970's, when commutes got longer due to heavy traffic and gridlocks in the downtown areas where most of the corporate entities were located. The time it took for employees to journey from suburbia to downtown kept increasing. As a result a new model was required to help mitigate the problem. The internet and personal computer were also introduced around this time and allow much more part-time job mobility. There was also increased morale as teleworking would see reduction in human frustration with traffic congestion. Although in its pilot implementation phase, managers were found to be the biggest opposers to this new practice as their roles had changed drastically - there was no one to manage. More recently, researchers Kelliher & Anderson (2008) indicate that managers have nothing to fear as it was more likely work hours increased.

There has been an enormous growth of the adoption of remote and flexible work practices in the last decade alone. Employers now use flexible work to grab and retain

talent in the workforce by offering work schedules that are conducive to the any lifestyle as well as a sense of autonomy where workers have more control and discretion over their work (Idris, 2014).

Work-life balance

Telecommuting is seen as a potential means of employing and retaining valuable employees by helping them balance work and home demands as well as reducing commuting costs and time. Telecommuting is particularly helpful for new parents, people living in remote locations, and individuals taking care of housebound persons to join or remain in the workforce. This arrangement aims to help balance work responsibilities with that of the home life, and the new competing demands of the new workforce. As technology evolves with apps able to integrate information on personal phones and computers, allowing individuals to work from any location at any time, the lines between work life and home life are harder to distinguish. The conversations around 'work-life balance' and 'family-friendly' employment have increased amongst policy makers and business leaders (Kelliher & Anderson, 2008). As mentioned above, working at home is included within such practices that allow for flexibility. However, the dynamics of work-life balance and workplace flexibility are not as linear or correlated as business owners and policymakers would have us believe.

These practices have been implemented help to meet the personal needs of staff as well as the demands of a company working across many time zones. However, flexible

working has come with its own unique set of challenges such as performance management (Gratton, 2010), work intensification, and work-life imbalance.

According to Tieze (2005) remote work inadvertently creates new sources of stress due to conflicts resulting from juggling work and non-work roles. In order to reciprocate the perceived favor bestowed on the employee (discretion over working arrangements), the work may intensify for a variety of reasons. Kelliher & Anderson (2008) reckon that work may intensify as there may be increased extensive effort – working at times when they are not scheduled to work or the intensity of work during work hours is amplified . Flexibility can become so fluid that there is no stipulated start, end or break times leaving employees in a perpetual state of presenteeism.

There is also a need to meet and possibly exceed expectations. In order to keep up the arrangement, the employee may feel the need to increase their effort in an attempt to mitigate negative reactions from managers and coworkers.

Co-working

Co-working has emerged as an alternative to the traditional working model- it is basically office-renting facilities where workers hire a desk and a wi-fi connection (Gandini, 2015). They are defined as “a movement to create café-like community/collaboration spaces for developers, writers and independents” (Dolan, 2012). For the purpose of the future of work study, it was important to explore co-working—in particular, how people define it,

who decides to engage in it whether it was industry specific, their motivations, expected outcomes and perceived benefit. This can help us to develop a new model for understanding other cases of distributed work and flexibility.

This practice of renting shared work spaces on a daily, weekly or monthly basis was mostly beneficial to freelancers, self-employed as well as those working in start-ups who can not afford to own or rent their own property. Even some more-established companies have experimented with renting co-working space for some employees as a means to include flexibility in the work arrangement.

The co-working space model helps to mitigate some sense of loneliness and isolation from professional and social networks that comes as a result remote work. Although, remote work has benefits of flexibility, cost and time-savings, working alone can take a toll on people, who sometimes find themselves cut off from networking and trust-building opportunities, with limited access to infrastructure and without firm barriers between their personal and work lives (Spinuzzi, 2012).

Co-working is largely discussed in relation to the rise of the creative economy- as this industry in particular would allow for flexibilities that perhaps more regulated industries such as finance would not (Lange, 2011). Spinuzzi (2012) suggests that the creative economy is largely network-based, where freelancers and independent workers require idea and knowledge sharing. These groups share information, new techniques,

technology/equipment and skills, building a sense of community wherever they are established.

Teamwork and Leadership

As the workforce becomes more globally distributed with employees working together on common projects from different locations and at different times, this new landscape requires distance communication tools to allow individuals to exchange ideas and partner with someone in another time zone, around the globe (Wahl, 2016). However, inasmuch as there are videoconferencing, email and document collaboration tools that have been made very easily accessible through the propagation of broadband internet, the virtual office culture requires focus, discipline, organization and self motivation that not everyone possesses. Callentine (1995) reported that about 90% of participants in virtual office study responded that communications with co-teleworkers were less effective than they had been in the traditional office environment. This is likely because it does in fact require additional effort to maintain informal relationships with coworkers virtually. The rapport built through informal communication then feeds into the peer-interactions required for the work to be done. This notion is buttressed by Ramsower (1985) who also found that full-time telecommuters engaged in less upward, downward, and horizontal work communications with coworkers and supervisors.

These findings then beg the question of what leadership style/ organizational structure best fits flexible work structures. Leaders have to manage the formation of new teams, a

collection of individuals that may have never been in the same physical space together. The leader must then mold these individuals into a coherent, seamless, and well-integrated work unit (Kozlowski et al., 1996). In addition, projects/tasks may require personnel outflows and inflows over time depending on the expertise required. Few have mastered management of teams in conventional workplaces let alone virtual offices.

Since self management is a major component of virtual teams an exploration on self-management as a tenet of organizational structure comes to mind - searching for leadership styles that is based on the strength of individuals having some autonomy. Laloux (2014) proposes 'teal organizations' and in particular, how their structures shift from traditional hierarchical, bureaucratic pyramids to powerful and fluid systems of distributed authority and collective intelligence. His thoughts also draw on Capra's discussions on organizations as living systems. A living system is a biological network/ ecosystem of individuals in an environment conducive to creativity that change themselves and by so doing collectively change the organization. This kind of organization values creativity, adaptability and flexibility. It favors creative leadership, creating opportunities and conditions to create something new. However there still remain the tensions between the machine like views on organizational leadership and more fluid living systems. In Nigeria, conversations around flexibility are still in their infancy phase and it might take a lot more than a theoretical model to move us from the conventional model particularly as hierarchy and bureaucracy are so rooted in culture.

Methodology

To adequately understand current work structures considering the social and cultural systems that define roles in Nigeria, it was important to get an idea of the experiences of both employers and employees. As such the methods used would get information from both stakeholder groups individually as well as at an intersection of both.

The methods used in gathering data were selected based on accessibility to tools and individuals:

- Interviews were used to gather information largely from an employer perspective
- Survey was geared toward the experiences as an employee
- Focus group workshop gave access to both groups together so that both parties could feed off the dialogue and find unique points of intervention that would be beneficial to both.

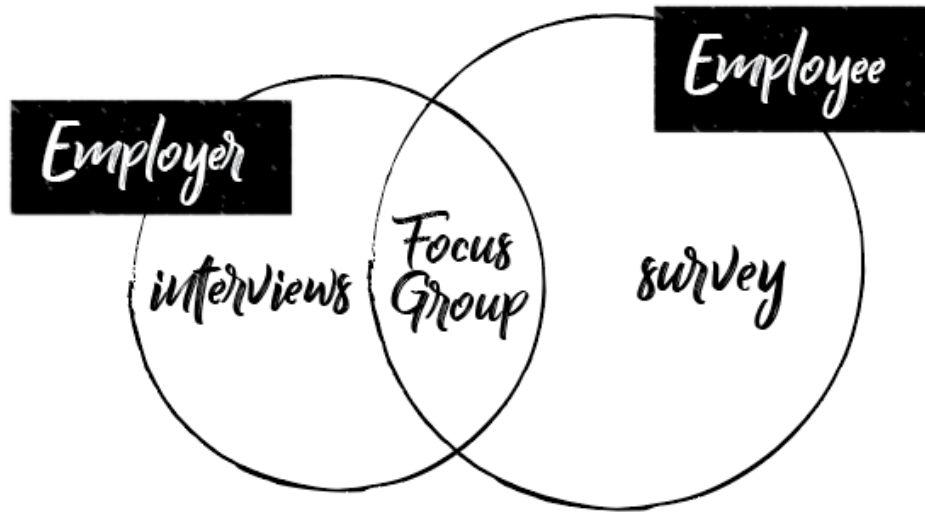


Figure 5: Methodology Reach

Interview Method

Interviews were conducted with senior-level managers from several companies representing different industries in Nigeria. Leaders of organizations are in the best position to answer questions on the viability of work styles in their organization; reasons to adopt or dismiss “global paradigm shifts in work styles” and also the propensity for change based on culture, budgetary concerns and the realities of the output that is required.

To understand the factors that are involved I spoke with the leaders of organizations in three industries:

- Finance
- ICT
- Creative services

These industries were chosen due to ease of access as well as juxtaposition of work structures that could exist. The leaders of these organizations would help get a holistic picture of what the transformation would require, ways of implementing as well as barriers observed from a leadership standpoint. Interviews with leaders were semi-structured with a few leading questions to guide the conversation and probing questions based on their responses. All interviews were conducted in preferred locations of participants (e.g. homes, offices) and each semi-structured interview lasted for 45-60 minutes and audio recorded with consent of interviewees. Some of the interview questions asked were as follows: How does the organization make decisions and how is information disseminated? Do you think culture has a role to play in the viability of alternative work structures? How would you define flexibility in regards to work?

Interview participants were selected in particular industries, access to the leaders was made possible through my personal network. It was important to get the perspective from the finance industry because they are one of the larger employers in the country

with branches throughout the country. The availability of multiple locations was of interest in crafting out flexibility with regards to location. Sterling Bank had been in the media during the initial phase of research, discussing their plans to roll out what was described as “flexible work conditions for staff”. I also wanted to talk to someone within the creative industry, particularly as the hoodie/gig economy which advocates for independent project-based workers to self-manage, self-promote, and self-develop. Finally I had wanted to talk to someone in the civil service however there were a lot of hurdles in getting access to anyone in authority. I then heard of a company with an in-house boarding facility for their employees and was intrigued as to the industry/leadership that would create an environment that provided room and board to staff.

Industry	Role of Participant	Organization
Finance	Executive Director, Finance & Strategy	Sterling Bank
ICT	Chief Executive Officer	High Tech Synergy
Creative	Founding Partner	Image and Time

After the interviews, a verbatim transcription of data was done to begin the analysis process. All the applicable comments from the transcribed data were used in interpreting

themes pertinent to the research question. The interviews were also useful to compare the leadership styles in the different industries, draw correlations between the kind of leader and the openness to adoption of new work practices and build better picture of the challenges faced by the industry and the role of work in that dynamic. There were however some drawbacks in scheduling as the people in positions of leadership were often times too busy running their organisations to make time. This was overcome through patience and a dogged persistence leveraging on connections within my network to get a pool of individuals with some understanding of the research benefits.

Focus Group Workshop

A variety of stakeholders were invited to participate in this workshop based on their interest and personal experiences in the Nigerian Workforce. A group of 6 participants of diverse ages and backgrounds came together to discuss the topic. The 12 participants were invited using each one bring one approach. 2 participants were known to me and were asked to bring one or more to others from their own networks. There was a special request to bring someone that worked in a different industry from them to get representatives from as many industries as possible. There was a mix of employers and employees. It was important to have the participants physically interact so that the idea exchange and varying perspectives could possibly bring to light issues that had not been thought of previously.

This is a creative design workshop was useful in identifying the major components of work structures and propose new approaches to work across different industries as a way of improving and enhancing the lives of workers in Nigeria. Participants who were all members of the workforce, asked open-ended questions on the work landscape. They also shares their thoughts and reservations on flexible work practices. Figuring out the strengths and drawbacks of the different aspects of flexibility. From this session a series of questions were generated for a survey sent out to contacts in different industries.

Survey

An online survey link was sent out to through a broadcast message to my personal network through social media platforms: WhatsApp, Facebook, Instagram and Twitter. It was targeted specifically at individuals who have or are currently working in Nigeria. Several members of my network also shared on their own platforms as well. Altogether, the reach of the survey can be estimated ~ 500 (based on the number of followers on these platforms that have Nigerian work experience). The Survey website was responsive allowing users access through their mobile devices which was important knowing the statistic of mobile web usage in Nigeria The survey had 23 questions and there were a total of 90 respondents. The survey questions addressed issues of management, travel times to work and flexibility across industries. The survey also included a field where participants can give their suggestions on their ideal futures.

Participant Observation

In addition to speaking with leaders and the survey, I actively joined the workforce in Lagos, Nigeria to observe from a first hand perspective what the landscape looked like. I was required to work 8am - 5pm, Monday through Friday. I began my employment in July, 2016 and concluded in March, 2017. During my employment, I also asked to be invited to observe external meetings in order to observe other working styles and environments in other organizations to form a more holistic mental model. I was able to make notes on either helps or hampers the efforts that are the organization's goals in terms of mission and vision as well as the culture and reporting lines. By being part of the system I was able to reduce the Hawthorne effect a phenomenon that occurs in research where participants alter their normal behavior when there are being observed presenting inauthentic behaviour (Holden, 2001). As the ethnographer, I acted as the research instrument. I journaled experiences taking note of activities environments and interactions pertinent to the research topic. Observation as the ethnographic method could not stand alone it had to be complemented by the aforementioned methods to yield value.

Findings and Discussion

Financial Organization Findings

Sterling Bank is one of the major commercial banks with its headquarters located in the financial district of the Lagos Metropolis with over 2000 employees nationwide. The Director describes the staff as a “relatively young vibrant workforce” which is very reflective of the country’s demographic.

When speaking about the current work landscape, he believes that the current work structure and organizational models emanated from the industrial revolution with a factory work style where employees would work with timesheets. They would clock-in and clock-out at set times of the day. In his opinion, this practice adopted as-is into the service industry without actively retrofitting it to the new scope and nature of tasks performed in the service role.

“The rough transition from manufacturing to services left us with baggage.”

Across the bank sector, there are several roles and departments that have diverse requirements. Certain jobs needed to be done at certain times. To begin to aid this transition from industrial rigidity, the bank had implemented shift work which the Executive Director felt was “straight-jacketed” and as such did not quite fit the tasks it was intended to. However, it only meant that people stayed in and were not actually being utilised. He prescribes that in understanding behaviors, one needs to understand that in some capacities, people were more productive at certain hours.

According to the Executive Director, Sterling Bank has come up with a policy to promote work-life balance among its staff as it continues to strive to build a great place to work for its workforce through the introduction of Flexi-time and Flexi-place. The bank is able to solve both time and place requirements because they have multiple locations across the city. To mitigate long commutes, employees can work out of branches closer to their residence. All the branches are connected via a secure cloud-based network allowing employees access to files regardless of their branch. The flexible arrangement also extends to nursing mothers who have later resumption times and also have childcare and healthcare facilities available within headquarters. The building housing the main headquarters also shuts down at a certain time to force people to leave. The bank also implements a Park-n-Ride program where employees can meet at a certain location close to their homes and ride on a bus with other employees into the branch.

Currently the flexi-time and flexi-space arrangement is contingent on supervisor approval. Employees must initiate a request and the supervisor tasked with the

responsibility of assessing the viability of the requested arrangement and approving work hours. The bank has seen a significantly slow uptake to the adoption of flexi-time. Even customers are interacting more online than coming into the branch so the bank has to adapt to this shift. The Executive Director contends that there has not been mass adoption because cultural mindset that perceives this arrangement to be relegated to a younger demographic. This mindset also makes being seen doing work is just as important as the work being done. Performance management systems are not able to assess employees that are not physically present. Management finds it difficult to evaluate work without seeing people. As-is, the employee evaluation frameworks only weigh the utility of the collective final output, not individual contributions. This makes it difficult to decipher who did what and who deserves credit/praise. In an industry that strives for meritocracy, this inability to decipher individual work is problematic. As such, for flexi-time to be effective, there might be new methods of evaluation standardised across different job functions within large firms - for example, in Accounting, Human Resources and Information Technology. The organization would also need to digitise the monitoring systems looking at a dashboard. Lastly to promote company-wide adoption, supervisors would be evaluated based on their ability to lead the shift.

The Executive Director suggests that different sectors should choose different hours to first alleviate the traffic congestion. When speaking about government agencies, he believes that the first point of call is creating a credible workflow process. Today, the Nigerian civil service is riddled with corruption in part because there is no clearly defined process for most of the tasks to be completed. As such patrons end up paying bribes to

officials to cut down the exorbitant service times. He also suggests that there has to be a nationwide integration of technology in the civil service. Adoption of technology would not only serve the people with quicker response times, it will make the lives of the employees easier and make the civil service more attractive to the talents entering the workforce. However for such a large-scale transformation to be successful, it would require pioneers within the civil service to pilot this adoption and become the poster child for success. Leaders of these agencies have to be innovative and agile, willing to at least attempt change. In my opinion, this change is easier said than done because often times, politics and bureaucracy make the status quo the preferred route.

Changes in the Organization

Current hierarchical structures need to evolve. The Executive Director suggest that the line of communication and power should be functional roles based - where the output of the previous line would require accountability from the next line using a 4-Layer structure (see Figure 6) The first layer would be that of Analyst doing ground work processes which feeds into the supervisory layer whose job is to aggregate and integrate these processes into a cohesive work product. The third layer would manage functional areas and communicate outputs to the top layer who coordinates functions across all areas. Experience and pay grades can all be accommodated within these 4 areas, thereby reducing the internal politics and need to micro-manage the lower tiers of the traditional organizational chart.

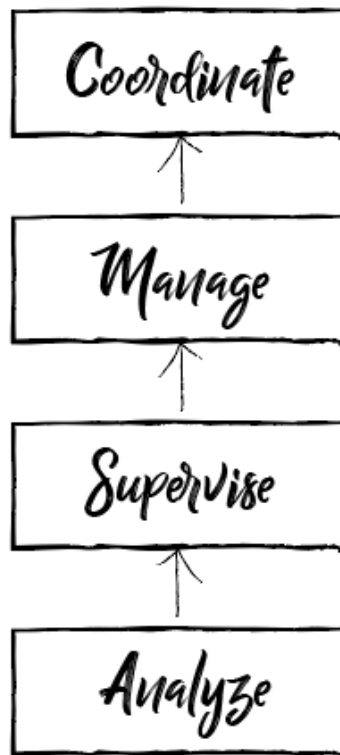


Figure 6. 4-Layer Management Structure for Financial Institutions

Creative Agency Findings

Image and Time (I&T) is a design consultancy based on the mainland in Lagos. According to the Founding Partner, It has an advertising arm, a creative Agency side and technical proficiencies. He considers the company to be the “IDEO of Africa” . The company is

fairly small in size having only 15 members of staff across the world in Accra in Lagos and London with the average age in the early to mid 30s.

The current leadership style is top down, decisions are made by the leadership team on behalf of the company. The leadership team then filters vertically downward. The organizational structure would appear flat as the seating arrangement is more open and studio style. The culture also allows for inputs from all levels but ultimately decisions are made by leadership. The culture was particularly noteworthy as the Founding Partner says that is the driving force of the organization. Outside of competencies and capabilities, compatibility and brand fit are key drivers in hiring decisions. I&T also conducts Myer-Briggs assessments through the 16personalities online profile tests to maintain diversity. Scenario testing is also used to screen new hires during the probation phase. These scenarios are used to measure their reactions to stress get a clear understanding of personality types and key competencies.

In the creative industry, work life balance is challenging. Work-life balance has to be organic but the industry is heavily driven by deadlines that are often times unrealistic. Creatives are trained to love their craft and typically work from a place of passion. According to the founding partner, organizations try to encourage creatives to work from home but they do not stop working and to try to get them to stop is futile because there is a constant influx of ideas.

“We are predominantly in the ideas business, that’s where the bulk of the work is. This is also the reason why the leadership structure is in place because a creative would typically keep going until it is something they are proud of; as such someone in a position of authority must make the call.”

“You don't clock out of passion so most creatives just tend to keep going”

The challenge then is trying to create an environment where creatives can be inspired to work and be able to take energy breaks when necessary to mitigate the risk of burnout. He also explained that in the course of running the creative agency, he studied energy levels to understand the times of day when creatives are at peak performance. He claims in his experience, creatives are better later hours of the day and the early hours of the morning, in the middle of the most of them are ‘totally useless’. As such it’s important that the design of the environment is conducive for the body during peak times and able to inject energy in the lull times. The ideal design would be one that was able to house employees on a long term basis to capitalize on the collaborative energy of the studio. However this could inadvertently lead to groupthink so it is important that they are able to feed off different sources of inspiration. To aid work-life balance, the company encourages partners, spouses and children to come in and spend time in the space.

In implementing flexibility several models have been attempted. The company had attempted a shift-like pattern where some of the designers come in early and leave early or come in late and leave in the night time. This system didn't work because the particularities of running a small organizations in Lagos. Most organizations cannot afford to own their properties and will have long term leases. The services in the building are sometimes run by property owners and are operated at the discretion of the building owners.

In the case of I&T, building services in particular the backup generators are completely down from midnight to 6am, and additional usage comes at a significant cost. The Price of diesel increases without warning and doubles operating expenses. Public transportation is also unsafe during these hours. With a young workforce, the majority of the employees are not car owners.

The London and Accra offices are significantly ahead with infrastructure. Employees work remotely for the most part and come in 2 days a week for face-to-face meetings .This arrangement is determined by the team lead. The employees bear the cost of their data and power.

Barriers to Flexibility

There is need for a paradigm shift in the way in which we define work, working hours and work-life balance particularly in our views around flexible work structures. Nigerians need to build and foster trust in order to reduce the need for face-to-face interactions. In the past at I&T, when working in virtual teams, managers would forget those working remotely and default to engaging those that were physically present. I&T began forcing managers to work remotely to have first hand knowledge of remote work. Creative industry would be in the position to pioneer this transition. An industry that trades on ideas and knowledge sharing should be boundaryless through the use of cloud platforms, storage partners and communication partners. Creatives also take the lead because they work from a place of passion,” - doing work that triggers motivation, energy and enthusiasm based on self-interest, and engage individuals in ways that are purpose-driven and go beyond the call of duty. Wherever they work, must be conducive and aligned with their internal drivers. In industries that are less passion based, economic incentives would help in the transition that is if KPIs were attached to working with remote/virtual teams. Other than the mindset creating an enabling environment would be hard but necessary.

Across industries, organizations oftentimes miss the importance of articulating vision to build culture and buy-in. Employees that have bought into the vision regardless of their location would willing to sacrifice, ensure that the work is done.

ICT Findings

High Tech Synergy (HTS) is software development company located on the outskirts of Lagos, close to the Ogun state border. It is small company with staff size ranging 25-30. The current hiring practice is novel in the Nigerian context. HTS hires developers while they are still enrolled in school. The Managing Director believes younger developers are more agile and keen. Once hired, they go through an internship and are then hired on a full time basis upon graduation. The Managing Director aims to create a family style dynamic within the workplace, where employees have mutual respect and the older employees in the organization are considered more senior. Projects are done in teams with seniors in the team championing the exercise.

"The main tenets are hardwork, dedication, and understanding urgency."

Although there is a central hub, most developers work out of client sites rather than the hub. As such it is hard to manage flexibility with regards to space because the sites may vary. The hub on other hand is fully equipped with sleeping, living and kitchen quarters. When necessary the developers may stay over.

According to the Managing Director, flexibility requires the ubiquity of power and data which is currently unavailable. In his view, work culture of Nigerians also need to change. Rather than trying to cut corners, employees need to be more honest or hardworking. He contends that there is a trust component that is missing. He suggest that flexibility should be a privilege earned. Organizations need to define the level at which employees would be allowed to work remotely. Although there are a lot of project management tools, there has to be a balance. Some projects require check ins of lines of code and rationale.

The Managing Director advocates for coworking spaces particularly for start-ups who do not have the funds required to acquire real-estate. Starting a business in Lagos is highly capital intensive. As such if there are pre-established spaces with facilities, that would significantly cut down the capital expenditure.

When exploring the work landscape, it is important to also take a critical look at the system that funnels into the labour force i.e the education system. Minus the operational issues of Nigerian education, the stakeholders within education must come together and figure out how to create a more rounded educational experience. Currently students are only taught to regurgitate theories which only prepares the student for textbook cases. A lot of them never see these theories put into real-world practice. The Managing Director believes that a possible intervention would be one in which private organizations would

take in interns during an industrial training semester. Individuals who proves themselves would guaranteed a position. Thereby creating a worthwhile education system and also alleviating the bottleneck in entering the workforce after graduation.

The Managing Director suggests that knowing the limitations of the education system, there is also a need for the individuals to develop themselves - finding ways to practice what school has prepared them for.

"Everyone has an equal opportunity just requires the extra push from the individual to go beyond the theory. You need to come up with a strategy to feed your passion while funding your lifestyle."

Suggested Intervention

Create an enabling environment with basic infrastructure, access to venture capital, effective education system and higher remuneration The future would need us to redefine the work and roles, policymakers need to take a serious look at power and data. Management would need to discuss roles and the levels that can accommodate flexibility

Focus Group Workshop

There were 3 males and 3 females present.

Participant Pseudonym	Gender	Age Group	Job Description	Employment Status
Bisi	Female	35-40	CEO	Self-Employed
Jaiye	Male	30-34	Executive Director and Public Speaker	Employed
Mandu	Male	20-24	Intern	Employed
Korede	Male	25-29	Co-Founder of StartUp	Self-Employed
Seye	Female	25-29	Web Developer	Employed
Juwon	Female	30-34	Human Resource Officer	Employed

Table 1: Focus Group Participants

The workshop was conducted in the meeting room offered by Bisi. It was located in an easily accessible part of the city. It was equipped with whiteboards and post it notes, conducive for creativity and cozy enough that the participants were in close proximity with one another allowing for collaboration.

The workshop took place late morning after rush hour traffic had cleared and lasted approximately 3 hours. We started by listing the factors that must be considered in any discussions of the nature of working in Nigeria. We then further broke down these factors looking for possible areas of intervention. The factors were highlighted in the

mind map.

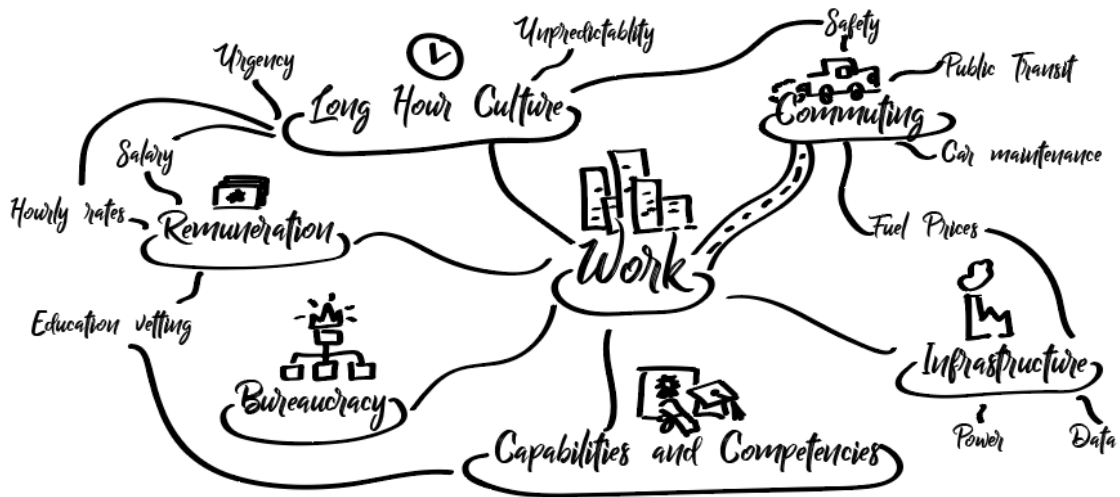


Figure 7: Focus Group Mind Map

Commuting

By and large, the commute to and from work is a major challenge, particularly in the city of Lagos, which is the centre of commerce. Commuting and traffic congestion is a challenge for many cities across the world because high vehicular traffic in urban areas grows faster than the capacity of the transportation system. In Lagos particularly, the lack of alternative forms of public transit further compounds the traffic. Congestion is expected at certain periods but beyond a certain level, the attendant costs to social and economic activities could threaten a city's viability as a decent place to live, visit and conduct business. One major factor that seemingly contributes to traffic gridlock is the poor urban planning which allows for certain public and private facilities like barracks,

banks, petrol stations, eateries, schools, police stations, markets to be located at certain points across the city creating several choke points, preventing the free flow of traffic. In addition to urban planning concerns, indiscriminate parking, roadside trading, poor road maintenance resulting in the existence of pot-holes on these roads, further exacerbates the commute times. The commute times have a trickledown effect with additional concerns in the commute times such as security and cost of transit.

Safety

Due to the long commutes, workers are forced to leave their homes in the early hours of the morning. This results in safety concerns for drivers as well as public transit users. Vagrants target private car owners in their early morning commutes, relying on the lack of sunlight to conceal their identities. In addition, due to the high state of congestion, car owners are “sitting ducks” unable to escape and the authorities can also not reach them to come to their aid as they themselves are rendered immobile.

Cost of car maintenance

The traffic congestion means that cars are generally overworked requiring more parts replacements and engine servicing. In addition to that, the congestion also increases the chances of road collisions further adding to the cost of maintenance

Fluctuating prices in public transit

The cost of car ownership is higher than what the average Nigerian can afford as such majority, rely on the use of public transit. The demand however causes high utilization, which means overcrowding and discomfort. In some cases where there is high congestion in parts of the city, causing the availability of buses to reduce, the transit drivers can increase the price of the trip up to three times.

Long Hour culture and irregular work hours

The employment landscape in Nigeria is categorised by work-life conflict, heavy workloads and Weekend work and irregular hours. The working hours can go beyond the terms of employee contract due to an overriding need or to finish services that cannot be postponed. The work culture is one in which there is not a lot of consideration for life outside of work. Sometimes unrealistic demands are placed on employees, compelling individuals to work overtime, more often than not with no incentives and the expectation that the individual would return to work at regular hours the very next day. According to Bisi and Korede, these pressures are often times external to the organization and have real impacts on their abilities to effectively run their organization. Bisi, a mother of 3, stated that nobody wants to keep people working just to see them working but in fact the requirements and economic situation has further compounded the need to work long hours. Particularly in industries such as advertising that are highly competitive, the notion - "if we don't do it someone else will" is often the driving force

and by extension “if an employee can’t do it someone else will”. She mentioned however that it is a matter of balance and it is a struggle to retain talent when the workload is so unpredictable. So as an organization, she ensures that the culture is such that there is group ownership of projects and employees want to see the work completed. This sentiment was not felt by other participants, who recounted the struggle to acquire employment being the reason they work whenever they are required to.

Remuneration -Salary/ hourly rate

The work hours would not be as much an issue if individuals were compensated for hours worked. However, very few industries can support hourly rates for several reasons, one of which is trust and accountability. Jaiye describes several scenarios in which he had attempted to implement hourly wages since a lot of projects were contract based and as such only required extra hands for certain hours. He found in the long run, that there was no real way to vet hours claimed and often times it was just easier from an accounting standpoint to have a retainer for contractual relationships. Another reason for the low prevalence of hourly pay, is the poor education system. Bisi mentioned that when making hiring decisions, there is an assumption that someone with certain qualifications would be able to complete a set of tasks within a specific amount of time. However that is not always the case. Employers have to assume the burden of training staff which is a cost to the organization. As such the organization can not then be responsible for the hours spent learning as well as the hours worked.

Bureaucracy

Traditional and cultural values mean that there is an inherent deference to authority and power distance. This respect and hero worship of individuals in certain positions means that key decisions must go through said individuals and others are not consulted.

Although a few organizations are adopting more collaborative styles, many still practice division of labor and top-down authority. Organizations have clear ranks that stack up in a hierarchical pyramid.

Capabilities and competencies - skill gap

Four participants in the group attended universities in Nigeria. the remainder attended university outside the country, and would be considered “foreign-trained graduates”.

The employment landscape in Nigeria tends to favor the foreign trained over the locals for a variety of reasons. The Nigerian university system is peculiar in a few ways.

According to the participants, to enter a university, potential students must take an exam organised by the Joint Admissions and Matriculation Board (JAMB). Each university has cut-off marks for different faculties, however some programs fill up very quickly. In which case a student must apply to a less desirable program, or a less desirable university or wait till the next year and retake the matriculation exams. To avoid a year of being idle, a lot of students opt for the less desirable program in the hopes that they would be able to transfer once they get into the university, but that rarely happens.

In addition to the faculty debacle, according to Mandu, exam malpractice is rife in a lot of schools amongst a number of students to pass examinations and advance. As such, many students are just acquiring certificates and degrees they do not deserve with little education poor skills. Lecturers are overwhelmed, underpaid, underfunded and ill-equipped to provide high quality education. They get away with doing the bare minimum with some of them accepting bribes for grades. As a result, many graduates cannot defend their degrees, remain unemployed and unemployable, contributing to the staffing challenges. Employers can only spot potential and must then assume the responsibility of training. This contributes to the low remuneration.

Infrastructure – power and data

As discussed earlier, there is no constant power in most areas in Nigeria. Individuals and organizations must bear the cost of supplying power. To survive, many Nigerians have their own power plants, creating the world's highest concentration of small-scale generators. Two-thirds of all electricity is produced in basements and backyards, at a cost of \$13 billion a year. (The Economist, 2010). Most businesses rely on diesel-generators to conduct their work. This overhead cost is then compounded by the increases in fuel prices. In January 2016, the pump price of diesel was N165/litre, by December 2016, the price went up to N260/litre. A lot of businesses can not cope with these fluctuations, let alone individuals.

Survey Summary

Data having been collected through the use of the online questionnaire were analyzed using tabulated percentage, and the findings were presented by use of bar charts indicated in the Appendix.

The highest percentage of industries in which the respondents were employed were the financial services (20.51%) and the creative services (26.92%). This confirmed the decision to interview leaders in these industries in order to understand the employment landscape.

Data analysis of the employment status (Table 2) showed the majority were employed on a full-time basis (54.95%) or self-employed (34.07%), no respondent indicated that they were unemployed. This data is important because it could be inferred that those that are not formally employed by organizations/firms have created their own income streams. This information is further confirmed in Table 3. When asked if they had other income streams 56 respondents answered 'Yes' and 13 respondents answered 'Somewhat'.

Answer Choices	Responses	No. of Respondents
Full-Time	54.95%	50
Part-Time	1.10%	1
Contract	4.40%	4
Intern	1.10%	1
Self-Employed	34.07%	31
Freelance	4.40%	4
Unemployed	0.00%	0

Table 2: Survey - Employment Status

Answer Choices	Responses	No. of Respondents
Yes	62.22%	56
No	23.33%	21
Somewhat	14.44%	13

Table 3: Survey - Alternative Streams of Income other than Primary Employment

The data also confirmed the long hour work culture with only 13 respondents 'Never' working more than 10 hours/day and others reporting to working long days 'Sometimes' (51 respondents), 'Most Times' (18 respondents) and 'Always' (9 respondents).

Do you have access to reliable power at home?

Answered: 89 Skipped: 1

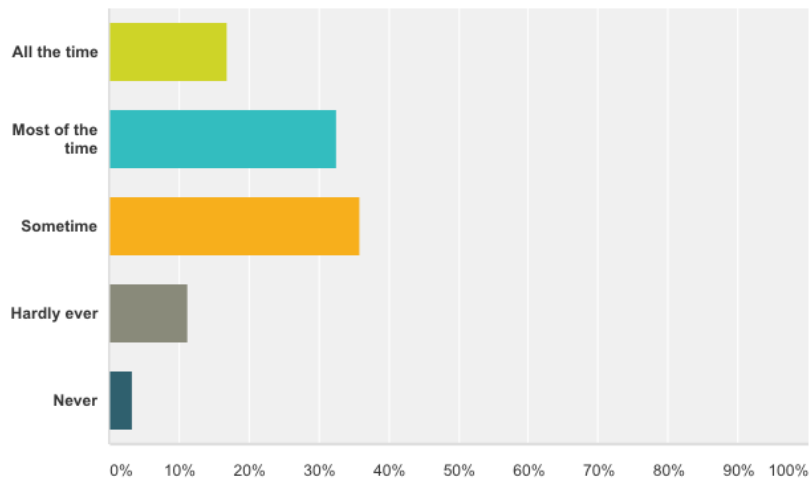


Figure 8: Survey - Availability of Power

The questions about availability of power showed results that would appear contradictory to previous research, with 16.67% and 32.22% reporting to have access to reliable power in their homes 'All the time' and 'Most of the time' respectively. However the survey did not cover the sources of the power (i.e the government provided or privately sourced). When asked about the cost-effectiveness of working from home, 51.65% answered yes while 25.27% and 23.08% responded 'No' and 'I can't say' respectively shown in Figure 9 below.

Would working from home be more cost-effective than going into the office?

Answered: 91 Skipped: 0

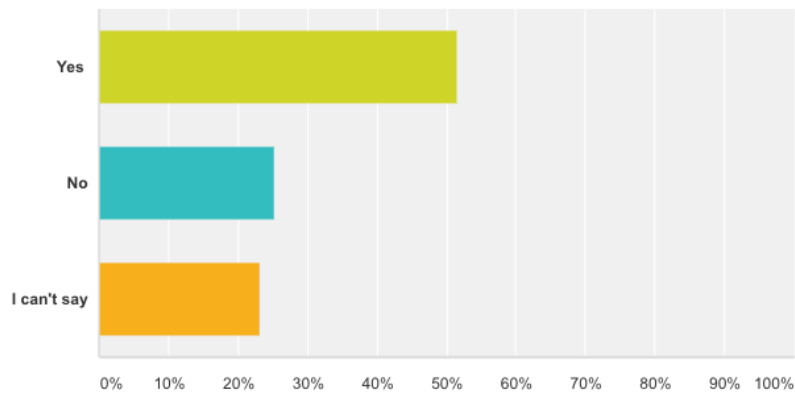


Figure 9 Survey - Cost effectiveness of working from home

Internet services would appear to be easily accessible. 38.39% reported having access to internet 'All the time' and 43.33% with access '>75% of the time'. According to Research ICT Africa (Ifijeh, 2016), 70% of non-internet users reported that the services the cost of ICT services is a major barrier to increased internet and broadband usage. In addition, the circulation of the survey link was predominantly within Lagos and its environs. Lagos is the commercial hub of the nation (Fadare, 2009) and home base for a lot of internet service providers as well as telecommunication firms which is relevant in analysing the presumed ubiquity of internet access.

Do you have access to reliable internet data at home?

Answered: 90 Skipped: 1

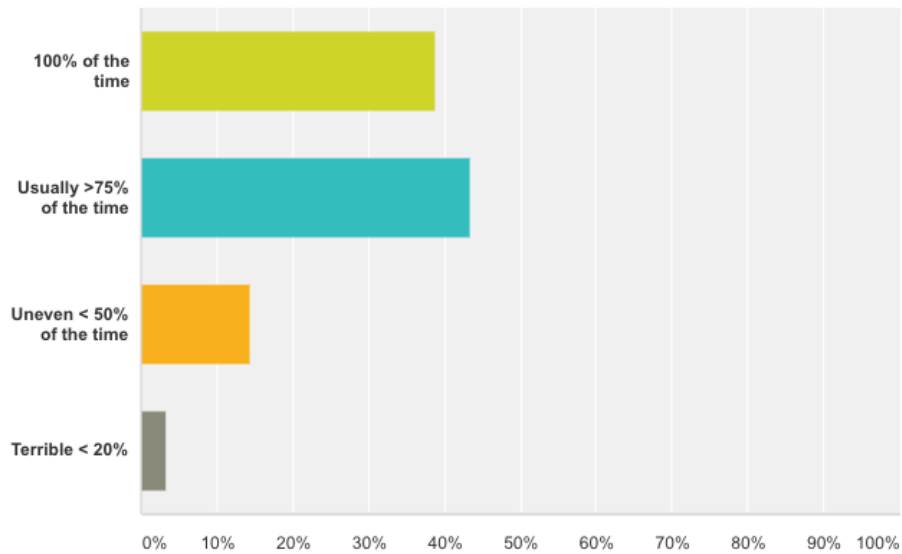


Figure 10: Survey - Availability of internet data

Changes to the research question

The changes in the economic landscape in Nigeria has increased the pressure on organizations to find new ways to make their business more profitable and cost effective. From literature, the flexibility of space provided by remote work has allowed companies to identify some internal work functions which can be carried out more efficiently off-site. Discussions on workplace flexibility brought up notions about the environmental conditions that make it possible for individuals to work remotely, these include the availability of basic infrastructure, connectivity, telecom costs, and favorable regulations.

However, Nigeria still struggles to provide constant electricity, running water, safe roadways, and public transit that could be considered basic infrastructure to its counterparts in the west. For any kind of desirable future of work, these basic amenities need to be easily accessible. Infrastructure development would require prioritized and extensive capital investment by the Nigerian government as well as a significant time commitment to reform. which is comprised of changes in leadership and differing decision-making agendas of the ruling parties.

The future of work is not only one where individuals can perform their job functions more easily through flexible work structures provided by individuals, it is also one where regardless of sector or industry, individuals can find meaning and purpose in their work.

This led to a revised research question: **How might individuals find meaning in their work despite and in spite of the infrastructural challenges in developing nations like Nigeria?**

Recommendations

"Things don't work like they are supposed to all the time so you have to figure out an alternative. Nigerians are always thinking. Things that would throw the average person off we are not phased by it." - Yvonne Orji

The Future is already here- it's just not evenly distributed.

Based on literature, there are inquiries into the definition of work: how individuals can find happiness and meaning in their work and also maintain fulfilling lives outside of work. Individuals are seeking work that is not defined by pay checks and benefits but rather meaning and purpose. For this reason, companies are also trying to increase employee engagement and talent retention through changes in leadership and culture that are aligned with these internal motivations. Many organizations have been able to accommodate these motivations by introducing flexibility in work structures in regards to both time and place. Advances in technology and digitization have provided tools to aid these efforts.

Nigerians are no different. People want to build careers based not only on ability but love of a craft. However, using an adaptation of Maslow's Hierarchy of Needs (Maslow, 1943) shown in Figure 10, for a lot of Nigerians, there is still a struggle to achieve the bottom tiers of this hierarchy. The inadequacies in the education system have made it difficult for individuals to receive the qualifications necessary to start in their desired career paths.

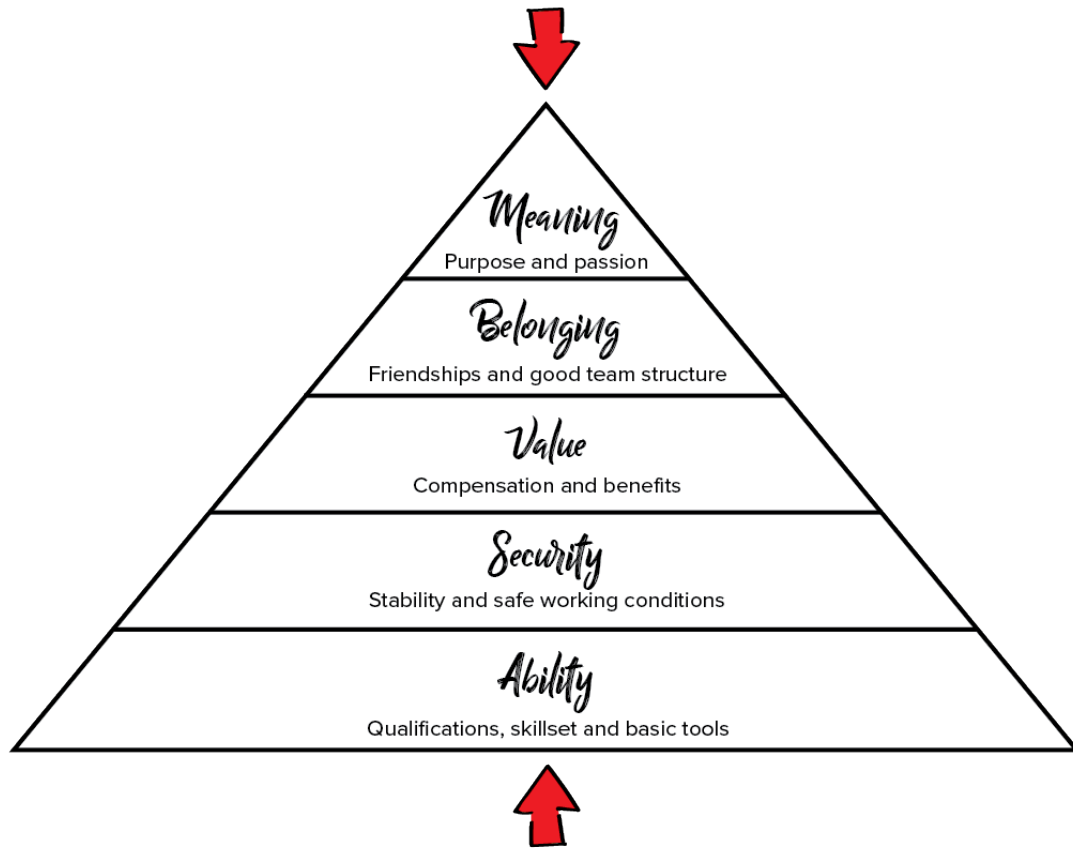


Figure 10: Hierarchy of Work needs

Maslow's hierarchy of needs is a pyramid with 5 tiers that describe the motivations of human beings. The lower tiers of the pyramid indicate an individual's more basic and simpler needs yet more critical for existence. The upper tiers the more complicated, harder to generalize but still the true human drivers. His theory dictates that, once one level of needs are met, the desire for the next level develops; that is once the basic psychological and safety needs are met, an individual will develop a need to belong, then get respect and then ultimately realize his or her full potential (Crawford, 2016; Maslow, 1943). The theory also presupposes that once the needs of one tier are met, the ability to meet the needs of the next tier increases (Taormina & Gao, 2013).

Maslow's Theory has been variously adapted and modified. For the purposes of this research, drawing on the innate meanings of each tier, they were adapted to describe in needs of individuals working in Nigeria

Ability Level: According to Maslow the lowest level represents physiological needs, things are used on a daily basis to survive and sustain life. They form the base level of need of existence. When life context is changed to work, the basic needs for work is the ability to perform job functions when hired - the parameters used by HR And hiring managers during recruitment. These include degrees, qualifications, skill sets and use of basic tools and/or software.

Security Level: Akin to Maslow's theory, the security level describes the need to avert danger. In the work context, This level describes environmental parameters that are needed in order to conduct work safely and efficiently. In Nigeria, there are safety concerns in transportation both in the use of public and privately-owned vehicles. This Concern is further compounded by long hours of work. In order to move up the hierarchy, these fears must be allayed. Also, the threat of loss of financial protection is also considered at this level - the need to maintain work In order to avoid destitution. Like Maslow's the more the physiological needs are satisfied, the more the safety-security needs will be satisfied and consequently in regards to work the better the qualifications the easier it would be to attain job security because the individual is an asset to the organization

Value level: Unlike the Maslow's theory that puts belonging at the third level, when discussing work, remuneration is the next logical factor to be considered once ability and security are met. In most cases, salaries and wages, are based on the ability of the individual so some might consider compensation and benefits to reside on the bottom tier alongside qualifications. However, the Nigerian work landscape is somewhat peculiar, in that wages are often times not commensurate with the workload or skill set but rather proven utility. The flaws within the education system have offloaded some of the burden of training on to employers. As such the pay scale usually starts lower and with the associated costs of living from the lack of infrastructure there is a struggle to make ends meet. The more secure the job is, typically the higher the likelihood of increased compensation.

Belonging Level: The need of human beings to have interpersonal attachments and to feel a sense of belonging with other people is considered fundamental to the human existence (Baumeister & Leary, 1995). Interpersonal bonds are easy to develop in environments like workplaces where individuals spend a considerable amount of time with others. The deprivation of satisfying these needs can have negative consequences for the individual, particularly as the ultimate goal is to find meaning and do work that is impactful, feeling like one has a team that supports the vision is needed.

Meaning Level: This level is categorized by the need to fulfill potential by doing work that has a deep meaning and sense of purpose. This meaning is defined on an individual

basis. It becomes much more attainable in an environment that encourages learning and growth.

For those that are able to enter the workforce, culture and bureaucracy have made for unfavorable working conditions. To begin to design for a purpose-driven future we have to tackle this pyramid from both ends in order to leapfrog the nation's development. We need to fix the foundational issues while pushing to achieve the desirable future. To only focus on tackling ability and security tiers as shown in the pyramid would only widen the future gap between Nigeria and its global counterparts.

Learning is an individual sport

By May, 2016, the unemployment rate was estimated at 12.1 percent and predicted to rise in 2017 (AllAfrica.Com, 2016). Every year, graduates of Nigerian universities find it difficult to enter the workforce. There are a variety of factors contributing to the difficulty, one of which is the education system being ill-equipped to prepare its graduating population for white-collar work (Aja-Okorie, 2013). Many believe that the current education system is deeply flawed and is the root cause of the unemployability of our graduates (Abuja, 2016). In most universities, classes are overcrowded and the curriculum is outdated. The education system is lacking funds and management critical to providing quality learning to the students it serves. By global standards, the highest ranked Nigerian university ranks 1335 ("Nigeria | Ranking Web of Universities", 2017)

Reflecting on this system using the data—information—knowledge—wisdom (DIKW) hierarchy (Figure 4) in which data sets are meaningfully aggregated into information which is then processed and organized to form knowledge and in turn accumulated into wisdom (Ackoff, 1989; Baskarada, 2013). students are fed with data and in few cases that data is translated into information. Often times knowledge and wisdom which are typically acquired through interactions and reflections respectively, are missed.

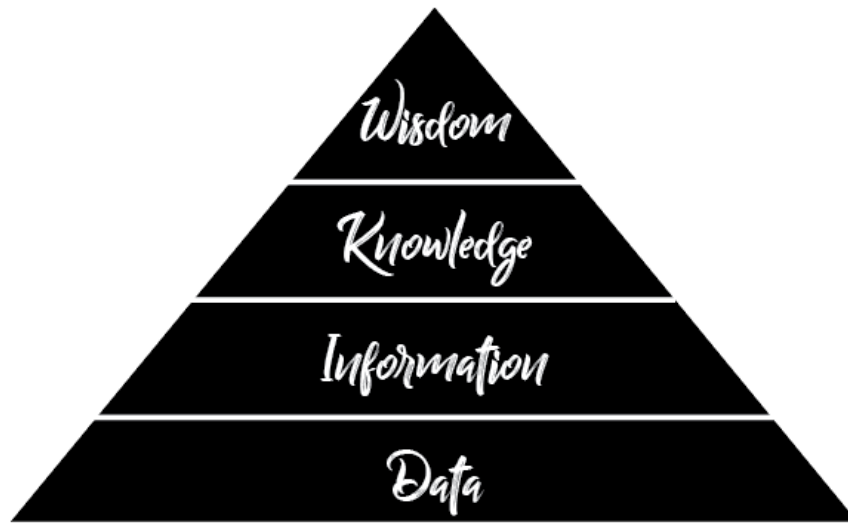


Figure 11: DIKW Hierarchy

Ackoff (1989) defines data as un-synthesized raw, characters, or symbols collected, stored, and transmitted. Adapting this to the education system the data level covers theories and historical contexts in the subject matter - material available in textbooks whose relevance is difficult to ascertain and translate into the real-world situations. The

focus is on the ability to memorize and recall. The Information level is an aggregation of the data sets interpreted, structured, or organized in a way that's meaningful and useful for certain applications. In education, information is akin to the ability to solve problems using the data provided going beyond the theories and starting to draw connections and decipher applications. This level of the hierarchy is where the majority of Nigerian schools are. Students are not required to utilize perception, ingenuity, innovation or creative problem-solving. Some may reach the knowledge level which draws on interrelating ideas and principles gained from a deep understanding of information. It goes beyond mere acquaintance or familiarity about facts into mapping and divergent thinking. Wisdom calls on one's ability to discern infer what's true or right. Calling on the ability to make correct judgments, decisions, and actions based on what is presented and what is left out.

Connecting the DIKW hierarchy to employment, graduates who are only able to collect data and perhaps aggregate into information are at the lowest level in organizations, especially considering the advancement of technology that allows for data to be collected seamlessly and translated at higher processing rates and low error rates. Any individuals who rely on data and information as the basis of their utility to an organization will soon be obsolete. In Nigeria however, due to the lack basic infrastructure, there is still a reliance on human effort for tasks that could easily be automated. Particularly in government agencies that are underfunded, humans still enter data manually using paper logbooks. Although the return on data is low, but it keeps many people employed and therefore with social esteem. The cost, however, may not be in favor of the

organizations paying monthly salaries when a one-time purchase could be the solution. The challenge then becomes training staff in technology and platforms without the fear of loss of employment which would be inevitable. This fear of unemployment is a contributor to the low adoption of technology and the proliferation of busy-work in many public organizations. Private organizations are slightly further ahead in requiring their employees to reach the knowledge level likely because there are more competition and incentive at the private level to improve products and services. Private organizations are more willing to invest in knowledge acquisition for their staff in order to stay competitive. Gaining return of knowledge although not instant, is worth the investment if it translates to customer acquisition and retention.

Correcting the education system would require a long-term capital intensive overhaul and the hope is that through better leadership and an innovation mindset, we may see a revamp one day. In the interim however there has to be an individual push for self improvement. Students have to use what they have access to, to develop themselves and become marketable to any employer.

As of 2016, Nigeria ranks first internationally for mobile web usage (Kemp, 2016). The internet has made knowledge sharing practically seamless and knowledge acquisition boundaryless. An increase in digital, online courses allows students to learn on their own time and with adaptability. Platforms like Youtube, Coursera and Udemy, available on mobile devices, give users access to free online courses from the world's top

universities. Students can master new skills and get further clarifications on lessons taught.

However there are limitations to online education. Firstly it requires a significant time commitment from the students. Even though the education system is flawed the average student still remains overworked during the school year. Hence self improvement will require a strong internal motivation from an entitled generation to reap all the benefits of online skill acquisition. Students will have to use a passion-driven growth mindset categorized by a willingness to expend effort in order to continue learning (Dweck, 2006). Secondly, although some of these platforms have offline options, in general they do require data to be functional. In the past few years, data has become more accessible. According to the survey over 80% of participants have access internet data to most of the time. However the price point for data is still slightly over the spending power of the average student particularly those outside of the Metropolis. Partnerships with telecommunications outfits would be instrumental in aiding students further their education by reducing the data tolls on these applications or websites.

Passion-based career

Regardless of location and economy, the best outlook of the future of work is one where people genuinely inspired by what they do, they go work and feel good knowing that

they are contributing and making a difference. A world where people are optimistic, happy to create new systems and solve novel problems. Unfortunately this idea is knocked out very early for most Nigerian children. Rather than advocating for passion-led life, some parents push for their children to seek job security in an upwardly mobile industry. Unfortunately, in universities programs/faculties perceived to secure future job prospects are significantly harder to get into. Students who are unable to get in, settle for programs they do not want and start their university experience with an in-built bias that tells them the only way they can succeed is if they transfer into their original choice program. The problem is that their drive is often not theirs but that of their parents. Culturally, respect for elders and the pride of the family name trumps any individual aspirations. Over the years, particularly with the return of foreign-trained graduates. Nigerians are starting to accept that success is not tied to industry but individual aspirations. In the creative arts, Nigerians are getting global recognition in international film festivals. The culinary landscape is also garnering interest from internationally renowned chefs. It will definitely not come easily or swiftly in most cases. However, the onus is on the individual to create emergence in their strategic life plan. While grooming themselves for a promising career they must also find passion outlets to help maintain momentum.

Tired of soulless work, the quest for a new frontier in organizations

These are vulnerable times for most organizations. The Nigerian oil and gas industry, which has been the mainstay of the Nigerian economy has been experiencing a

showdown since the announcement of the downstream oil deregulation policy (James et al, 2016). Organizations will need to actively seek out means to be resilient and make a shift from the status quo while struggling with the tensions of the lack of structure that is present in more living organizations. They need to take a critical look at their operating assumptions and system of beliefs that guide current behavior.

The majority of organizations in Nigeria are still bogged down in bureaucratic systems built on strong hierarchies - pyramids with departments separated by multiple layers of management. Organizations have rigid rules guided by formal job titles, job descriptions and reporting lines. They are only concerned with efficiency and effectiveness; priding themselves on operating like “well-oiled machines” is the aspiration. Employees at the bottom feel powerless to make any significant changes within the organization but consider themselves lucky to have a job. Even leadership is also bogged down with endless email threads, tedious meetings and politics. Job satisfaction is low and happiness at work is not a conversation that is entertained. As such, most workers are left to question the meaning of their roles in the grand scheme of things and do not buy into the vision of the company. They are therefore unlikely to go beyond their primary job functions. This mechanist approach needs an overhaul for companies to retain the talent necessary to keep organizations afloat in these trying times. Particularly as a significant percentage of the population report working for 10+ hours/ work day, employees should have some sense of ownership of the company. There needs to be a move toward a more vision-driven landscape and new management paradigms - getting rid of the idea that we need a pyramid and push for self-organization.

Globally these tensions are becoming even more real to organizations. Authors like Frederic Laloux are suggesting that new structures and processes need to change. In Nigeria however there is a real difficulty in ascertaining how we would handle decision-making or conflict resolution without pyramids, particularly as traditionally our cultures value the wisdom of elders and several of our traditions and practices default to elders to make decision. I think that while we still need a “shot-caller” to make the final decision, a lot can be done in creating safe spaces for expression and move away from lip service where individuals no longer feel the need to put on an act in order to move up a ladder.

Companies need to do a better job of incentivizing ownership of the vision through intentional culture design. During the interviews when asked about the culture in their organization only one out of three could describe what it was and why it works. The conversations around organizational culture are too often left to chance which could ultimately be detrimental. To innovate culture effectively would require those in leadership positions to create an empowering and enabling environment that encourages continuous learning and growth. This change will not be easy or immediate. There should be an ongoing nature to the plan that takes into account daily activities and responses to problems/opportunities.

Those who can, do... and also teach

Medium-to-large enterprises remain the providers of primary employment for the majority. Start-ups and smaller enterprises tend to build their way up by leveraging on pre-existing relationships and founding partners taking on the bulk of the work. This then means that medium-to-large enterprises are the most invested in the quality of graduates as they feed the workforce. There is room for these employer networks to initiate a university and polytechnic wide, program structural overhaul to make programs more career focused. They do so by actively partnering with the education system to focus on practical skill building and mentorships. Students would be required to get tangible practical experience in the industry to qualify for graduation. The nature of the work will ameliorate a student's education and career development. Students will acquire first-hand knowledge and skills related to the work world, better facilitating the transition period between degree and employment. Organizations also benefit by grooming the talent pool and pre-selecting applicants with promise before graduation.

Recognition of distance-learning degrees

Organizations also have a role to play in fostering self improvement by recognising individual efforts to get online certifications. If the education system cannot provide the quality that employers seek, then the employers should give credit to those that made

the sacrifice to go beyond and acquire the expertise through online platforms. If necessary, employers could restrict the number of courses from specific universities that would qualify for accreditation.

Gig economy or at least something like it

Corporations and large organizations are still the preferred employers in the Nigerian economy. In as much as individuals have their own enterprises/ gig that they work on, there are some positives that can be gleaned from project-based freelance work. They can do so by breaking up massive departments into smaller nimble firms with specialized skillsets. The ease of managing smaller teams will allow for individual thoughts and ideas that would otherwise be lost in the mammoth sized organization to come to light. In addition, new tools and platforms allow independent project-based workers to self-manage, self-promote, and self-develop so management is not a bogged down in running things. This tendency towards autodidacticism means that people are learners for life, constantly seeking out new opportunities to diversify their skills and fill new niches. By encouraging these individual efforts, organizations can not only retain talent but increase the utility of talent as they continue to develop.

Changes in Nigeria

Design Thinking and its frameworks are novel in Nigeria. Part of the task of designing the future is getting openness about the peculiarities of the present and a willingness to

participate in the redesign of the current landscape - using a human-centered approach and co-creation. Although I was able to gather first-hand knowledge by actively joining the Nigerian workforce and also got responses from 90 respondents, there are 173.6 million people to consider. I would be remiss not to admit there are gaps in knowledge of the present state.

Based on literature, in order to begin to shape the future and make the working life better for people, there are certain baseline services that should be easily accessible. These include reliable, safe and efficient transportation; constant power and cost-effective internet service, at the very least. These were assumptions made in considering the future of work in Nigeria, however due to decades of corruption and mismanagement, in most cases, these inservices are not readily available.

As such there are significant overhead costs associated with running a business in Nigeria. Providing access to constant power comes at cost to the business owner. This cost is fluctuates as it is contingent on diesel pump prices (which over the course of research had risen by 40%). Data is oftentimes unreliable and with few providers in the market, consumers simply make do with the limited service provided. The transportation system is sometimes unsafe as commuters are prey to vagrants who take advantage of

the congestion and or lack of daylight to commit thefts. As such, to realistically begin to envision a promising future state, these infrastructural challenges have to be tackled. These changes will require extensive capital investment, painful time durations, and changes of leadership. It would be foolhardy to assume that this would be an overnight change. While leadership takes on these issues at the federal level, there are some reforms that can be handled through smaller scale policies.

Building a generation of problem solvers

Some of the problems in communities are only categorised as problems because they have not been fully dissected and pain points have not been properly identified. Typically, because of bureaucracy in the systems governing these communities, any kind of reform is political and may require the transfer of power which contributes to long wait times for changes to occur. In feeding the workforce pipeline, the education system can also get tangible work experience through sponsored community based project learning. Students would have the opportunity to work in functional teams across faculties to develop solutions to solve some pressing social issues around topics such as safety, public transit etc. The government can form specialized task force or partner with existing foundations to vet these ideas through a streamlined process. Winning teams will be given seed funds to implement these solutions over a stipulated time period. The government can also develop smaller scale specialized incubators for each department to commercialize student initiatives in return for taxation on revenues.

Adaptation of the co-working model

In 2013, small and medium-sized enterprises (SMEs) made up about 90% of all firms in the Nigerian industrial sector (Abubakar, 2013). In 2014, the city of Lagos was named as one of the five most promising startup cities in emerging markets (Omotola, 2015).

Hence the entrepreneurs and startups could be the panacea of many economic and social vices in Nigeria (Thornton et al., 2011).

However individuals that could start new ventures, require an avenue to bloom and grow while still able to maintain a base level of survival. If we assume that the base level entrepreneurial skills are inherent then the next step would be the availability of a supportive environment (Ibrahim, 2016).

Since 2011, there have been increase of tech hubs and incubator centers have provided collaborative working spaces where young entrepreneurs come together to create new business ventures (Omotola, 2015). These spaces are inspired by the open-source culture of tech communities which promote shared resources and provide support for entrepreneurs.

"If you want to walk fast, you walk alone; if you want to walk far, you go together."

This framework can be adapted not only to other industries outside tech but can also aid efforts in tackling both ends of the work needs pyramid (Figure 9). These spaces can be adapted into co-working models such that individuals can have access to a space closer to their residences to work on their primary job functions and also have access to a community that could inspire new ventures.

A co-working Hub model could also proffer solutions to traffic congestion in urban areas by decentralizing commercial hubs. This is another reason the government might invest in this model. Many of the amenities of traditional service offices and designing a space that creates a community comes at a cost. The government can support this model by providing grants and bespoke funding mechanisms that will assist in the operation of these spaces. This will reduce the entry barriers in pricing to the average Nigerian and in return the government will reap benefits through taxations from the businesses established in these spaces. The access to funds will also increase the number of spaces available, which in turn will encourage employers to allow their employees to work out of these spaces as the part of the overhead implications would be taken on by the coworking space.

Changes to the regulatory landscape

Setting up business operations in Nigeria is fraught with time-wasting procedures that are difficult to understand (Ubezonu, 1994; Shapiro, 2014). Business owners report to property registration taking up to 82 days with 14 procedures (Mordi, 2009). In addition, there are also issues with corruption compounding the cost and the uncertainty (Shapiro, 2014). This is a barrier for those who may be able to start a business but cannot afford to have a fully functional legal and accounting department in-house to help navigate the regulations required. The government can make efforts in simplifying regulations for business through accessible online platforms where users can get a checklist stating all the requirements that must be met. Digitization of these platforms will increase efficiencies in cost and time, improve processes by automating tasks previously undertaken by governmental employees (Mundy & Musa, 2011). Mobile web-usage provides an opportunity to leapfrog our development and the changes in governance through innovative adoption and deployment of ICT.

Although the telecommunications industry has made significant strides in linking up new areas to centres of economic activity, there is still a gap in the accessibility of the web in rural areas. For digital governance to be a viable option this divide needs to be narrowed through effective prioritization and sufficient financial commitment (Faniran, 2012). Also It would be foolhardy to presuppose digitization will obscure the realities of corruption. Corruption not only impacts time and cost, it feeds into the fabric of the nation's mindset: subconsciously affecting the perceptions, values, motivations, attitudes and behaviours

of individuals (Akanji, 2017). Fixing corruption is a large-scale long-term project, requiring constitutional changes, effective leadership and stronger punitive measures for those found defaulting.

Conclusion

A major part of tackling wicked problems is the ability to understand and navigate the small tweaks that lead to innovation. I think of innovation as a body of water, a collection of drops that come together to become a recognizable entity - incremental innovation. Taking existing models and optimizing them to fit new contexts and question underlying assumptions. Although some schools of thought believe that innovation and incrementalism are two separate themes. I would have to disagree. There is an old adage that says: "There is nothing new under the sun" and I believe that to be true. The human race has been evolving and adapting from the very beginning. We have been figuring out ways to do things easier, faster, cheaper and better. Incremental innovation is by no means downplaying the inventors of our time, those who have thought through problems and found "unique" solutions. But to say tweaks and optimizations to existing systems do not count as innovation would make the term "innovation" a grandiose entity that requires a certain expertise or God-given talent. I believe we keep celebrating the small wins and while we search for the "next big thing".

Incremental innovation is categorised by the enhancement of existing practices in products and processes built on an established knowledge-base (Abbasi et al, 2012). It is

an approach that optimizes and creatively adapting models to solve new challenges. It differs slightly from sustaining innovation that focuses on continuity and prolongation through incremental or radical changes (Laurenz et al, 2003). These kinds of innovation are unlike Christensen's disruptive innovation that is based on new approaches and technologies tapped to unmet needs and targeted to new or emerging groups of customers (Abbasi et al, 2012; Cortez, 2014).

Although some schools of thought might believe that incrementalism and innovation are entirely separate themes claiming one does not beget the other. Dr David Martin, founder of M-Cam (2016) in *The Coming Global Financial Turbulence* said:

“The notion that incremental improvements or function based incrementalism is innovation is a gross mistake... when your industry takes existing models and optimizing them so that they are more socially convenient what you've done is a utilitarian improvement, you have not done innovation”

Stand alone innovation that does not originate from any existing systems or models, is built on the premise that systems or problems are linear with elements working independently and environments with known, stable operating parameters. However, problems are more often than not, nested in large complex socio-political systems there are a lot of uncertainties and ambiguity. Complex socio-political are characterised by non-linear causal relationships, long and unpredictable latencies, delayed implementation and results (Norman, 2015). Innovative ideas that go through complex

systems rarely take off in their original form at conception. As such as designers navigating these systems, in order to cope with significant uncertainties, have to go through a process Lindblom (1959) describes as “muddling through”. Pulling off innovation in environments like Nigeria where services and systems do not function optimally is difficult, the elements are dynamic, in the time required to make significant change it is likely that operating powers - people, institutions , governments and policies would have changed. Muddling through allows designers to make incremental tweaks that may or may not solving macro problems - if it succeeds then keep moving and if it fails it is small enough not to have large detrimental consequences. lead solve and require lots of time, resources and legislation. Making little changes that arise allows that come up because they are more agile and nimble. Incremental innovation allows for flexibility and agility to work through imperfect systems.

This is why it was important to work in Nigeria as part of my research to understand the cultural contexts and nuances that inform the existing systems, searching for points of intervention with the least amount of resistance. I hope to continue to work through these tweaks that lead to reforms, acting as a catalyst that helps organizations and government agencies to handle major transformation programs.

Discussions in this program helped me understand theoretically how decision-making works within groups and how those may translate in larger contexts. Human problems are complex and there are several variables in the equation that need to be considered. I will admit however that it was hard to implement tools and frameworks when I was in the

trenches. It is easy to use whiteboards and post-its to dissect a problem in a roomful of designers in Toronto. This was not the case even with designers in Nigeria, let alone bankers, accountants, lawyers or software developers. I felt like a futurist, but not in a good way. I knew and believed in the power of design but I struggled to inspire that belief in others which in essence is the role of a catalyst. If only I could get the different stakeholders with different interests in a room and visually map their thoughts so together, we could co-create the future.

Solving macro issues such as those in the working/employment landscape in Nigeria was aspirational, but is achievable. It is not a one-man job. It would require a larger group of changemakers and willing participants to begin the transformation and most of all patience. One of the most frustrating aspects of this process was the amount of time it took to get things done: the number of times meetings had to be rescheduled, the number of no-shows to the workshops and the other unplanned series of events including power outages that needed to be resolved before moving forward. In Nigeria, the top-down approach is used quite often in decision-making, goal-setting or policy development, because it removes the delays and the ambiguity that comes from having several groups' interests represented. However, the grassroots approach, allowed me to get unrepresented voices in the conversation and begin our transition from the traditional systems.

Ultimately we need to redefine the term "Work" and ask how might we make work less laborious and more fulfilling. Over the years, work has not gone through the reforms that

one would imagine and as such work constructs are still pigeon-holed in departments and levels and have not changed as much as they should have. Work needs to be a worthwhile passion-driven educational and cultural learning experience.

Universities in Nigeria should actively advertise and market online certifications that can supplement courses offered. Telecommunication firms can also offer specialized data packages for students that will subsidize data rates on the education sites as they currently do for social media platforms.

Where organizations are concerned, transitioning from a mechanistic system to a more fluid living system would require conscious design and intentional adaptation not just wishful thinking. The ability to articulate the relationships and interactions on a personal level that keep the organization running smoothly to get to the desired vision. Every level of leadership needs to have a clear understanding of the vision and direction and lead conversations about how the employees fit into that big picture. Feedback mechanisms should also be created to receive inputs from employees at any level on initiatives or process improvements. Involving stakeholders at every level will ensure that ideas generated are actionable, that there is buy-in from business-line people who will actually implement a strategy and that the organization recognizes the employees for their roles in executing an initiative and consequently the overall vision.

Organizations can also create outlets for employees to get advice on how to advance in their careers in the areas they care about. This can include plotting out the necessary

steps to reach the desired position. This empowers employees to own their careers with the organization supporting their goals.

There is a lot of uncertainty and complexity in designing any future workplace particularly when the baseline parameters are unreliable. However if there is willingness and openness to asking questions and making small changes, eventually the career landscape in Nigeria would be far more desirable not only for its citizens but globally we could chart new territories in advocating meaningful work.

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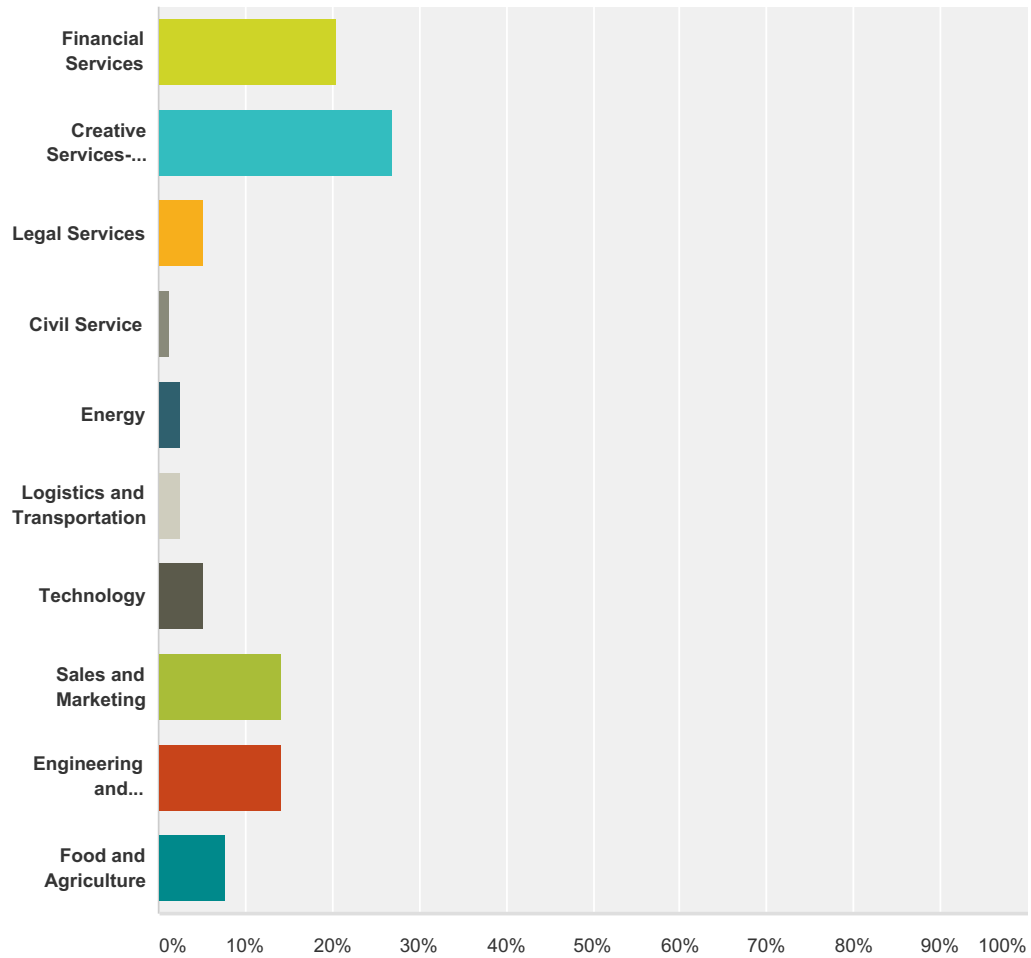
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Appendix - Survey Results

Q1 What industry/field do you work in?

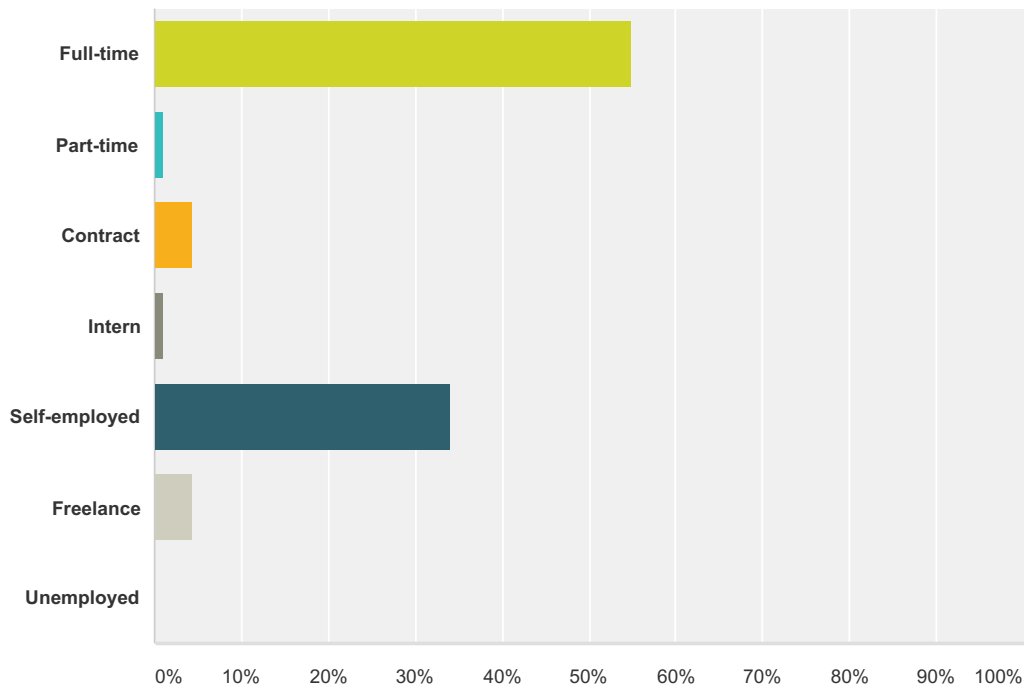
Answered: 78 Skipped: 13



Answer Choices	Responses
Financial Services	20.51% 16
Creative Services- Design, Advertising, Fashion	26.92% 21
Legal Services	5.13% 4
Civil Service	1.28% 1
Energy	2.56% 2
Logistics and Transportation	2.56% 2
Technology	5.13% 4
Sales and Marketing	14.10% 11
Engineering and Manufacturing	14.10% 11
Food and Agriculture	7.69% 6
Total	78

Q2 What is your current employment status?

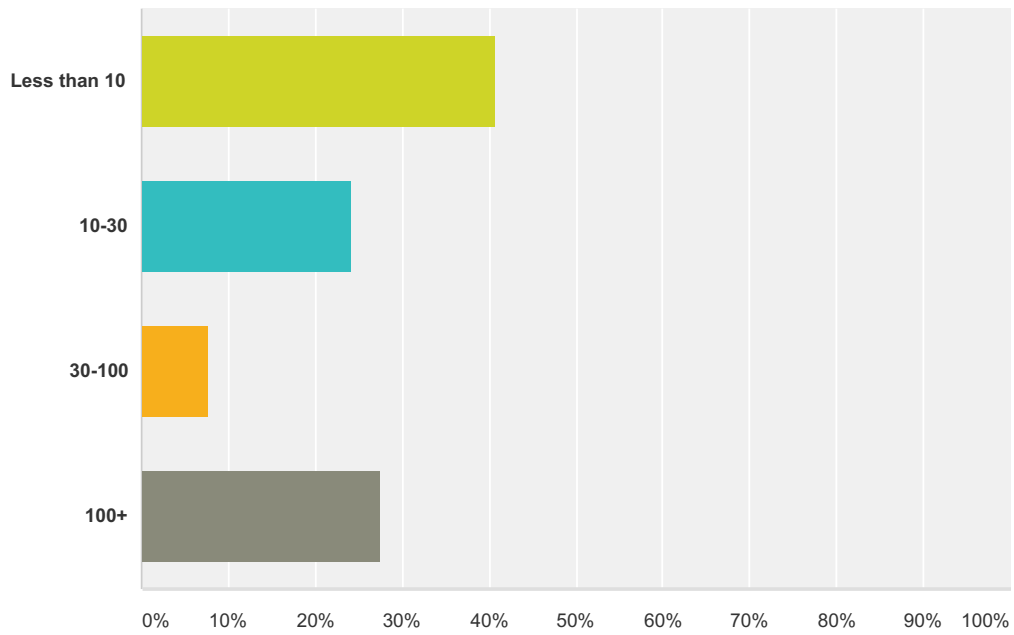
Answered: 91 Skipped: 0



Answer Choices	Responses
Full-time	54.95% 50
Part-time	1.10% 1
Contract	4.40% 4
Intern	1.10% 1
Self-employed	34.07% 31
Freelance	4.40% 4
Unemployed	0.00% 0
Total	91

Q3 What is the current size of your organization?

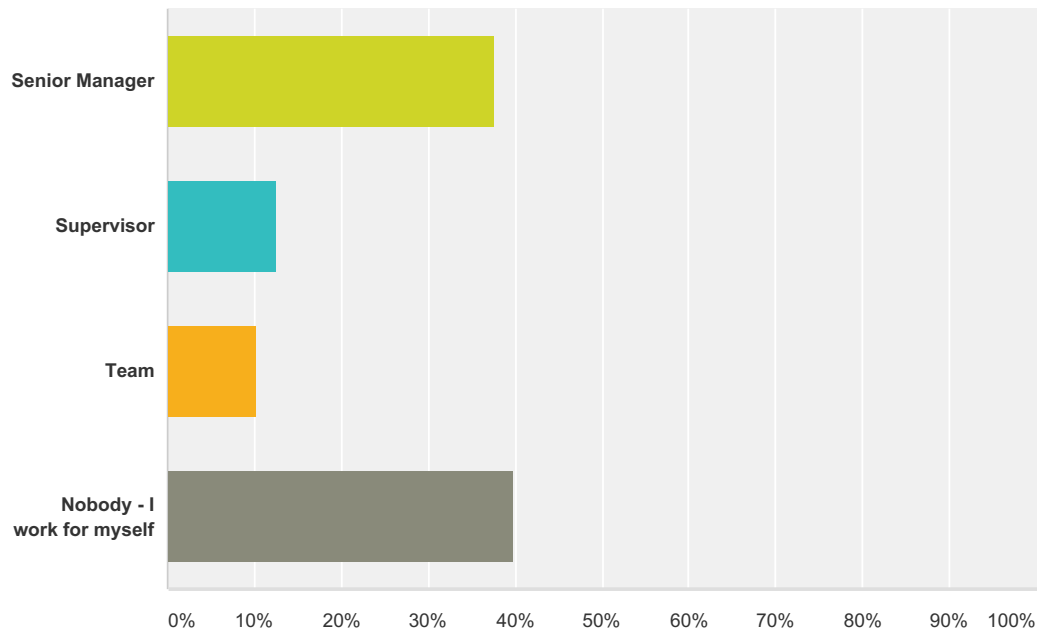
Answered: 91 Skipped: 0



Answer Choices	Responses	
Less than 10	40.66%	37
10-30	24.18%	22
30-100	7.69%	7
100+	27.47%	25
Total		91

Q4 Do you report to anyone?

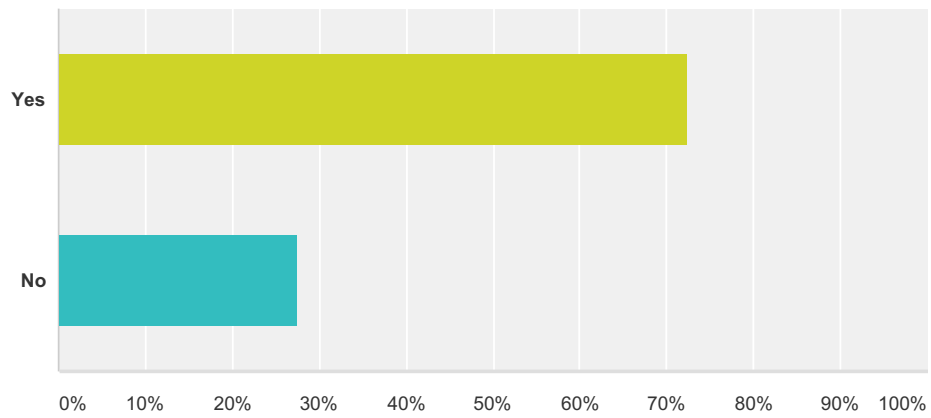
Answered: 88 Skipped: 3



Answer Choices	Responses
Senior Manager	37.50% 33
Supervisor	12.50% 11
Team	10.23% 9
Nobody - I work for myself	39.77% 35
Total	88

Q5 Do you have individuals reporting directly to you?

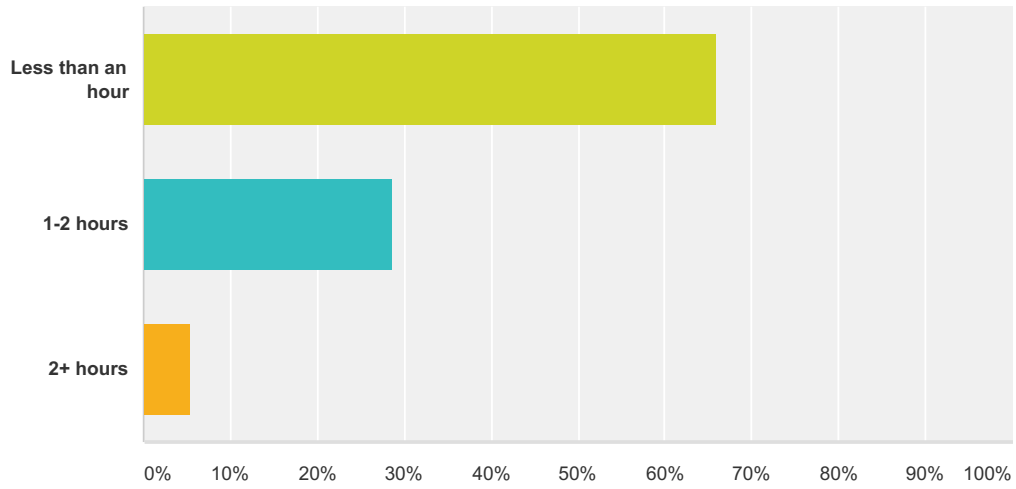
Answered: 91 Skipped: 0



Answer Choices	Responses
Yes	72.53% 66
No	27.47% 25
Total	91

Q6 How long is your commute to work?

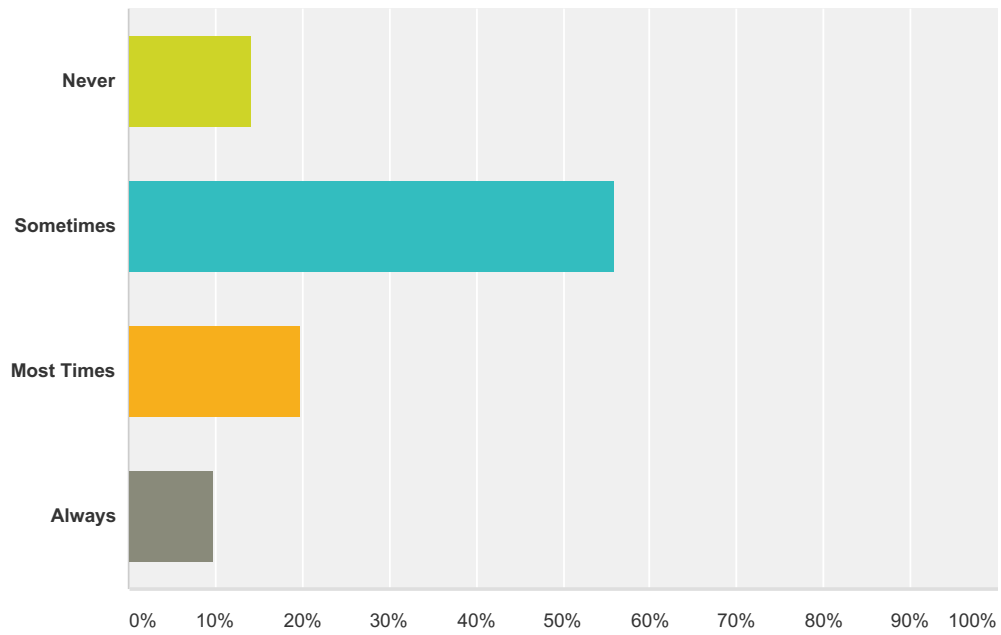
Answered: 91 Skipped: 0



Answer Choices	Responses	Count
Less than an hour	65.93%	60
1-2 hours	28.57%	26
2+ hours	5.49%	5
Total		91

Q7 Do you work for more than 10 hours/day?

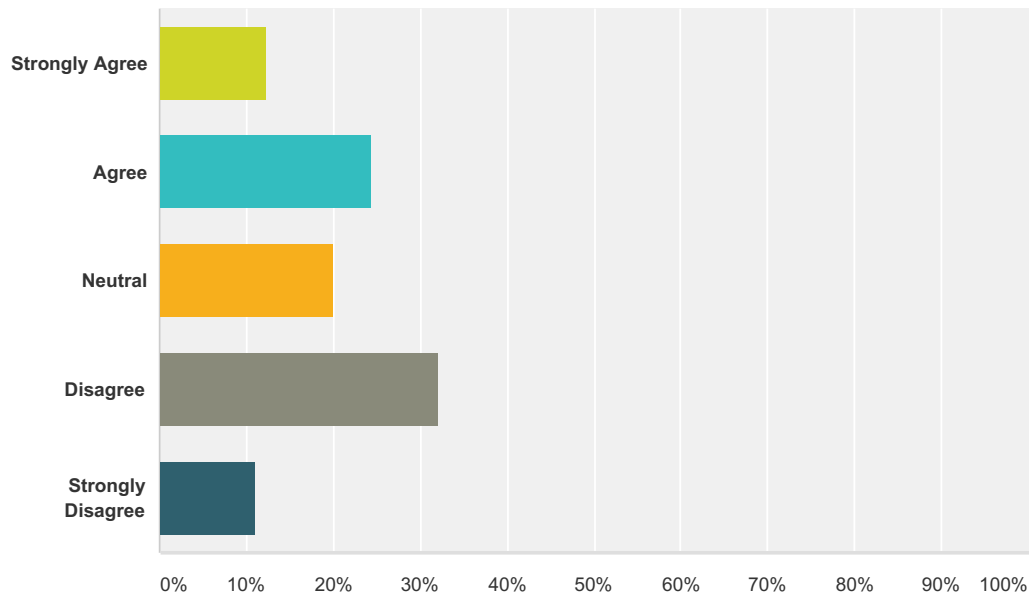
Answered: 91 Skipped: 0



Answer Choices	Responses
Never	14.29% 13
Sometimes	56.04% 51
Most Times	19.78% 18
Always	9.89% 9
Total	91

Q8 To be optimal, I usually need assistance managing my time at work

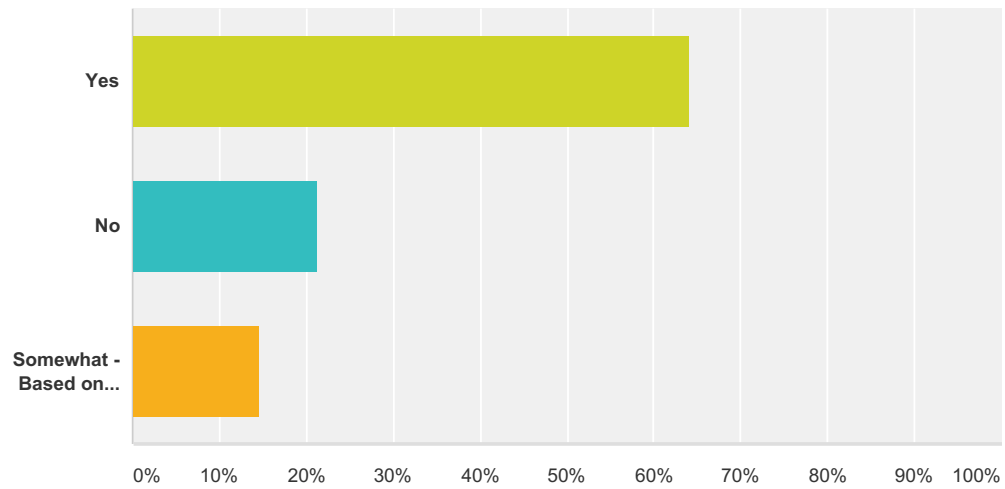
Answered: 90 Skipped: 1



Answer Choices	Responses
Strongly Agree	12.22% 11
Agree	24.44% 22
Neutral	20.00% 18
Disagree	32.22% 29
Strongly Disagree	11.11% 10
Total	90

Q9 Are there opportunities for part-time or contract work in your organization?

Answered: 89 Skipped: 2



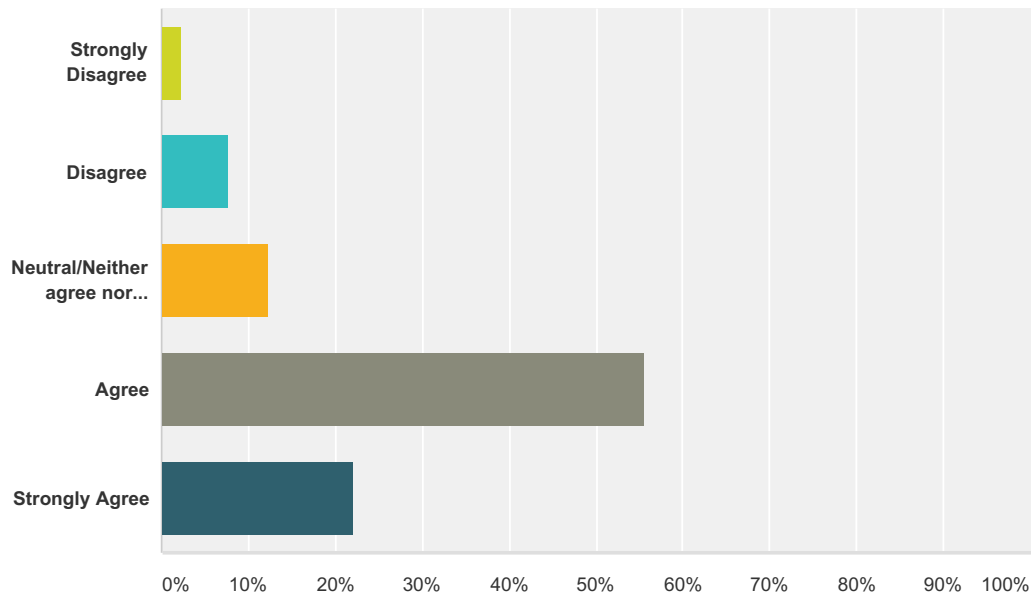
Answer Choices	Responses
Yes	64.04% 57
No	21.35% 19
Somewhat - Based on certain conditions	14.61% 13
Total	89

Q10 If you answered "Somewhat" in the previous question what are the conditions?

Answered: 14 Skipped: 77

Q11 For some tasks, I work better in isolation.

Answered: 90 Skipped: 1



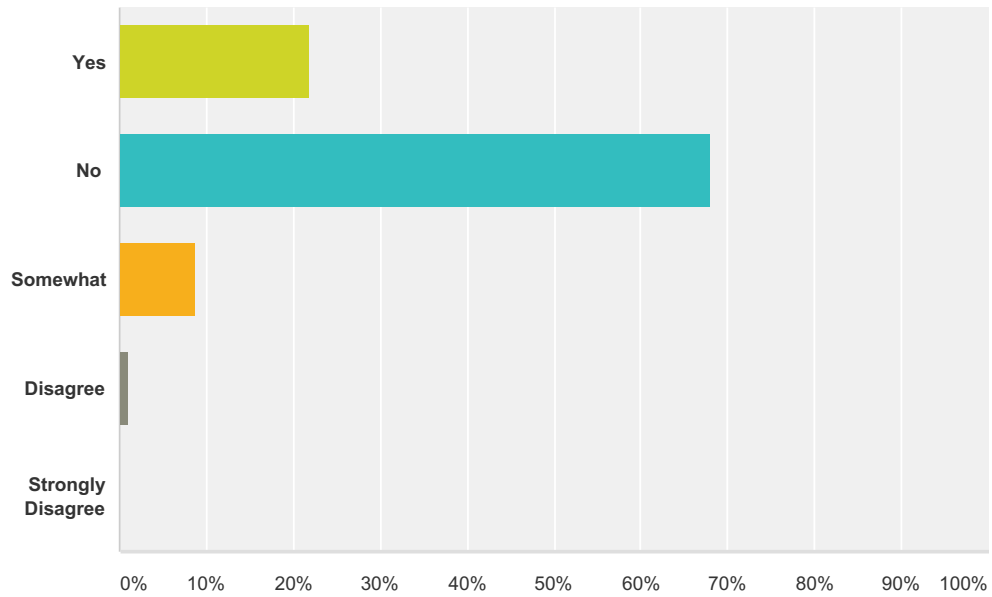
Answer Choices	Responses
Strongly Disagree	2.22% 2
Disagree	7.78% 7
Neutral/Neither agree nor disagree	12.22% 11
Agree	55.56% 50
Strongly Agree	22.22% 20
Total	90

Q12 What tasks typically require isolation?

Answered: 64 Skipped: 27

Q13 Have you ever required specialized training from the organization that hired you before you could begin your role?

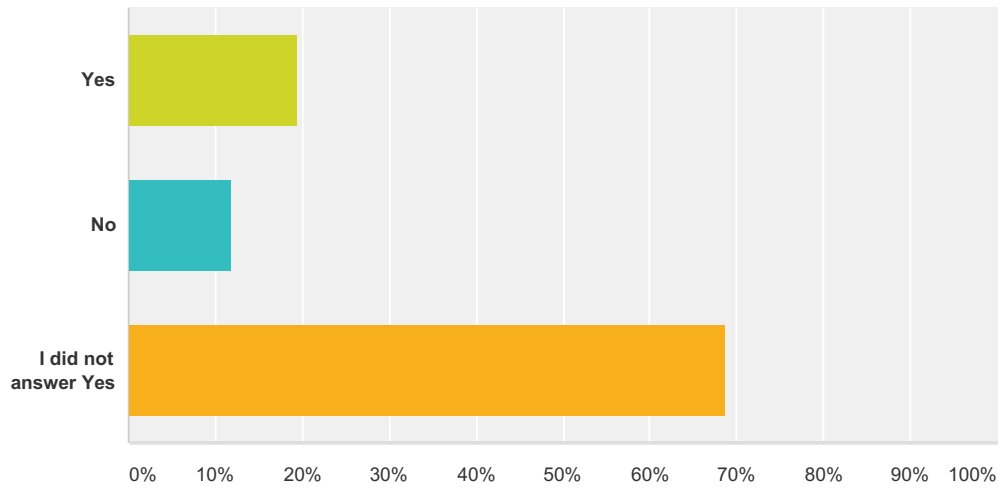
Answered: 91 Skipped: 0



Answer Choices	Responses	
Yes	21.98%	20
No	68.13%	62
Somewhat	8.79%	8
Disagree	1.10%	1
Strongly Disagree	0.00%	0
Total		91

Q14 If you answered yes to the previous question, were you paid during this training?

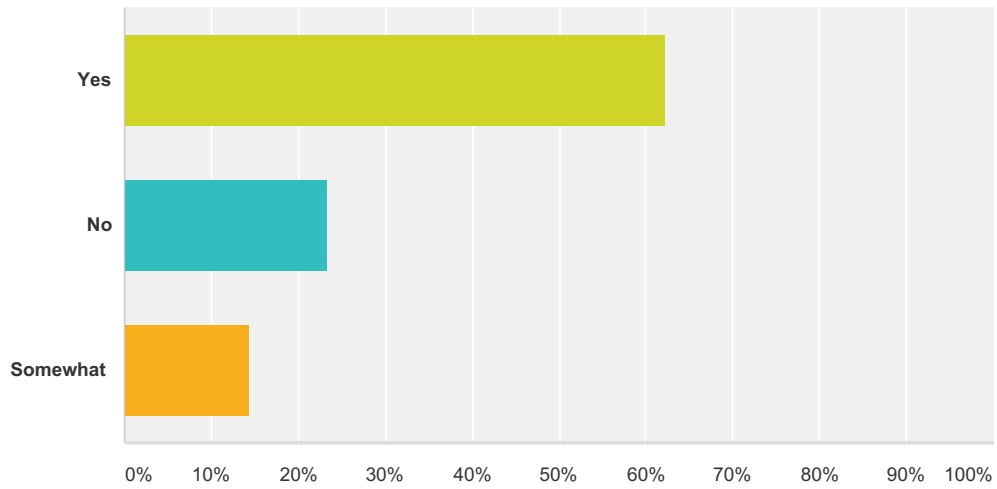
Answered: 67 Skipped: 24



Answer Choices	Responses	Count
Yes	19.40%	13
No	11.94%	8
I did not answer Yes	68.66%	46
Total		67

Q15 Do you have other income streams aside from your primary place of employment?

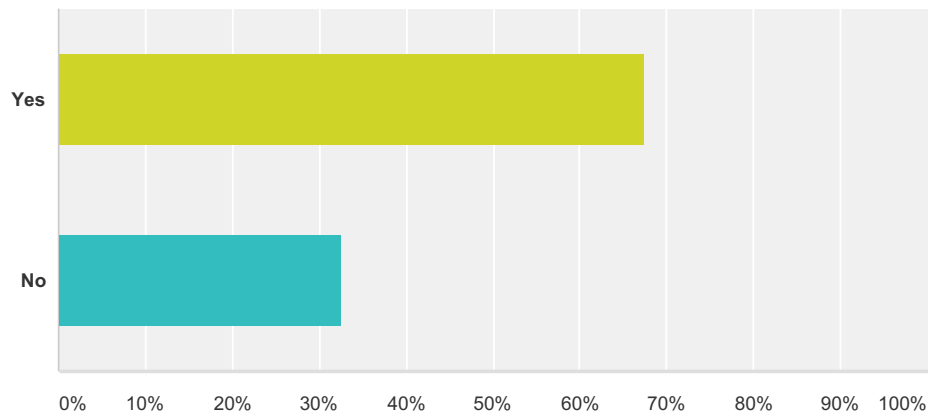
Answered: 90 Skipped: 1



Answer Choices	Responses
Yes	62.22% 56
No	23.33% 21
Somewhat	14.44% 13
Total	90

Q16 Do you require internet connection to run these other income streams?

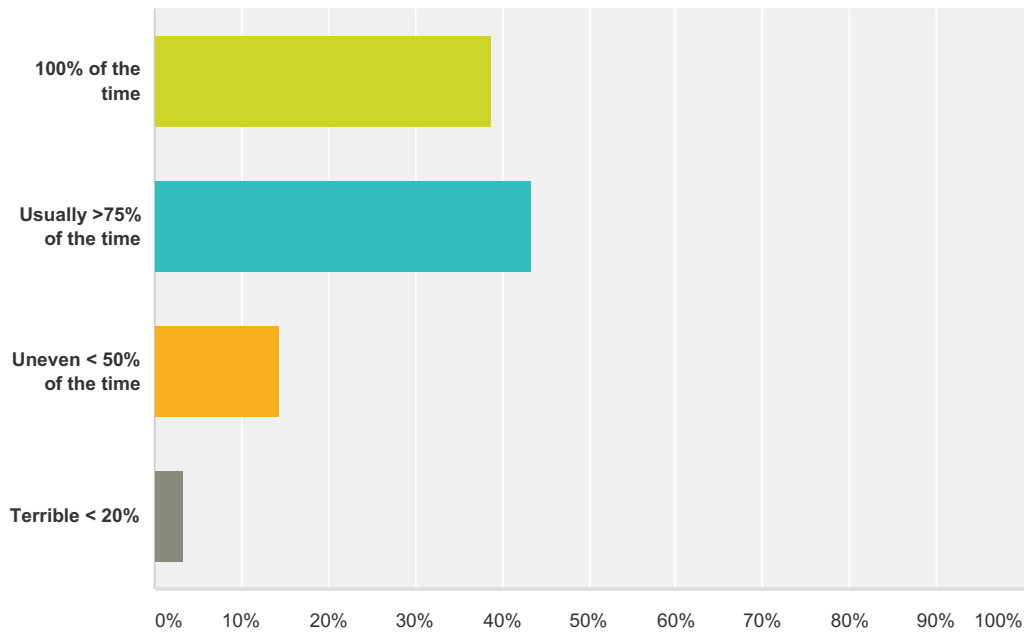
Answered: 83 Skipped: 8



Answer Choices	Responses	
Yes	67.47%	56
No	32.53%	27
Total		83

Q17 Do you have access to reliable internet data at home?

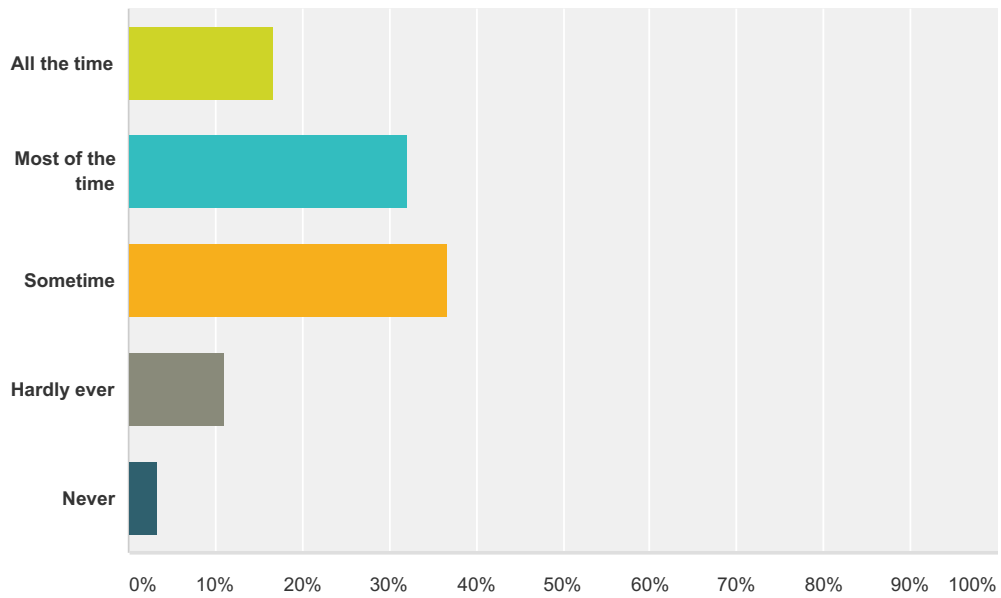
Answered: 90 Skipped: 1



Answer Choices	Responses
100% of the time	38.89% 35
Usually >75% of the time	43.33% 39
Uneven < 50% of the time	14.44% 13
Terrible < 20%	3.33% 3
Total	90

Q18 Do you have access to reliable power at home?

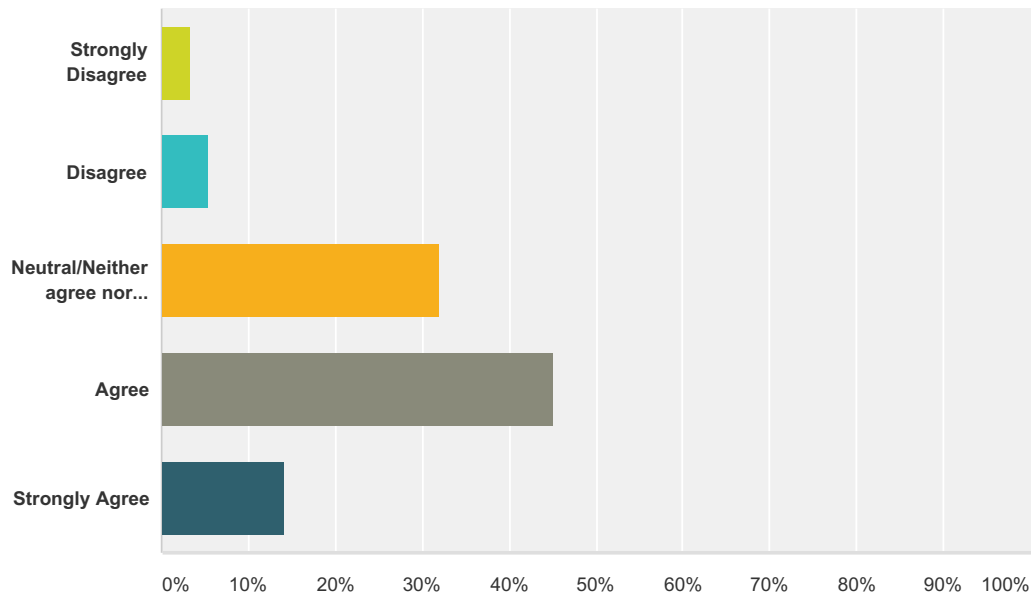
Answered: 90 Skipped: 1



Answer Choices	Responses
All the time	16.67% 15
Most of the time	32.22% 29
Sometime	36.67% 33
Hardly ever	11.11% 10
Never	3.33% 3
Total	90

Q19 Communication between senior leaders and employees is good in my organization.

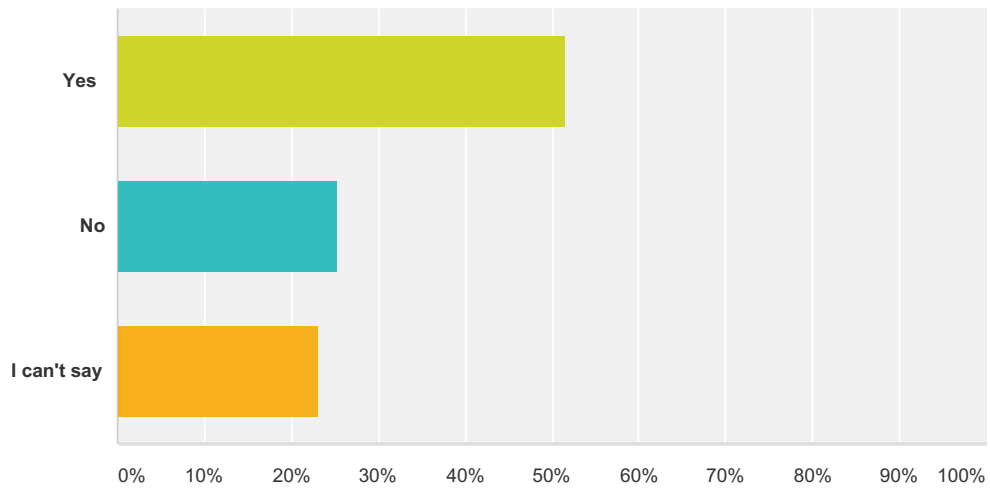
Answered: 91 Skipped: 0



Answer Choices	Responses
Strongly Disagree	3.30% 3
Disagree	5.49% 5
Neutral/Neither agree nor disagree	31.87% 29
Agree	45.05% 41
Strongly Agree	14.29% 13
Total	91

Q20 Would working from home be more cost-effective than going into the office?

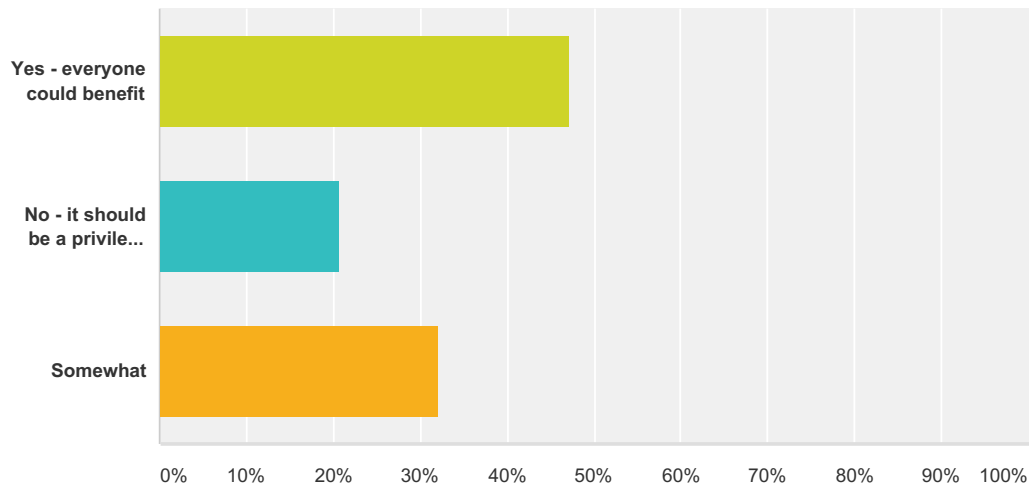
Answered: 91 Skipped: 0



Answer Choices	Responses
Yes	51.65% 47
No	25.27% 23
I can't say	23.08% 21
Total	91

Q21 Should remote work be accessible to every employee?

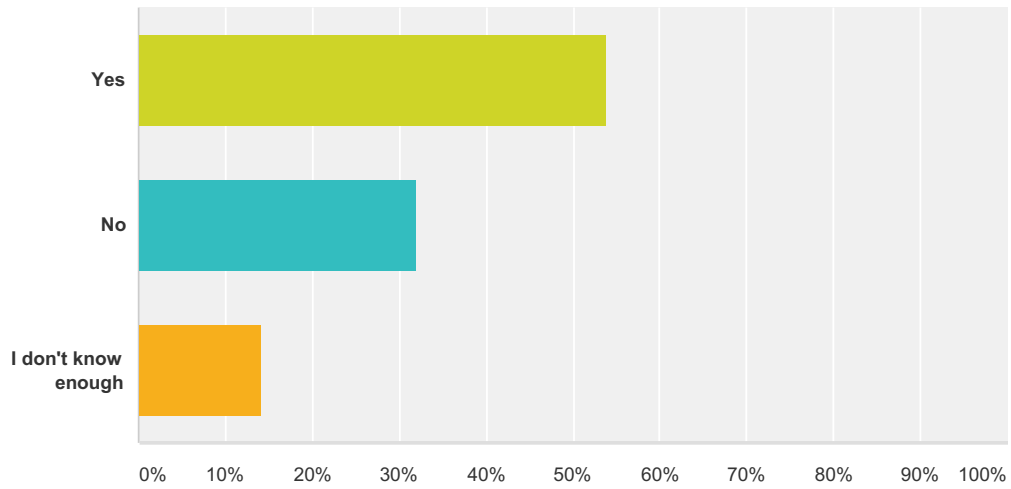
Answered: 87 Skipped: 4



Answer Choices	Responses
Yes - everyone could benefit	47.13% 41
No - it should be a privilege earned	20.69% 18
Somewhat	32.18% 28
Total	87

Q22 Would you use or are considering using shared space, including co-working space?

Answered: 91 Skipped: 0



Answer Choices	Responses
Yes	53.85% 49
No	31.87% 29
I don't know enough	14.29% 13
Total	91

Q23 What changes to infrastructure/policy would make working in Nigeria a more desirable experience?

Answered: 64 Skipped: 27