

**MANAGING REMOTE TEAMS FOR EFFECTIVE RESULTS: A CASE OF SIL
UGANDA**

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**UGANDA CHRISTIAN
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DECLARATION

I Oluca Samuel hereby declare that this is my original dissertation and has never been presented to any University or academic institution for any award, except where due acknowledgement has been made. Therefore, I request to present it in partial fulfilment of the requirements for the award of the Master of Arts in Organisational Leadership and Management by Uganda Christian University, Mukono, Uganda.

Signature:

A handwritten signature in blue ink, appearing to read 'Oluca Samuel', with a stylized flourish at the end.

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Date: 23rd March 2025

APPROVAL

This is to certify that the dissertation of Oluca Samuel on “Managing Remote Teams for Effective Results: A Case of SIL Uganda” has been done under my supervision and approved for submission and examination in partial fulfillment of the requirements for the award of a Master of Arts in Organizational Leadership and Management of Uganda Christian University, Mukono, Uganda.

Signature:



Dr. Mark D. Walugembe

Date: 1st April, 2025.

DEDICATION

I dedicate this work to my Lord and Saviour Jesus Christ, whose wisdom and strength have guided me throughout this journey. I also dedicate it to my dear wife, who has been a constant source of encouragement and prayers during my studies, and to my children—Josiah, Job, Luke, and Joseph—for their inspiration.

I also dedicate this effort to my mother and to my brothers and sisters, who witnessed the beginning of this journey and supported me every step of the way. Thank you very much for your prayers and emotional support.

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LIST OF ABBREVIATIONS

CVI	Content Validity Index
HR	Human Resource
SIL	Summer Institute of Linguistics
SPSS	Statistical Package for Social Scientists

ABSTRACT

The purpose of the study was to explore how SIL Uganda's remote teams can be effectively managed to achieve desired results. Its objectives were to identify challenges, propose solutions, and analyse the link between the characteristics and practices of these teams and the results they produce. The study employed a mixed-method research design, combining both qualitative and quantitative approaches. Interviews were conducted with 10 participants, and 52 individuals responded to a survey. Data analysis involved both descriptive and inferential techniques. The research findings revealed several challenges affecting remote teams, such as unreliable internet, intermittent power for those working from home, inadequate supervision, and limited team interaction, among others, which partly explains SIL Uganda's struggle in producing the desired results. However, the study successfully identified traits and ways of working that could potentially enable SIL Uganda to attain its desired results: the organisation must improve internet reliability to minimise downtime, increase regular supervisory meetings and field team visits, and encourage stronger leadership engagement with remote teams through field visits and virtual interactions to build trust and enhance teamwork. Also, management should reinstate annual staff meetings and conference to support team building and healthy relationships among staff. Finally, to boost efficiency, the study recommends capacity-building efforts such as equipping remote teams with basic technical skills for troubleshooting, refresher courses for translators, and leadership mentorship, etc., as crucial for achieving desired results. SIL Uganda can improve the performance of its remote teams and meet organisational more goals effectively by addressing the issues raised and implementing the proposed solutions.

CHAPTER ONE: INTRODUCTION

1.0 Background

SIL Global is an organisation that offers language development services, was founded in 1934. Its roots were in the name Summer Institute of Linguistics with a handful of students before adopting its current name. It has subsidiaries the world over in more than 84 nations, boasting a staff of just under 5000. Today, SIL is engaged with more than 1700 language communities globally and prides itself on the fact that it avails its services to all regardless of gender, ethnicity, and religious background. SIL's vision is "*We long to see people flourishing in community using the language they value most.*"

In Africa at large, SIL has been able to cover at least 600 languages commonly used around the continent, where it has availed many services, resources, and tools that include, but are not limited, to Ethnologue, which is a data repository of languages and, Webonary.org – a platform based on the internet for publishing bilingual or multilingual dictionaries.

In Uganda, SIL started its work in 1993 for the first time. However, it had to wait until 1998 to register as a non-government organisation. The organisation began with a small staff mainly working from the head office based in Entebbe Town, Wakiso district and was limited in the scope of work. However, since starting its work in Uganda, SIL has developed dictionaries in Lunyole, Lubwisi, Lugwere, and Lugungu, which were launched in 2015 and 2016. Afterwards, SIL Uganda launched and dedicated five New Testament Bibles in the same languages including Aringati in the West Nile region, and who have since continued with the translation of the Old Testament.

In 2010, SIL Uganda formed a partnership with The Seed Company (an international funding partner) to start a new translation cluster project that involved seven further languages of

Ruruuli/Runyara, Ma'd Okollo/South, Rufumbira, Thur, Ma'd North, Ndrulo, and Kupsapiiny under the name "The Luke Partnership". These language development projects have since grown into independent projects with operational offices in their communities. Furthermore, in 2019, SIL Uganda formed a partnership with Wycliffe USA to start a new cluster project involving fourteen languages that include Ludadiri, Lugwe, Lukenye, Lukono, Lulamogi, LuSiginyi, Rushaana in the East, Ik and Soo in the North East, Kwamba in the West, and Gimara, Jonam, Kebu, and Kuku in the North Western part of Uganda. SIL Uganda also directly or indirectly supports additional initiatives which include Literacy and Scripture Engagement in addition to Bible translation.

The disconnect created by the COVID-19 pandemic resulted in the weakening of the supervisory function in remote project management as physical interactions were severely restricted. This meant that the field project teams of SIL Uganda could only coordinate with translation consultants, translation advisors, and translation team leaders remotely using phone calls, video conferencing meetings, and emails. Unfortunately, some field project teams were located in remote areas with few cell phone towers and weak satellite reception resulting in weak cell phone signals and intermittent internet reception that made remote supervision more difficult. After the end of the COVID-19 pandemic, due to budget cuts, most of the project donors encouraged translation assistants (or exegetes), translation consultants, and project coordinators to limit field trips, but instead work remotely to minimise costs.

1.1 Problem Statement

SIL Uganda faces challenges in maintaining the quality and performance of its Bible translation projects due to ineffective supervision of remote project teams, despite full salaries being paid to team leaders some of whom reportedly avoid video conferencing by falsifying

internet issues as reported in rev79.app and Hummingbird web portals 2023-2024 SIL Uganda Quarterly Reports (Yalonde, 2024). This lack of oversight has raised concerns among the leadership about the poor implementation of remote project management, compounded by budgetary constraints that prevent a return to in-person interactions. Similar challenges are observed across other branches of SIL International, yet, remote work remains a potentially viable solution if managed effectively by the programs' staff to ensure timely and high-quality output (Marmor, 2012).

Remote project management has weakened the supervisory function of translation consultants, translation advisors, and translation team leaders, who can no longer effectively guide the field project teams. Therefore, the following study will explore how remote teams at SIL Uganda can be effectively managed to maximise productivity and achieve desired results.

1.2 Research Questions

The research questions below are crafted to answer how SIL Uganda can effectively manage remote teams for high output and excellent quality.

1.2.1 Central Research Question

How can remote teams at SIL Uganda be effectively managed to produce desired results?

1.2.2 Action Question

What interventions can be developed and implemented to effectively address the challenges faced by SIL Uganda's remote teams?

1.2.3 Subsidiary Research Questions

- a. What specific challenges do field teams working remotely in SIL Uganda encounter?
- b. What key characteristics and practices distinguish remote teams in SIL Uganda that have enabled them to successfully achieve their desired results?

1.3 Research Objectives

1.3.1 General objective:

To determine how remote teams of SIL Uganda can be managed to produce the desired results

1.3.2 Specific Objectives

- a) To identify the challenges faced by the field teams that are working remotely in SIL Uganda.
- b) To establish ways to address the challenges faced by SIL Uganda remote teams
- c) To assess the relationship between the characteristics and practices of remote teams and the results they produce in SIL Uganda

1.4 Tuckman's Theory

A well-known psychologist Tuckman Bruce put forward this theory in 1965. He proposed a model of team development that involved five phases. These phases were forming, storming, norming, performing, and adjourning (Tuckman, 1965). The model elaborates that as the team matures and develops the ability, relationships are formed and management becomes more collaborative and shares responsibility among team members (Tuckman & Jensen, 1977).

The initial stage also known as *forming*, involves getting the team structure together. Members of the constituted team feel ambiguous and go out of their way to sidestep conflict in all its forms just to gain acceptability in the group. The group leader is looked up to for guidance and direction (Samad et al., 2023).

The next stage is *storming*, which occurs when the tasks are set in motion. This engagement brings to the surface the previously suppressed feelings such as power, leadership, structural issues and interpersonal conflicts. These feelings manifest as teammates disagree amongst each other, leadership contestation, unclear roles and complaints of being overworked

(Jones, 2019). The team must develop a problem-solving mentality to morph into the next phase (Bonebright, 2010).

The subsequent stage is *norming*. In this phase, members find new ways of coexisting and doing tasks together for the greater good. One noticeable trait that develops is shared leadership from having a designated teammate in charge. However, this changeover is only genuine if absolute trust exists among members. After this, they tend to remain on task and on point (Nawi et al., 2022).

Another phase is called *performing*, where members generally depend on one another going forward as they have a true bond. The formed team is accommodative since team members are willing to sacrifice their individual needs to accommodate team members' needs (Miller, 2003). The stage boasts of high productivity at a professional and personal level (Cassidy, 2007).

The final phase is *adjourning*, which happens when members begin opting out which causes alterations to the team structure, membership, or even team mission (Rose, 1989). The team experiences transition and change. The team as a whole remains productive, but requires an adjustment period to adjust to termination and transition (Keyton, 1993).

In conclusion, Tuckman's Theory offers a good basis for managers to understand the dynamic nature of team development. Managers and team members can overcome challenges more effectively, build collaboration, and boost productivity by understanding the stages of forming, storming, norming, performing, and adjourning during team building. This model shows the importance of adaptability, trust, and shared responsibility in guiding teams toward their goals while preparing for eventual transitions or closure.

CHAPTER TWO: LITERATURE REVIEW

2.0 Literature Review

The ensuing section studied literature published by academicians regarding the subject matter of management of remote teams. The researcher defined remote teams, reviewed challenges faced by remote teams, suggested possible solutions, examined their characteristics, and the desired results of remote teams, and finally discussed gaps not discussed under the literature review but later addressed in the final chapters.

2.1 Define Remote Teams

Remote teams refer to groups of people working jointly but stationed at different geographical locations and linked and coordinated with the help of internet and communication technologies that include but are not limited to small message services, electronic mail and video conference calling services (Shao et al., 2019). Almarsooqi & Alaamer (2020) assert that remote teams allude to teams or groups of individuals that work jointly asynchronously or across organisational levels.

Similarly, Wang et al. (2020) refer to remote teams as a collection of individuals that are time dispersed, organizationally or geographically that are interconnected with the aid of internet and communication technologies to complete one or several assignments allocated to them.

Besides, Bao et al. (2022) assert that remote teams constitute a collection of workers that telecommunicate hailing from a multiplicity of geographical locations spread across different towns, cities, national jurisdictions or even continents.

In summary, all the above definitions capture what remote teams are. However, I would also put it this way, a remote team is a group of individuals transcending time, distance, culture, and conditions to work together to achieve a common goal. It is only after coming up with a

definition of remote teams that viable ways to manage remote teams at SIL Uganda can be devised to produce the desired results.

2.2 Characteristics of Remote Teams

In order for the management of organisations to be of use and help remote work become productive, they need to carefully study the qualities of remote teams.

To begin with, strong communication skills are one of the standout characteristics of remote teams (Sürcher et al., 2021). Abendroth et al. (2022) also note that communication is the basis by which most remote teams manage their operations as well as collaborate. The absence of physical presence implies that issues and assignments can only be handled through effective communication methods. Communication works both ways and all parties must speak freely without judgement while listening to each other to ensure constructive criticism as well as innovative ideas are discussed, (Sakaria and Mohd, 2020). Similarly, Costantini and Weintraub (2022) hold the view that extraordinary remote workers excel in communication, proactively looking for clarification and keeping stakeholders updated. Their clear and timely communication ensures smooth teamwork despite physical distance.

Secondly, motivated remote workers go a long way in ensuring successful remote teams. Yu et al. (2022) believe the best remote teams should comprise team members who are highly intrinsically motivated. Remote employees need to have an internal intention to outshine everyone. Such driven employees need to be babysat constantly or get external motivation to accomplish assigned tasks. Delventhal et al. (2022) states that they tend to welcome emerging challenges and achieve a sense of satiety from meaningful work that is in line with their personal values.

Another key characteristic of remote teams is having hallmarks of discipline and organisation (Van Gelder et al., 2022). Highly successful remote employees maintain structure and keep to their schedules without keen supervision (Flassak et al., 2023). These teams are good time managers keeping matters in perspective amidst interruptions and seamlessly multitasking (Sutarto et al., 2022).

Furthermore, another key hallmark of remote teams is their adaptability and resourcefulness (Galanti et al., 2021). Good remote teams rapidly adapt to new technologies and ways of working. Such excellent remote teams are known for utilising limited resources to solve emerging issues independently. They welcome challenges since they view them as vehicles for change and remain agile in fluid work situations (Roodt et al., 2021).

Additionally, another key characteristic of remote teams is their remarkable technical aptitude (Haines, 2021). Rodríguez-Modroño (2023) in his view states that remote teams are skilful in teamwork tools, and steer virtual spaces fluently. They solve technical challenges competently, guaranteeing effortless communication and output.

Also, another important characteristic is the team's ability to build trust with the management team as contact with them is virtual and physical interactions are few and far between. Yu et al. (2022) argue that there must be trust that assignments and other deliverables will take place on schedule and promptly.

Another notable characteristic is both management and remote employees must be approachable. In the view of Bao et al. (2022) management needs to have an open-door policy which in remote work translates to promptly returning calls and responding to emails of remote workers. Remote employees themselves need to be open to accepting extra responsibility or additional assignments.

In addition, remote teams get a lot of delegated work. Galanti et al. (2021) note that managers of virtual teams sometimes feel removed from their teams and suffer a lot of stress as a result. Delegation relieves stressed managers by sharing responsibility. However, remote workers must be well versed in the expectations of them if they are to thrive and excel at executing the delegated tasks and assignments.

Finally, one more characteristic of a good remote team is accountability (Henke et al., 2022). Given the large physical distance between team members, each person must own their set assignments, update teammates with regular progress reports and complete tasks within the stipulated timeframes. The accountability characteristic helps remote teams remain organised and productive. Monsani et al. (2022) remark that accountability helps remote teams comprehend assignments that need to be accomplished and the deadlines involved.

In summary, remote teams possess unique characteristics that contribute to their success. Strong communication skills are fundamental which enable seamless collaboration despite physical distances. In addition, motivation is critical, since successful team members often display high intrinsic drive and embrace challenges. Discipline and organisation are key, as team members must self-manage schedules and maintain productivity without direct supervision. Also, adaptability and technical aptitude are essential, as remote teams navigate dynamic work environments and leverage technology efficiently. And finally, building trust within the team and with management is another hallmark which fosters accountability and transparency in task execution.

Conclusion: Once these characteristics are understood by management, they can guide their managerial practices to unlock the full potential of remote teams. Leaders should focus on promoting effective communication, equipping teams with tools to improve motivation and

discipline, fostering adaptability, and cultivating a culture rooted in trust and accountability. These policies enable remote teams to collaborate seamlessly and achieve organisational goals.

2.3 Management of Remote Teams

To successfully carry out this, the management team needs to build trust with their employees as they will not be physically there to supervise day-to-day work. According to Sarker et al. (2020) remote project management refers to the management of projects where team members are geographically dispersed and often work remotely. The guidelines to be followed by remote teams and the deliverables expected of them need to be stipulated transparently. There needs to be regular communication between the leadership team and remote workers. Management needs to ensure the appropriate technology is installed to help support the remote teams (Shao et al., 2019).

2.3.1 Communication Strategies

While discussing communication strategies, Sukmayuda and Kustiawan (2022) note that communication strategies are plans for communicating information related to a specific audience, issue, event, or situation. They argue that communication strategies act as concrete plans for communicating with the public, colleagues or stakeholders. Bélanger and Watson-Manheim (2020) observed that for management to form an effective communication strategy they must appreciate the personalities of their workers, clearly define communication goals, define realistic targets, and employ suitable motivators.

In addition, Richter and Amrit (2021) note that in the era of remote working, effective team communication is extremely complex with many pitfalls. They advise that putting in place recognized communication strategies' is vital to growing teamwork. Bloom et al. (2022) argue that having viable communication strategies in place ensures workers remain actively engaged

with their set tasks and are likely to remain on point and on task throughout the assignment period. Still, Rets (2019) points out that a good communication strategy usually culminates in attainable goals when employees are keenly aware of expectations of them by management and the management team knows their individual employees' strengths and competencies.

Furthermore, Carmeli and Joshi (2020) state that a faultless communication strategy breeds higher levels of confidence as a workforce with defined job descriptions and well-established procedures tends to sidestep uncertainty and plan future projects better than groups with poor teamwork.

Additionally, Peters and Mansoni (2021) noted that a well-formulated communication strategy is famous for dramatically reducing employee turnover. This, they reason, is because employees enjoy friendly working relations they easily and politely make inquiries; talk about any challenges they may encounter and propose solutions. This means, alludes Chauhan and Sharma (2020) that they will experience less friction and are happy to remain in their current employment.

Consequently, Nolan et al. (2021) observed that a good communication strategy leads to higher job satisfaction whereby groups of employees that celebrate team milestones stick together longer. This is particularly the case when the recognition is done publicly and praised verbally by management or posted on the notice board.

Therefore, Coffey & Wolf (2018) recommend that when distributing tasks in a remote work environment, management must be explicit and consistent about the deliverables and anticipated timelines regarding completion of assignments.

2.3.2 Productivity Monitoring

When monitoring the productivity of remote teams, the emphasis is expected to be on employee engagement and performance, not on their physical whereabouts or time zones (Nambisan & Baron, 2019). Management must find ways to make sure employees in the remote teams meet the set deadlines so that project milestones are fulfilled. This involves having a keen insight into time expended completing tasks and if in the course of their duties, they are encountering challenges and if additional help is needed from management (DeVincenzi et al., 2022).

Kujala and Huq (2020) advise that while there are software solutions to monitor productivity are available on the market, management may do well to avoid this option as it explicitly violates trust between employees and their managers, and it is a number cruncher that picks quantitative information and does not measure the quality of work done and most of all robs employees of the little autonomy they may have at their disposal.

Duarte & Snyder (2019) argue that instead of invading employees' privacy with a software productivity monitoring tool, management would do well to set realistic key performance indicators productivity targets. Mortensen et al. (2019) argue that management should set goals that are specific, measurable, attainable, relevant and with a realistic timeline of accomplishment.

Elmuti and Kathawala (2020) advocate the pairing of time management apps and project management software. This in his view is because project management software is suited to remote teams as it allows management to tactfully gauge productivity across teams without overtly interfering or appearing intrusive. The tool gives management an overview of the

workloads being handled by each employee and in that way, work will be distributed equally or if need be accordingly suited to individual worker's attributes and abilities.

Kim and Lee (2020) encourage management to have frequent and open communication with their employees. It's the manager's remit to encourage employees to give them regular updates on what they are working on and whether the assignment is proceeding as planned or whether they may need extra time or resources to succeed. The updates may be by email but the standards of the reports must be specified beforehand to avoid any ambiguity.

Finally, Fisher (2020) urges that another viable way to monitor remote teams is to introduce mini milestones to keep remote workers motivated. Jalali et al. (2019) assert that mini-milestones are good motivators as they shine the spotlight on the value of assignments and assignment progress. Employees will feel pride that the tasks on their roster are being checked off and will not feel the frequent intrusion of management.

2.3.3 Remote Work Policies

Olawale et al. (2024) observed that remote work policies are sets of guiding principles that outline what is expected of the employees as they go about their work from remote locations. Remote work policies ensure that both employers and employees have a clear comprehension of responsibilities and expectations which promotes productivity and security in remote work arrangements. Yasmin & Tanaka (2022) noted that most remote work policies entail guiding principles specifying the minimum work hours, channels and mode of communication, measures to secure the data and requirements for remote work settings.

Charalampous et al. (2019) argue that having a remote work policy in place is it simultaneously protects both workers and the management teams from potential legal liabilities that may emanate from working remotely and it makes apparent the details of how the

arrangement of working remotely will work in practical terms and employees will be clear on where they stand and what to expect from their employers and what is expected of them in terms of throughput and deadlines.

Waynick (2023) holds the view that much as policy contents are incumbent on the vocation in question, the size of the business and the legal regime governing the country, many policies are integrally similar. For instance, he argues, not all jobs are suited for this arrangement as motor mechanics must perform their jobs onsite, but a web developer can work just as effectively remotely. Another consideration states Dittes et al. (2019) is that the legal regimes in some countries that require companies to compensate certain amounts of money in the event of a workplace accident at a remote worksite while in some countries, management must document the arrangement allowing the employee to work remotely.

Nyathani (2023) notes that remote work policies can be temporary or permanent and this alludes to workers working full-time but from remote sites and those who work from home at times from time to time. Felstead and Henseke (2017) argue that not having an official remote work policy in an organisation can potentially cause misunderstanding, miscommunication, and poor throughput.

In summary, effective management of remote teams involves building trust, ensuring regular and transparent communication, and implementing appropriate technologies. Having an effective communication strategy is vital for keeping remote teams aligned and reducing misunderstandings. Besides, productivity monitoring should focus on engagement and outcomes rather than invasive methods, with tools like project management software supporting balanced oversight. Also, remote work policies play a critical role in clarifying expectations, setting guidelines for communication, and addressing data security concerns. These policies provide a

framework that safeguards both the organisation and employees which promote productivity and reduce ambiguities in remote work arrangements.

To conclude, the management of remote teams thrives on trust, structured communication, and well-crafted policies. By addressing these areas, organisations can mitigate the challenges of remote work and enhance team performance. Leaders should emphasize clear guidelines, promote employee accountability, and leverage technology to streamline workflows. When managed thoughtfully, remote teams can deliver outcomes comparable to, or even better than, in-person teams.

2.3.4 Challenges Faced by Remote Teams

The following section details the barriers faced by remote teams as they attempt to carry out their mandate as directed by their organisation.

2.3.4.1 Communication Barriers

Yang et al. (2022) note that communication barriers manifest in a variety of forms. The barrier may manifest as a language barrier. Language barriers are dialectal barriers to communication or difficulties in communicating. This comes about when the employees are stationed in remote locations whose native language or dialect may not be familiar to them employee. Language barrier does not facilitate or foster interpersonal relationships which may lead to confusion that may have implications such as frustrations and conflict (Acsel et al., 2021).

Adisa et al. (2021) holds the view that language barriers can hamper remote team communication. Diverse expertise and pronunciations may hinder shared understanding and can lead to serious consequences that may prove difficult or costly to reverse. This lack of mutual understanding may hinder collaboration between the employee sent from headquarters and the

team on the ground made up of people from the local community. Language barriers may negatively impact productivity as communicating targets and other details becomes extremely difficult. Furthermore, language barriers make forming team cohesion difficult, and relating at a personal level becomes difficult with a basic lack of communication between them (Singh et al., 2022).

Ali et al. (2023) note that miscommunication can manifest itself in failure to put across the intended message to the team. Remote teams these days rely on chats and emails which are especially susceptible to this challenge as effective communication mostly relies on nonverbal cues that for the most part cannot be translated concisely into words.

2.3.4.2 Technological Challenges

To explain the importance of technology, Urbaniec et al. (2022) note that in contemporary times, remote working is heavily reliant on technology which has its attendant problems. These changes may manifest as intermittent internet connections, at times the operating systems between the remote workplace and headquarters may not be compatible which makes task completion difficult. Most importantly perhaps remote access to the company's central servers may compromise the security of the data as the open portals may be accessed by unauthorised third parties (Battisti et al., 2022).

Also, Popovici and Popovici (2020) assert that many organisations use Virtual Private Networks as a secure connection between the head office and the remote team. Unfortunately, what adds an extra layer of security has its downsides manifested as slow internet speeds with frequent loss of connection. This happens because internet speeds in rural locations have low bandwidth and some software like QuickBooks are not meant to run on a VPN as it moves huge data between points and during certain times of the day, there is heavy VPN traffic.

In describing another technological challenge, Becker et al. (2022) observed that another technical problem is compromised web conferencing. Given the ubiquity and cheap cost of the web conferencing tool Zoom, remote work is often compromised by hacking which results in Zoom bombing where trolls flood the Zoom meeting with unsavoury messages. This challenge is common as the free version of Zoom does not require firewalls or passwords and external intrusion is possible.

In conclusion, Oakman et al. (2020) note that remote teams may find it difficult to get tech support. Many organisations can only afford a handful of tech support staff who they keep around the head office and may find it expensive to dispatch support staff to remote sites where the remote teams may be experiencing technical difficulties that they may find difficult to troubleshoot. This increases the down time which impacts productivity negatively.

2.3.4.3 Isolation

The impression of feeling isolated as a remote worker is real to all who work away from their colleagues and supervisors. Wilkialis et al. (2021) assert that remote workers are greatly hampered by a distinct feeling of isolation. In contrast to the traditional office environment, remote workers have to make do with the absence of daily interactions and social connections that happen as employees work side by side. In extreme cases, isolation can lead to depression and extreme loneliness. Other unintended consequences are; the remote worker feeling disconnected from their team and loss of the opportunity to learn from their co-workers.

Furthermore, Chatterjee et al. (2022) point out the fact that working remotely is known to cause a sense of isolation on the part of the employee. This state of isolation sometimes results in an employee feeling lonely which can culminate in the raising of stress levels inevitably leading to a drop of performance at work. Hackney et al. (2022) noted that stress-induced absenteeism

costs employers in the United States more than 150 billion dollars every year. This lack of community peaked during the COVID-19 pandemic when isolation and loneliness became fairly commonplace.

Lastly, Morrison-Smith and Ruis (2020) note that physical social isolation manifests as a loss of touch with others due to distance, communication barriers or technological inhibitions. Social isolation is known to result in burnout, anxiety, agitation and distress which can negatively impact the performance of an employee. This gives employees a sense of disconnection from their organisation since a sense of connection results from relationships they develop with co-workers and socialisation.

2.3.4.4 Balancing Life and Work

This is an area which becomes blurry when one works remotely. To affirm this notion, Wiradendi et al. (2020) argue that getting the delicate balance between work and life can be especially challenging. Employees working remotely are usually engrossed in work and the attendant devices, which has its downside in that they may forget to take a lunch break or rest at intervals, inevitably leading to a decline in performance over time. Tayal and Mehta (2023) argue that it is extremely important for employees to take breaks from work at intervals for renewal and refreshment without which, burnout is almost a certainty.

In addition, Ng, Lit and Cheung (2022) note that much as working remotely permits workers greater flexibility, it also inevitably distorts the distinction between personal life and work. The direct consequence is that without the physical distinction between the office and home, employees tend to work for longer hours than is healthy and find it difficult to disengage from work-related assignments. Research shows that more than 56% of employees in the United States put in more work hours compared to their office counterparts. Choudhury et al., (2021)

argue that failure to create schedules that include breaks from work-related tasks and failure to make time for personal activity inevitably take a toll on the employee's mental well-being which makes them less productive over time.

Furthermore, Mustajab et al. (2020) note that telecommuting can lead to the receding of the borders between the personal lives of employees and work. This is because keeping the delicate balance of work has always been a challenge when it comes to the management of remote teams. The nature of remote work inevitably results in employees working longer hours as being at home and being at work is not distinguishable. This makes it difficult for employees to disengage from work which damages their life-work balance. Delfino and Van Der Kolk (2021) argued that the inevitable integration of family life and work can beget conflict and stress as family time is often interrupted by work.

In contrast, Morrison-Smith and Ruis (2020) observed that commuters find it easy to leave tasks that are pending completion at the office at the end of each workday. They further note that working offsite inevitably means the employee is never physically far from their workspaces and inevitably works longer than normal. The employees who work remotely find difficulty in unplugging from their work tasks to relax, engage with family or enjoy leisure-related activities.

2.3.4.5 Limited Career Advancement Opportunities

Another challenge faced by remote workers is limited career advancement opportunities. Edelmann et al. (2021) note that in contrast to their office-based counterparts, remote workers are inevitably faced with limited career advancement opportunities. The unintended consequence is the reduced visibility of remote workers and reduced networking prospects, which inevitably inhibit professional advancement and growth. This challenge, observed Kniffin et al. (2021) is

particularly true when a fraction of the team works remotely while their co-workers are based in the office. The workers in close physical proximity to management tend to get extra exposure.

Similarly, Enaifoghe and Sensile (2023) argue that the career progression dilemma is particularly pronounced in a remote work scenario where career advancement opportunities are at a premium leading to a perception that remote workers show lower commitment levels and are actively disengaged. Tavoletti and Taras (2023) noted that remote workers in Singapore have expressed concern about facing career progression impediments as traditionally career progression has been closely correlated with visibility to management, participating in office politics and being available for spontaneous staff meetings.

Consequently, Eisenberg and Mattarelli (2019) observed that low visibility and inevitably fewer networking opportunities faced by remote workers are detrimental to their career growth and development paths. This is mainly due to the inevitable detachment from the usual dynamics of the typical office environment that eventually limits their prominence within the organisation. Tavoletti and Taras (2023) note that remote workers find it difficult to build relationships with co-workers and the management team. Ultimately, it is these relationships that positively influence vertical growth within the organisation. Remote workers cannot participate in brainstorming meetings where their leadership qualities would be visible and earmarked for potential elevation within the organisation when vacancies occur.

Similarly, Jia-jun and Hua-ming (2022) note that professional development paths are often guided by in-person mentoring and daily interaction and guidance. Ferreira et al. (2021) argue that office-based workers have a distinct advantage in getting feedback on time, honing leadership traits and constructing relationships that are important for career advancement. Without physical relationships, remote workers find it difficult to develop alliances necessary for

vertical growth. Lack of visibility of effort and accomplishment which is a vital component of office acknowledgement and valuation dims remote workers' hopes for promotion.

Remote teams face significant challenges which include but are not limited to communication barriers, technological issues, isolation, difficulty balancing work and personal life, and limited career advancement opportunities. Specifically, communication barriers arise from language differences, misinterpretations in virtual channels, and a lack of nonverbal cues. Similarly, technological issues, such as poor connectivity, data security risks, and limited tech support, disrupt productivity. Furthermore, isolation affects remote workers' mental health and reduces collaboration, while blurred boundaries between work and personal life lead to burnout and diminished well-being. Lastly, remote workers often encounter limited visibility and networking opportunities, which hinder career growth and advancement.

Conclusion: To overcome these challenges, organisations must adopt proactive solutions, such as improved communication approaches, invest in reliable technology, and foster social connections. Also, clear boundaries and support systems should be established to maintain work-life balance and mitigate isolation. And finally, employers can also implement programs to enhance visibility and career opportunities for remote workers. By addressing these obstacles, organisations can create a more supportive environment that empowers remote teams to thrive.

2.3.5 Interventions to the Challenges Faced by Remote Teams

The ensuing section attempts to make positive suggestions on how challenges facing remote teams can be mitigated.

2.3.5.1 Communication Barriers

To mitigate some of the communication barriers, Ali et al. (2023) advise management teams to devise guidelines and protocols to keep all team members on the same page. For

instance, to keep miscommunication at a minimum, ensure all team members use the same programs and tools. Yang et al. (2022) argued that to keep the team in sync and boost throughput ensure all employees in the department are available during specified hours and have a uniform work hour routine.

Also, Singh et al. (2022) advise that to create and maintain high levels of trust and team dynamics, management needs to ensure team members are available to attend conferences and meetings. Management is further advised to improve effective collaboration and time management with remote teams by setting adequate waiting time for responses from employees. Further still in maintaining workflow, Aysel et al. (2021) maintain that management needs to give team members regular progress reports on the status of the projects that are currently underway.

Another reason, Adisa et al. (2021) observe is that to lessen the barriers to communicating with remote teams, the organisation as a whole need to use common communication tools so that team members can communicate effectively during work hours while remaining engaged to avoid possible miscommunication. A case in point is, should you choose to use Microsoft Teams for conferencing, make sure the whole team has the software installed on their devices.

Furthermore, Yang et al. (2022) note that remote working makes face-to-face communication difficult and yet it is vital for building unity, collaboration, and productivity. To overcome this barrier, management is encouraged to use video conferencing as a substitute to make up for lost face time between team members working remotely and their co-workers.

Finally, Ali et al. (2023) maintain that a significant barrier to communication is making workers accountable and responsible for their tasks. Management needs to find ways of keeping

the work flowing smoothly. Fortunately, there are off-the-shelf software solutions like shared Google Drive, Trello, Paratext (used by translation teams), and Asana that can help management monitor employee activity. Additionally, Singh et al. (2022) argue that management must improve communication by maintaining an open-door policy to allow employees to freely ask questions and provide suggestions when necessary. Lastly, Adisa et al. (2021) advise management to provide timely feedback as it is a known motivator. They add that constructive feedback allows employees to improve and positive feedback boosts their morale and confidence. This is especially true of remote employees and given the digital tools currently available, management is encouraged to keep the feedback loop going.

2.3.5.2 Technological Challenges

In an attempt to address the technological challenges, Oakman et al. (2020) contend that many apps disconnect often and a few programs open and run slowly while using the virtual private network. This has the unintended consequence of processing all requests through one point which causes everything to slow down. The solution to this is to substitute VPNs with a remote access service such as LogMein, Soho or RemotePC. This helps since all the processing is done remotely on the office server rather than on your home PC which reduces the problem of slow processing of requests from the user, urges (Urbaniec et al., 2022).

And also, Becker et al., (2022) observed another technological challenge when Zoom bombing by hackers who troll the Zoom meeting in progress by displaying unpleasant images and other media. To this, Battisti et al. (2022) urge remote workers to try alternative software solutions that offer similar services like Google Hangouts Meet, GoTo Meeting, Cisco Webex, Microsoft Teams, etc. They additionally advise remote teams to ensure they enable security like waiting rooms and passwords to make it difficult for hackers to disrupt the web conference.

Remote teams find it challenging to deal with data security because sometimes they take their devices to public spaces to continue working as they have their meals in those areas with open Wi-Fi connections. The unsecured networks at restaurants and libraries have virtually no firewalls and other security measures which can expose the organisation to hackers or identity thieves. Oakman et al. (2020) advise organisations to impose a strict IT policy of demanding remote employees like avoiding using public Wi-Fi or ensuring they log in using a Virtual Private Network.

Another emerging challenge is the lack of endpoint security as remote workers can no longer depend on company networks and state-of-the-art firewall systems to keep sensitive information safe. Ali et al. (2023) recommend having the correct workforce management software to help management establish an IT approved work from home policy that can remotely update the antivirus currently running on the remote workers' devices, update security patches remotely and configure endpoints to boost physical security requiring passwords to use the device.

2.3.5.3 Isolation

Isolation is a big problem that has become associated with remote working, but thankfully there are several strategies to deal with the problem (Morrison-Smith and Ruis, 2020). Wilkialis et al. (2021) advise remote workers to create a good routine. This schedule should detail the day mentioning work hours, tea and lunch breaks and some personal time. A well-arranged schedule can create a sense of purpose and normality.

Secondly, Hackney et al. (2022) advise remote workers to overcome isolation by remaining connected. This can be done by preplanned video chats or calls to friends, family or co-workers for real-time communication with Microsoft Teams or similar digital tools. In

addition, Chatterjee et al. (2022) believe isolation can be overcome by scheduling informal virtual meetings to just talk about casual topics that are non-work related like the remote worker would in the main office where coffee breaks are held.

Lastly, to mitigate isolation, Morrison-Smith and Ruis (2020) hold the view that a sense of isolation felt by the remote worker can be ameliorated by taking part in online forums, social media groups like WhatsApp groups, and professional groups that are related to the vocation of the remote worker. Other platforms like Reddit or Facebook offer similar services.

2.3.5.4 Balancing Life and Work

The issue of remote workers finding challenges in balancing between their life and work has affected either life or work or both for most people working remotely. Tayal & Mehta (2023) agree that for most remote teams, getting the right balance between work and life is difficult and most workers find themselves having very little time to attend to their personal needs which impacts their mental wellbeing.

Consequently, Wiradendi et al. (2020) observed that remote teams are plugged in full-time and feel they have to remain perpetually connected to the network, and if remote workers are in a different time zone or have a different work schedule, this can upset their work-life balance. In contrast, Delfino and Van Der Kolk (2021) advise remote workers to make a schedule and notify their co-workers when they are available for conferencing and meetings and when they are unreachable.

Additionally, Ng, Lit, and Cheung (2022) advise remote workers to send themselves on personal errands or other activities to enforce breaks throughout the day to get back the sense of a work-life balance. You also need to schedule time for cooking, relaxing or cooking to get the

time to recharge mentally and avoid the inevitable burnout that comes with uninterrupted working hours.

2.3.5.5 Limited Career Advancement Opportunities

While discussing the limitations of remote workers and the solution in terms of career opportunities, Jia-jun and Hua-ming (2022) note the difficulties remote workers may have in advancing their individual careers and advise them to improve their respective communication skills, especially given the fact that their commonest communication happens virtually.

According to Edelman et al. (2021), it involves active listening during team engagements and being responsive, actively participating in meetings, or making inquiries when the need arises. This will catch the attention of decision-makers who will line you up for promotion.

Consequently, Tavoletti and Taras (2023) hold the view that while career advancement opportunities may be at a premium for remote workers, certain steps can remedy this. By making skills development a pressing priority, the remote worker can increase the odds of career advancement. This involves making time to learn from their employers or enrolling for online courses. Ferreira et al. (2021) believe getting professional mentorship from more experienced individuals within their industry can directly lead to career development.

Similarly, Enaifoghe and Sensile (2023) observe that the remote worker can network and build meaningful relationships to unlock more opportunities that align with the remote worker's career goals. Also, Kniffin et al. (2021) advocate for building strong networks with the help of platforms like LinkedIn to build more meaningful relationships with managers and co-workers. Attending virtual events related to their industry frequently can help the remote worker network with individuals who may help them advance their careers.

In summary, addressing challenges faced by remote teams requires targeted interventions, such as establishing clear communication protocols, utilising secure and efficient technology, and nurturing team unity. Secondly, communication barriers can be mitigated by adopting standardised tools, maintaining open channels, and using video conferencing to replicate face-to-face interactions. Furthermore, technological issues are alleviated through investments in secure software, replacing VPNs with remote access services, and enforcing IT policies for data security. In addition, to combat isolation, organisations can encourage virtual social activities, create structured routines, and promote participation in professional communities. Finally, career advancement challenges can be addressed by providing mentoring opportunities, encouraging skill development, and enhancing visibility through frequent feedback and engagement.

Conclusion: Effective interventions require a comprehensive approach that considers the unique challenges of remote work. By improving communication, adopting robust technology, and supporting employee well-being and growth, organisations can transform challenges into opportunities. In the same way, structured policies and consistent efforts to foster connection and development are critical. These measures not only resolve existing barriers but also enhance team productivity and satisfaction in the remote work environment.

2.3.6 The Desired Results of Remote Teams

Remote teams are closely associated with increased productivity. This is a likely outcome of a situation resulting from the circumstances surrounding their workstations in offsite locations (Wiradendi et al., 2020). Workspaces in people's homes are usually more comfortable than office spaces and because individuals excel in comfortable environments, the remote workers are more likely to be productive. Additionally, distractions like shuttling to and from the office,

frequent and not necessarily productive meetings and talkative co-workers are avoided (Ali et al., 2023).

Extra time is dedicated to assignment completion as many hours are lost in traffic as workers shuttle to and from the office. Remote teams can sidestep this and use the extra hours to boost productivity or relaxation so that they are more productive after the break. At the end of the year, the time saved translates to increased deliverables (Ng, Lit and Cheung, 2022).

Remote team members are likely to enjoy healthy lives as they do not have to rise early to avoid traffic, cook meals of their choice in their kitchens and sometimes take unscheduled breaks. The result is they miss fewer workdays in a year and are thus more productive than their counterparts who work from the office (Hackney et al., 2022).

Remote teams incur less costs to their employer. Employees save time and exertion by working remotely. This arrangement is financially advantageous to their employer as they don't have to physically accommodate them. They do not have to rent additional office space and furniture to accommodate them (Edelmann et al., 2021).

Remote team members can perform without close physical supervision which sometimes borders on micro-management. This means that organisations can reduce the size of middle management and develop their employees' sense of taking responsibility and developing leadership skills (Eisenberg and Mattarelli, 2019).

In conclusion, remote teams offer a host of desirable results for both employees and employers which include among others increased productivity, cost efficiency, and overall well-being. Workers thrive in comfortable home environments, free from the distractions and time losses associated with commuting in heavy traffic and office life. This leads to greater focus, healthier lifestyles, and fewer missed workdays which ultimately translates to higher

deliverables. For employers, the reduced need for physical infrastructure and the streamlining of management layers contribute to significant cost savings and encourage employee independence and leadership development. These collective advantages position remote work as a sustainable and mutually beneficial model for modern organisations.

2.3.7 Research Gaps in the Literature Review.

The literature review reveals several research gaps that this study aims to fill. Temporal gaps are identified, with some relevant studies dating back to 2011, prompting the need for more current research. Conceptual gaps are evident as previous studies have overlooked important themes, such as the challenges and characteristics of remote teams. Methodologically, some studies have used inappropriate research designs or relied on desk reviews rather than field data, limiting their applicability. Lastly, contextual gaps exist due to a lack of research specific to Uganda, as most studies have focused on other regions, highlighting the need for more localised research. Saunders et al. (2019) argue that this research design has many inherent advantages that include cost effectiveness, quick around about time between the distribution of survey tools and receiving filled tools as well as being able to reach a large number of respondents in a short period.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This section serves the primary goal of ensuring a good foundation to provide a platform for efficient data collection and competent data analysis. The methods described in the following sections are designed for the collected data to answer the research questions that were developed from the study objectives. The chapter essentially comprises the introduction, research design, population of the study, study sample size, sampling technique, data analysis procedure, reliability and validity, ethical considerations, limitations of the study, and the conclusion of the study.

3.1 Research Design

The mixed research design with both the qualitative and quantitative approaches. The design guided how data was collected and analysed at a single point in time. Sekaran and Bougie (2016) stated that this research design can be central to determining relationships. This was cross-sectional research that enabled the study to determine how remote teams at SIL Uganda were effectively managed to produce the desired results.

3.2 Study Population

The study population comprised employees and other stakeholders of SIL Uganda who have information on how best to manage remote teams for high output and excellent quality. The study population involved **63 employees** of SIL Uganda. According to Bryman (2017) in cases where the population is manageable and reachable, they can potentially all be part of the study. Sekaran & Bougie (2016) stated that the census method in research involves studying everyone in a given population. Table 2.1 below shows the population of SIL Uganda and each category according to their roles and responsibilities.

Table 3. 1: *Population Distribution Table*

Category	Population
SIL (U) Leadership Team	7
Translation Consultants	4
Translation Team Leaders	12
Project Coordinators	2
Translation Advisers	2
Partnership & Grants Officers	2
Accounts and Finance	2
HR Manager	1
Translation Staff	30
Total	63

Source: HR SIL Uganda, 2025

3.3 Sampling Techniques

The listed respondents were arrived at using a non-probability-based or non-random approach since the study population is below 100 people. According to Bryman (2017) in cases where the population is manageable and reachable, they can potentially all be part of the study.

For this study, all the categories listed in Table 2.1 above were part of the study as follows:

- a) All the population was used for the quantitative study which involved the use of a questionnaire to collect data.
- b) The purposive non-random sampling technique was used to select 10 participants for the interviews. This was done for the following reasons;
- c) Employees that had been in the organisation for a certain number of years say 15 or more years;
- d) These employees had experience working with remote teams, they were knowledgeable about the challenges and all other related aspects of remote teams;
- e) The 10 interviewees were chosen from the teams were directly involved with working remotely because they were knowledgeable and were able to give their experience of over 15 years regarding the subject under study.

3.4 Data Collection Methods

The Kobocollect survey and interview guide were the methods used to collect data.

3.4.1 Kobocollect Survey

The researcher used Kobocollect to design an online questionnaire to gather quantitative data on remote team management for desired results. The study created the online questionnaire by gaining access to the Kobocollect web platform and used the builder form tools like drag and drop to the questionnaire. The form was pilot-tested on mobile devices to gauge its workability.

The SIL Uganda staff accessed the survey for seven days through the following link:

<https://ee.kobotoolbox.org/x/AuVlh4B3>.

The surveys were distributed to all SIL Uganda staff through emails and WhatsApp, since they all interact, work, and or support teams working remotely. During this period, the research assistants reminded the respondents to do the survey through phone calls and WhatsApp instant messages. The questions covered topics such as the challenges faced by remote teams, useful characteristics and practices of remote teams, and the desired results of remote teams. The aim was to gather data that was analysed to identify objectives to form the themes and sub-theme statements in remote team management that were ranked on the Likert scale.

The study findings were formulated using data from the questionnaire survey. Burns (2016) asserts that the questionnaire survey method is popular in the empirical research community for getting answers that flow consistently and follow a prearranged order to make analysis easier while computing descriptive statistics as the collected data has high internal consistency. The statements in the survey were then measured on a five-point Likert scale. A Likert scale is a rating scale used to measure, opinions, attitudes, or behaviours. Study

participants pick the option that best corresponds with how they feel about the statement (Sekaran and Bougie, 2016).

3.4.2 Interviews

Interviews involved two main participants; the researcher who conducted the interview and the interviewee, who was guided through the process and was encouraged to divulge as much information as possible regarding the subject matter. The open-ended questions were carefully formulated and designed to flow naturally so that all interviewees systematically revealed key themes and content to encourage uniformity of presentation. Saunders et al. (2019) state that interviews unearth information to such a degree of depth that other data collection methods like the questionnaire cannot. The tools used for collecting data were face-to-face online interviews which were recorded on Zoom calls and later transcribed. The data transcribed was then coded into data sets which created a frequency table.

This method was used to collect data from 11 out of 15 individuals who were purposively selected from various categories within the 63 staff members. Each interview lasted between 20 and 30 minutes for four days and it took four days to polish up the draft notes captured by Zoom during the recordings. The selected individuals were chosen based on their seniority and tenure in the organisation, their positions of influence and service, and finally, their roles as field staff in specific locations. These categories included:

- a. **SIL Uganda Leadership Team:** Policy custodians and implementers who offered valuable insights into organisational operations.
- b. **Project Coordinators:** Supervisors of remote staff, with credible knowledge about remote team management, helped with vital information on the subject.

- c. **Translation Consultants/Advisers:** Experienced remote workers supporting remote teams, provided well-informed feedback based on extensive experience.
- d. **Translation Team Leaders:** Key leaders in scripture production who supervise remote staff and ensure process continuity, offered critical feedback.
- e. **Remote Translation Staff:** Frontline remote workers collaborating with consultants and advisers, provided relevant insights due to their direct experiences.
- f. **Human Resource Manager:** Central office recruiter with knowledge of personnel quality, provided essential input for the study.

3.4.3 Data Collection Procedure

Once the proposal phase was concluded, the researcher sought written permission from the School of Business Uganda Christian University (UCU), which allowed him to go to the field and collect the data as planned. Upon receiving the letter from the Head of Graduate Research & Training from UCU, the researcher approached the director of SIL Uganda, seeking permission to approach employees of the organisation to collect information pertinent to managing remote teams for desired results.

As the researcher waited for written permission, he used the interim period to train two research assistants to help in the deployment and monitoring of the survey data using Kobocollect. The research assistants used computers with the Kobocollect app installed. For cases where remote teams were located in areas without cell tower coverage, the app automatically synced the gathered data to the Kobocollect cloud server as soon as they returned to areas with internet connectivity. As the data was being collected, the research team monitored incoming data via the Kobocollect dashboard guaranteeing correctness and completeness. Any emerging challenges like missing data or inconsistencies were flagged and dealt with at once.

The researcher logged onto the Kobocollect web platform to access the collected data. The data was then downloaded as a Microsoft Excel file and the data was exported to SPSS for further data analysis which produced useful tabulated percentages and mean scores.

3.5 Data Quality Control

3.5.1 Validity

Bryman (2017) explains that only when a data collection instrument measures what it set out to measure will it pass the validity test. In addition, Burns (2016) argues that a small degree of divergence between the expected measurement and the actual score gauges the validity of an instrument. The study adopted the content validity index (CVI) to gauge the validity of the questionnaire survey. The formula below served that purpose:

$$\text{CVI} = \frac{\text{No. of items rated relevant}}{\text{Total no. of items}}$$

Table 3. 2: *Validity*

Items	Number of Items	Non- Relevant	Relevant	Content Validity Index
Challenges Faced by The Remote Teams	18	3	15	0.833
Solutions to Challenges Faced by SIL Uganda Remote Teams	14	2	12	0.857
Useful Characteristics and Practices of Remote Teams	17	2	15	0.882
The Desired Results of Remote Teams	13	3	10	0.769
Average CVI				0.835

Source: Primary Data (2025)

The average score of 0.835, indicated that the CVI of the tool exceeded the threshold of 0.70 as recommended by Bryman (2017).

3.5.2 Reliability

Burns (2016) states that a reliable test will produce similar results when applied at two different timeframes. The test-retest reliability is an assessment of reliability arrived at by giving the same test two times with an interim of a week to a cluster of persons. The scores from Time 1 and Time 2 were tested for internal consistency by computing the Cronbach alpha value of each global variable as advised by (Bryman, 2017).

Table 3. 3: *Reliability Values*

Variables	Number of items	Cronbach's Alpha
Challenges Faced by The Remote Teams	15	0.649
Solutions to Challenges Faced by SIL Uganda Remote Teams	12	0.716
Useful Characteristics and Practices of Remote Teams	15	0.743
The Desired Results of Remote Teams	10	0.701
Average		0.702

Source: Primary Data (2025)

The Cronbach alpha average score was above the recommended average score of 0.700 as advised by Burns (2016).

3.6 Data Analysis

3.6.1 Quantitative Data Analysis

The data was analysed using IBM SPSS version 23 to produce statistical tables. The demographic data was summarised using percentages to present the findings. The other sections of the data collection survey were analysed to produce descriptive statistics in the form of percentages. Inferential statistics were produced in the form of Pearson's Correlation Coefficients and linear regression.

3.6.2 Qualitative Data Analysis

The researcher digitally recorded the interviews on Zoom with the help of an embedded tool that was programmed to transcribe the voice recordings. The researcher then cleaned and examined the transcripts for contents and themes relevant to the subject matter. The relevant themes and content were presented to complement the results of the statistical analysis.

3.6.3 Ethical Considerations

Bryman (2017) observed that research that involves human beings at its heart needs to be ethically sound and accepted in the academic community. The study sought both verbal and written consent from the respondents. The respondents were informed that their participation in the study was entirely voluntary and that they did not receive any payment since they were participating as volunteers. The principal investigator reassured them of the confidentiality of any details they revealed. They were told the data was for dissertation writing only and the questionnaires were kept under lock and key. They were not required to write on the survey their names or any other identifying mark. They were reminded that this research is in social sciences and did not pose a psychological risk to them.

3.6.4 Limitations

The researcher encountered a few difficulties while collecting data in the field. Remote workers were physically offsite and were difficult to reach to administer the questionnaire. To counter this challenge, the researcher sent remote workers the Kobocollect form version of the self-administered questionnaire through a link on email and WhatsApp platforms. The other barrier to getting data from management was they were extremely busy and were not readily available. The researcher resolved the challenge by offering to meet over the weekend or after work in the evening to do interviews.

CHAPTER FOUR: PRESENTATION AND ANALYSIS

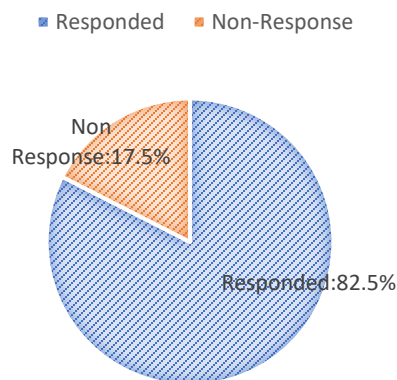
4.0 Response and Findings

Results of data collection and their respective interpretations after analysis showed why there is a supervision gap between the leadership team at SIL Uganda and remote teams that is leading to a deficit in producing desired results and how best to manage remote teams for desired results. The arrangement of the chapter followed the flow of stated objectives:

- a. To identify the challenges faced by the field teams that are working remotely in SIL Uganda.
- b. To establish ways to address the challenges faced by SIL Uganda remote teams
- c. To assess the relationship between the characteristics and practices of remote teams and the results they produce in SIL Uganda

The analysis after following the study objectives presented charts, graphs and tables. The study originally targeted 63 respondents, but only 52 returned properly filled-in questionnaires representing a response rate of 82.5% which is very good according to Burns (2016). This is illustrated by the chart below:

Figure 4. 1: *Response Rate*



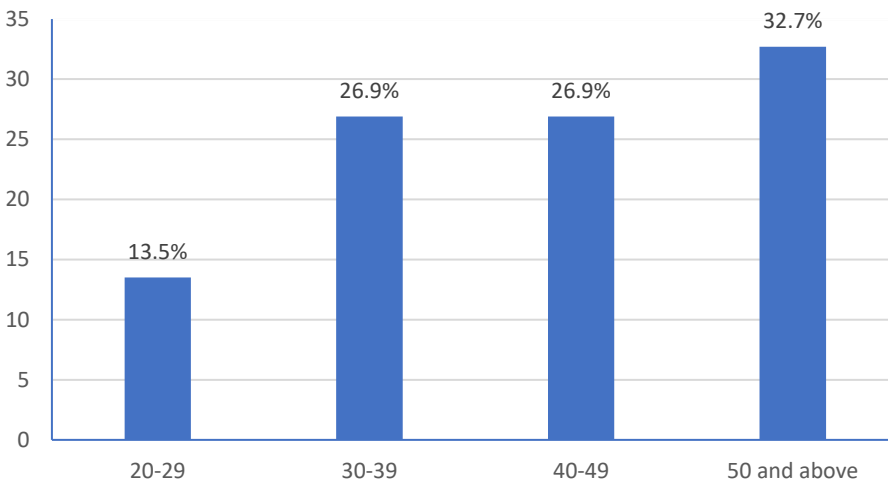
Source: Primary Data (2025)

4.1 Demographic Data of Respondents

4.1.1 Age of the Respondent

The study findings indicate that most respondents were in the age range of 50 and above (32.7%) and the fewest (13.5%) were in the age bracket of 20 to 29. The high proportion of employees aged 50 and above suggests the presence of members in remote teams in the prime of their lives combined with maturity, subsequently influencing their points of view distinct to younger employees regarding how best to manage remote teams to produce desired results.

Figure 4. 2: *Age of Respondent*

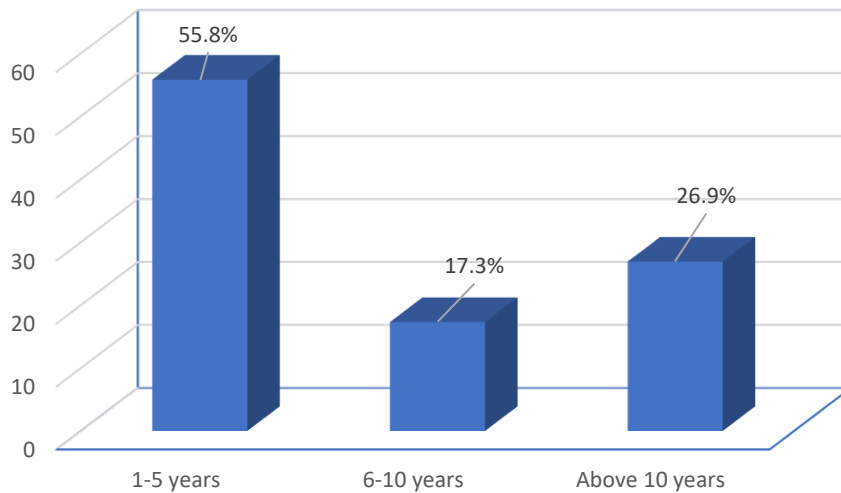


Source: Primary Data (2025)

4.1.2 Period spent in SIL Uganda

Study findings show that 55.8% of respondents had been in the employment by SIL Uganda under five years and may not be fully acquainted with the gravity of management or lack thereof regarding the low productivity of remote teams. However, 26.9% of the respondents (not an insignificant number) have been employed by SIL Uganda for at least a decade which hints at familiarity with the management of remote teams and may appreciate prevailing deficits in the production of desired results.

Figure 4. 3: *Period spent in SIL Uganda*

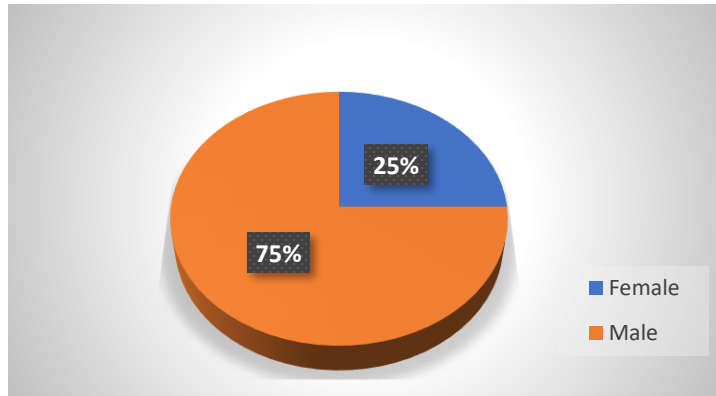


Source: Primary Data (2025)

4.1.3 Gender of Respondent

Study findings illustrate the fact that both genders were represented giving the study balance as all points of view were captured. Male respondents being represented by 75% indicates a large majority. This large disproportion has a probability of influencing the management of remote teams given the disparity in management techniques required in managing female employees and their male co-workers. Considering the impact of gender dynamics on decision-making responsibilities within households that potentially impacts the need to balance wives having extra family responsibilities; this inadvertently has a bearing on work output.

Figure 4. 4: *Gender of Respondent*

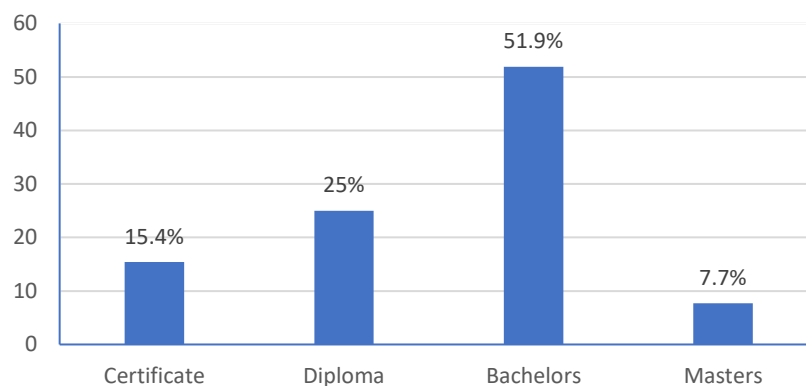


Source: Primary Data (2025)

4.1.4 Education Level

Results from the study indicate that the majority were first-degree holders (51.9%) who can discuss the subject matter comfortably, followed by diploma holders (25%), Certificate holders (15.4%) and finally Master’s degree holders (7.7%). The finding suggests that education attainment for more than half of the respondents affects how they relate with management regarding the matter of producing desirable results despite working remotely with minimal supervision.

Figure 4. 5: *Education Level*



Source: Primary Data (2025)

4.2 Descriptive Analysis

This section describes the challenges faced by the remote teams.

4.2.1 Description of Challenges Faced by the Remote Teams

To fully appreciate statements or items on challenges faced by the remote teams, study participants were presented with a list of items of the same. Respondents rated each item with the help of a five-point Likert Scale (1= Strongly Disagree (SD), 2 = Disagree (D), 3 = Not Sure (NS), 4 = Agree (A), 5 = Strongly Agree (SA)). The attendant percentages were integrated into the Table 3.1 below:

Table 4. 1: *Descriptive information on challenges faced by the remote teams*

	Items	SD	D	NS	A	SA
<i>i</i>	<i>You at times face communication barriers.</i>	13.5%	21.2%	3.8%	48.1%	13.5%
<i>ii</i>	<i>You are not familiar with the local language/ dialect where you are currently working.</i>	55.8%	25.0%	1.9%	7.7%	9.6%
<i>iii</i>	<i>Language barrier has made it difficult for you to form interpersonal relationships with co-workers from the locality.</i>	48.1%	34.6%	5.8%	7.7%	9.6%
<i>iv</i>	<i>Language barriers may negatively impact productivity as communicating targets and other details becomes extremely difficult.</i>	5.8%	11.5%	3.8%	50.0%	28.8%
<i>v</i>	<i>Language barriers make forming team cohesion difficult and relating at a personal level.</i>	7.7%	9.6%	7.7%	55.8%	19.2%
<i>vi</i>	<i>Technological challenges such as on and off internet has made it difficult to work.</i>	3.8%	11.5%	1.9%	48.1%	34.6%
<i>vii</i>	<i>Slow internet speeds with frequent loss of connection have hampered your work.</i>	1.9%	9.6%	1.9%	59.6%	26.9%
<i>viii</i>	<i>Web (Zoom) conferencing between the remote teams and management is sometimes interrupted.</i>	3.8%	5.8%	1.9%	55.8%	32.7%

ix	<i>You find it difficult to get tech support from your remote location when you experience problems with your computer.</i>	7.7%	40.4%	1.9%	42.3%	7.7%
x	<i>Isolation experienced by remote teams can lead to depression.</i>	0%	13.5%	26.9%	53.8%	5.8%
xi	<i>Isolation felt by remote workers may result in burnout, anxiety, agitation and distress.</i>	3.8%	15.4%	17.3%	53.8%	9.6%
xii	<i>Employees working remotely usually forget to take a lunch break or rest at intervals.</i>	11.5%	25.0%	13.5%	42.3%	7.7%
xiii	<i>Remote employees tend to work for longer hours than is healthy and find it difficult to disengage from work-related assignments.</i>	3.8%	44.2%	19.2%	28.8%	3.8%
xiv	<i>Remote workers are faced with limited career advancement opportunities as a result of reduced visibility to management.</i>	1.9%	19.2%	25.0%	36.5%	17.3%
xv	<i>Remote workers find it difficult to build relationships with management who have powers of promotion.</i>	3.8%	21.2%	15.4%	48.1%	11.5%

Source: Primary Data (2025)

Table 4.1 above describes statistics on facets of challenges faced by the remote teams; the respondents commenting on item (i) “*whether they at times face communication barriers.*” The results indicate that; 13.5% strongly disagreed, 21.2% disagreed, 3.8% were unsure, 48.1% agreed and 13.5% strongly agreed. The result indicates that communication barriers are an obstacle interfering with SIL Uganda’s quest to produce desired results.

On the statement “*whether they are not familiar with the local language/ dialect where you are currently working.*” (ii). The results show that 55.8% strongly disagreed, 25.0% disagreed, 1.9% remained unsure, 7.7% agreed and 9.6% strongly disagreed. This result points out most workers are comfortable communicating with the residents in their native tongue. This seems to imply that SIL Uganda deploys personnel in remote teams mindful of their familiarity with the language of their work area.

On the statement “*whether Language barrier has made it difficult for you to form interpersonal relationships with co-workers from the locality.*” (iii). The results prove that 48.1% strongly disagreed, 34.6% disagreed, 5.8% were not sure, 7.7% agreed and 9.6% strongly agreed. This indicates that language has not interfered with the bonding process between co-workers and they communicate freely.

On the statement “*Whether language barriers may negatively impact productivity as communicating targets and other details becomes extremely difficult.*” (iv). Results illustrate that 5.8% strongly disagreed, 11.5% disagreed, 3.8% were unsure, 50.0% agreed and 28.8% strongly agreed. The results indicate a high level of self-awareness in the remote teams regarding the importance of effective and accurate communication as far as attaining desired results is concerned.

On the statement “*Whether language barriers make forming team cohesion difficult and relating at a personal level.*” (v). Study findings indicate that 7.7% strongly disagreed, 9.6% disagreed, 7.7% were unsure, 55.8% agreed, and 19.2% strongly agreed. This implied that remote teams are aware of the dynamics involved in forming team cohesion and the attendant benefits that accrue. This trait will be useful to SIL Uganda as they aspire to achieve the desired results.

On the statement “*Whether technological challenges such as on and off internet has made it difficult to work.*” (vi). The study revealed that 3.8% strongly disagreed, 11.5% disagreed, 1.9% were unsure, 48.1% agreed and 34.6% strongly agreed. The implication of the finding is SIL leadership team needs to invest resources both financial and human to minimise internet downtime.

On the statement “*Whether slow internet speeds with frequent loss of connection has hampered your work*” (vii). Study findings demonstrated that 1.9% strongly disagreed, 9.6% disagreed, 1.9% were unsure, 59.6% agreed and 26.9% strongly agreed. The finding indicates that slow internet has hurt the performance of remote teams and could partly explain their failure to achieve desired results.

On the statement “*Whether web (Zoom) conferencing between the remote teams and management is sometimes interrupted*” (viii). Study results show that 3.8% strongly disagreed, 5.8% disagreed, 1.9% remained unsure, 55.8% agreed and 32.7% strongly agreed. The implication of the finding is interruption of communication via video conferencing has been an occasional barrier to the attainment of desirable results and Management of SIL Uganda needs to look into how to improve connectivity between head office and remote teams.

On the statement “*Whether remote teams find it difficult to get tech support from their remote location when they experience problems with their computer*” (ix). Results of the analysis show that 7.7% strongly disagreed, 40.4% disagreed, 1.9% were unsure, 42.3% agreed and 7.7% strongly disagreed. The results are inconclusive implying that some remote teams were getting problems receiving tech support while others appeared to get it on demand. The onus is on the management team from SIL Uganda to ensure equitable tech service support to all teams.

On the statement “*Whether isolation experienced by remote teams can lead to depression*” (x). Study results indicate that 13.5% disagreed, 26.9% were unsure, 53.8% agreed and 5.8% strongly agreed. The finding implies a high degree of awareness about the causes of depression. However, a significant proportion seemed unaware of the consequences of isolation and calls for capacity building on the same by SIL Uganda to raise awareness and mitigation measures.

On the statement “*Whether isolation felt by remote workers may result in burnout, anxiety, agitation and distress*” (xi). Study findings indicate that 3.8% strongly disagreed, 15.4% disagreed, 17.3% were unsure, 53.8% agreed and 9.6% strongly agreed. The results of the analysis show that many remote team members are keenly aware of the negative consequences of working for extended periods in isolation.

When respondents were presented with the statement “*Whether employees working remotely usually forget to take a lunch break or rest at intervals*” (xii). Results of the analysis showed that 11.5% strongly disagreed, 25.0% disagreed, 13.5% were unsure, 42.3% agreed and 7.7% strongly agreed. The finding implies that remote teams tend to work longer hours with few breaks which could have long-term negative effects on their ability to deliver desired results.

On the statement “*Whether remote employees tend to work for longer hours than is healthy and find it difficult to disengage from work-related assignments*” (vii). Results prove that 3.8% strongly disagreed, 44.2% disagreed, 19.2% were unsure, 28.8% agreed and 3.8% strongly agreed. The finding a big number disagreed that they found challenges disentangling work from their home lives. However, it is concerning that a sizable portion was unsure about the issue.

On the statement “*Whether remote workers are faced with limited career advancement opportunities as a result of reduced visibility to management*” (viii). Results of the analysis indicate that 1.9% strongly disagreed, 19.2% disagreed, 25.0% were unsure, 36.5% agreed and 17.3% strongly agreed. The finding implies that many remote team members feel frustrated by the limited career advancement opportunities. To keep the remote team members' morale up, the management of SIL Uganda can improvise and subsidize costs on online courses that could help bridge the gap.

When respondents were presented with the statement “*Whether remote workers find it difficult to build relationships with management who have the powers of promotion*” (xii). Study results indicate that 3.8% strongly disagreed, 21.2% disagreed, 15.4% were unsure, 48.1% agreed and 11.5% strongly agreed. The implication of the finding is the majority of remote workers agreed with the view that physical interaction with their immediate supervisor was crucial in increasing their chances of getting promoted within the organisation.

In summary, the majority of study participants agreed with the statements. A number of results stood out, however. For instance, many agreed that Web (Zoom) conferencing between the remote teams and management is sometimes interrupted (88.5%); slow internet speeds with frequent loss of connection have hampered their work (86.5%); Technological challenges such as on and off internet has made it difficult to work (82.7); Language barriers may negatively impact productivity as communicating targets and other details becomes extremely difficult (78.8%) and language barriers make forming team cohesion difficult and relating at a personal level (75%). They however disagreed that remote employees tend to work for longer hours than is healthy and find it difficult to disengage from work-related assignments (48%). Interview results are also presented in Box 3.1;

Box 4. 1: Challenges Faced by The Remote Teams

Verbatim Statements	Concepts	Theme
<i>“...would say, insufficient bandwidth or weak signal is one, and inadequate internet data bundles, and then having kind of an intermediary to get the bundles for the team is also been problematic at times”</i>	Technical Issues	
<i>“...Yeah, the time zones can be very challenging... when they are almost tired, and about to go home is when you start to work with them. ... Scheduling and working across different time zones can lead to mismatched energy levels between team members”.</i>	Time Zone Challenges	

<p><i>“.... There can be interruptions like people knocking on the door. But sometimes people want to just pop in and say Hello, and sometimes it can be noisy, or they need to shoo people away. Children and things...”</i></p>	<p>Distractions</p>	<p>Challenges Faced by The Remote Teams</p>
<p><i>“.... Challenges such as rain or socio-economic pressures, occasionally impact team performance....”</i></p>	<p>Cultural and Contextual Dynamics</p>	
<p><i>“.... I feel working away from other team members. makes you feel like you're disconnected from others, though we keep talking with other team members ... you feel there's that distance....So there is some sense of isolation from the other team members....”</i></p>	<p>Isolation</p>	
<p><i>“.... We find challenges in obtaining receipts for expenses, especially in informal transport systems, create operational difficulties and trust issues.....”</i></p>	<p>Financial Reporting Requirements</p>	
<p><i>“...Lately power has been very unstable in remote offices.... fluctuating power is damaging our equipment”</i></p>	<p>Power fluctuations</p>	
<p><i>“.... There are those who come when they are really totally with no computer knowledge So, with such guys when they are very far from the centre have maybe people who can help them. That becomes another problem and hinders their progress...”</i></p>	<p>Big skills gap</p>	
<p><i>“.... notable challenge is the commitment of the staff who are in the remote location..... sometimes you would expect someone to be in the office, but either gets there late or does not get to the office, and when you want to give support, you find that this person is nowhere to connect, and when you get to access them, they tell you. Oh, we have no network, or we have what? And that has become a little bit difficult.....”</i></p>	<p>Integrity and Commitment</p>	

Source: Primary Data (2025)

Summary of observations

Regarding challenges faced by the remote teams, the interviewees made observations that there are Technical Issues such as problems with internet bandwidth, data bundles, and service

interruptions which hinder productivity. They noted Time Zone Challenges that affect scheduling and working across different time zones can lead to mismatched energy levels between team members. There can be distractions as remote meetings are occasionally interrupted by environmental noise, visitors, or familial obligations. Cultural and contextual dynamics can cause challenges, such as rain or socio-economic pressures, and occasionally impact team performance.

They further reported feeling a sense of Isolation; and a sense of disconnection from team members and senior management, limiting casual and spontaneous interactions. They reported Financial Reporting Requirements that pose Challenges as obtaining receipts for expenses, especially in informal transport systems is difficult which creates operational difficulties and trust issues. Frequent power surges damage devices and chargers, increasing maintenance costs. They further reported some skill gaps as some team members lack sufficient training or knowledge, which affects their ability to perform effectively. Concerning Integrity and Commitment, interviewees reported Challenges arise when staff are not present or truthful about their availability.

4.2.2 Description of Solutions to Challenges Faced by SIL Uganda Remote Teams

To fully appreciate statements or items on solutions to challenges faced by SIL Uganda remote teams, study participants were presented with a list of items of the same. Respondents rated each item with the help of a five-point Likert Scale (1= Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree). The attendant percentages were integrated in the Table 3.2 below:

Table 4. 2: *Descriptive information on Solutions to Challenges faced by Remote Teams*

	Items	SD	D	NS	A	SA
<i>i</i>	<i>Ensuring all employees are available during specified hours improves team productivity.</i>	1.9%	1.9%	1.9%	51.9%	42.3%
<i>ii</i>	<i>Creating and maintaining high levels of trust and team dynamics, management needs to ensure team members are available to attend conferences and meetings.</i>	1.9%	3.8%	0%	59.6%	34.6%
<i>iii</i>	<i>Management is encouraged to use video conferencing face-to-face communication builds unity, collaboration, and productivity.</i>	0%	3.8%	7.7%	67.3%	21.2%
<i>iv</i>	<i>Management uses shared Google Drive, and Paratext to keep employees accountable and responsible for their tasks.</i>	0%	3.8%	9.6%	63.5%	23.1%
<i>v</i>	<i>Management must improve communication by maintaining an open-door policy to allow employees to freely ask questions and provide suggestions when necessary.</i>	1.9%	1.9%	1.9%	46.2%	48.1%
<i>vi</i>	<i>Constructive feedback allows employees to improve and positive feedback boosts their morale and confidence.</i>	1.9%	0%	0%	32.7%	65.4%
<i>vii</i>	<i>Management can enable security features like waiting rooms and passwords to make it difficult to disrupt the web conference.</i>	0%	7.7%	30.8%	53.8%	7.7%
<i>viii</i>	<i>Management imposes a strict IT policy demanding remote employees avoid using public Wi-Fi or ensuring employees log in to the corporate network using a Virtual Private Network (VPN).</i>	1.9%	11.5%	28.8%	42.3%	15.4%
<i>ix</i>	<i>A well-arranged schedule can create a sense of purpose and normality to prevent the remote employee from feeling isolated.</i>	0%	1.9%	3.8%	78.8%	15.4%
<i>x</i>	<i>Remote workers can fight isolation by remaining connected via preplanned video chats or calls to friends, family or co-workers for real-time communication with Microsoft Teams.</i>	3.8%	9.6%	17.3%	65.4%	3.8%

xi	<i>Remote workers by making a schedule and notifying their co-workers when they are available for conferencing and meetings, balance their work and personal life.</i>	1.9%	11.5%	3.8%	65.4%	17.3%
xii	<i>Enrolling for online courses can help remote employees advance their careers.</i>	1.9%	3.8%	0%	44.2%	50.0%

Source: Primary Data (2025)

Table 4.2 above illustrates descriptive information on solutions to challenges faced by SIL Uganda remote teams; the respondents commented on “*Whether ensuring all employees are available during specified hours improves team productivity*” (i). The results of the study show that 1.9% strongly disagreed, 1.9% disagreed, 1.9% were unsure, 51.9% agreed and 42.3% strongly agreed. The implication of this finding indicates that nearly all employees of SIL Uganda are keenly aware of the value of being available during agreed hours to ensure continued team productivity with minimum lost time.

According to the statement “*Whether creating and maintaining high levels of trust and team dynamics, management needs to ensure team members are available to attend conferences and meetings*” (ii). Results of the analysis indicate that 1.9% strongly disagreed, 3.8% disagreed, 59.6% agreed and 34.6% strongly agreed that the management of SIL Uganda has a big responsibility of reminding employees of the importance of attending all meetings and conferences.

On the statement “*Whether management is encouraged to use video conferencing as face-to-face communication builds unity, collaboration, and productivity management is encouraged to use video conferencing as face-to-face communication builds unity, collaboration, and productivity*” (iii). The study findings indicate that 3.8% disagreed, 7.7% were unsure, 67.3% agreed and 21.2% strongly agreed that the management of SIL Uganda is fully aware of the

importance of face-to-face communication, and in the case of remote team communication, it has improvised with video conferencing in an attempt to build unity, collaboration, and productivity.

On the statement “*Whether management uses shared Google Drive, and Paratext to keep employees accountable and responsible for their tasks*” (iv). The results of the analysis show that 3.8% disagreed, 9.6% were unsure, 63.5% agreed and 23.1% strongly agreed implying that remote teams in SIL Uganda routinely use technological software solutions such as Google Drive to share assignments and receive reports from remote teams.

On the statement “*Whether management must improve communication by maintaining open door policy to allow employees freely ask questions and provide suggestions when necessary*” (v). The study results show that 1.9% strongly disagreed, 1.9% disagreed, 1.9% were unsure, 46.2% agreed and 48.1% strongly agreed implying that remote teams of SIL Uganda have been in open communication with management that maintain an open-door policy ready to field queries and offer constructive suggestions.

On the statement “*Whether constructive feedback allows employees to improve and positive feedback boosts their morale and confidence*” (vi). The results of the analysis showed that 1.9% strongly disagreed, 32.7% agreed and 65.4% strongly agreed implying that remote teams in the employ of SIL Uganda appreciate the value of constructive feedback in their development as employees.

On the statement “*Whether management can enable security features like waiting rooms and passwords to make it difficult to disrupt the web conference*” (vii). The study analysis shows that 7.7% disagreed, 30.8% were unsure, 53.8% agreed and 7.7% strongly agreed. The implication of the result is many remote team members are aware of the security features

available in web conferencing. However, the fact that 30.8% were unaware of the security features should be of concern to the management of SIL Uganda.

On the statement “*Whether management imposes a strict IT policy demanding remote employees avoid using public Wi-Fi or ensuring employees log in to the corporate network using a Virtual Private Network (VPN)*” (viii). The results of the analysis indicate that 1.9% strongly disagreed, 11.5% disagreed, 28.8% were unsure, 42.3% agreed and 15.4% strongly agreed. This finding implies that respondents confirmed that SIL Uganda has a strict IT policy replete with dos and don'ts.

On the statement “*Whether a well-arranged schedule can create a sense of purpose and normality to avoid the remote employee feeling isolated*” (ix). The outcomes of the analysis indicate that 1.9% disagreed, 3.8% were unsure, 78.8% agreed and 15.4% strongly agreed implying that members of remote teams are well aware of the value of leading ordered lives with well-arranged tasks and assignments to keep them gainfully occupied throughout the day.

On the statement “*Whether remote workers can fight isolation by remaining connected via pre-planned video chats or calls to friends, family or co-workers for real time communication with Microsoft Teams*” (x). The results showed that 3.8%strongly disagreed, 9.6% disagreed, 17.3% were unsure, 65.4% agreed and 3.8% strongly agreed implying that SIL Uganda has prepared their remote teams well on how to fight the downsides of isolation.

The statement “*Whether remote workers by making a schedule and notify their co-workers when they are available for conferencing and meetings, balances their work and personal life*” (xi). The outcome of the analysis shows that 1.9% strongly disagreed, 11.5% disagreed, 3.8% were unsure, 65.4% strongly agreed and 17.3% strongly agreed. The implication

of this finding is remote teams are well prepared by SIL Uganda to lead balanced lives while working remotely.

On the statement “*Whether enrolling for online courses can help remote employees advance their careers*” (xii). The result shows that 1.9% strongly disagreed, 3.8% disagreed, 44.2% agreed and 50.0% strongly agreed. The result implies that remote team members are well informed regarding career advancement boosting courses available on the internet.

Generally, respondents agreed with all the statements raised on solutions to challenges faced by SIL Uganda remote teams. A number of results stood out like management must improve communication by maintaining an open-door policy to allow employees to freely ask questions and provide suggestions when necessary (94.3%); creating and maintaining high levels of trust and team dynamics, management needs to ensure team members are available to attend conferences and meetings (94.2%); Ensuring all employees are available during specified hours improves team productivity (94.2%); Enrolling for online courses can help remote employees advance their careers (94.2%); A well-arranged schedule can create a sense of purpose and normality to prevent the remote employee from feeling isolated (94.2); Management uses shared Google Drive, and Paratext to keep employees accountable and responsible for their tasks (86.6) and management is encouraged to use video conferencing face-to-face communication builds unity, collaboration, and productivity(88.5%). When asked to comment on solutions to challenges faced by SIL Uganda remote teams, interviewees commented thus in Box 3.2;

Box 4. 2: Solutions to Challenges Faced by SIL Uganda Remote Teams

Verbatim Statements	Concepts	Theme
<p>“...It'd be great if offices were in a place that was close to the cell phone towers... like the Biiso office in Buliisa, which has a very strong connectivity because it's right next to the tower.....”</p>	<p>Reliable Internet Infrastructure</p>	

<i>"...sometimes even just the cell phone communication, you find the network is down. So, we are really counting on the Starlink Internet to boost that. But the government policy is still, dragging their feet in getting into that...."</i>	Technology Investments	
<i>".... As SIL Uganda we need to ensure teams have the required technical and organisational support to meet goals....."</i>	Team Support	
<i>".... I think once in a while, I know everyone is busy. What if they could create time to visit us quite often, maybe even the director can take a tour of West Nile and visit these offices...."</i>	Frequent Visits	Solutions to Challenges Faced by SIL Uganda Remote Teams
<i>".... I feel management should clearly defined roles, responsibilities, and deliverables to enhance accountability and focus among remote team members....."</i>	Clear Expectations	
<i>".... I expect comprehensive planning at the start of the year to anticipate and address potential challenges....."</i>	Proactive Planning	
<i>"...salary for field officers need regular adjustments...transport and rental allowances should be provided for long distance assignments.... better channels for formal communication have to be availed for employees to voice concerns....."</i>	Motivation Strategies	
<i>".....remote teams need specialized and enhanced training...this is needed to keep up with evolving systems that are regularly upgraded..."</i>	Enhanced Training	
<i>".....SIL Uganda should invest in durable hardware and licensed software from trustworthy vendors...."</i>	Stable Resources	
<i>".... If I can begin with the teams. I think we need to appoint strong and knowledgeable team leaders. We may have team leaders who are not so forceful and are intimidated by the team they lead....."</i>	Appointing competent leaders	

Source: Primary Data (2025)

Summary of observations

Regarding solutions to challenges faced by SIL Uganda remote teams, the interviewees

called for reliable internet infrastructure and in the meantime proximity to cell towers or implementing post-paid internet solutions can mitigate connectivity issues. Interviewees further called for technology investments that include leveraging tools like Starlink could offer more consistent internet access. The interviewees advised that teams receive the required technical and organisational support to meet goals. They further called for regular visits from senior staff to remote teams to foster relationships and better understand field challenges. They have also called for comprehensive planning at the start of the year to anticipate and address potential challenges. Staff need to be motivated better with enhanced allowances and the staff need dedicated channels to voice any concerns they might have. Remote teams require regular enhanced training to keep up with evolving systems.

4.2.3 Description of Useful Characteristics and Practices of Remote Teams

To fully appreciate statements or items on useful characteristics and practices of remote teams, study participants were presented with a list of items of the same. Respondents rated each item with the help of a five-point Likert Scale (1= Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree). The attendant percentages were integrated in the Table 3.3 below:

Table 4. 3: *Descriptive information on Useful Characteristics and Practices of Remote Teams*

	Items	SD	D	NS	A	SA
<i>i</i>	<i>Communication is the basis by which most remote teams manage their operations as well as collaborate.</i>	1.9%	0%	1.9%	48.1%	48.1%
<i>ii</i>	<i>Absence of physical presence implies that issues and assignments can only be handled through effective communication.</i>	1.9%	1.9%	15.4%	48.1%	32.7%
<i>iii</i>	<i>Motivated remote workers go a long way in ensuring successful remote teams.</i>	0%	1.9%	7.7%	42.3%	48.1%

iv	<i>Highly successful remote employees maintain structure and keep to their schedules without keen supervision.</i>	1.9%	11.5%	3.8%	46.2%	36.5%
v	<i>Good remote teams are good time managers keeping matters in perspective amidst interruptions and effortlessly multitask.</i>	0%	7.7%	15.4%	57.7%	19.2%
vi	<i>Good remote teams rapidly adapt to new technologies and ways of working.</i>	1.9%	9.6%	11.5%	59.6%	17.3%
vii	<i>Excellent remote teams are known for utilising limited resources to solve emerging issues independently.</i>	0%	7.7%	11.5%	50.0%	30.8%
viii	<i>Remote teams are skilful in teamwork tools and operate virtual spaces fluently.</i>	3.8%	9.6%	15.4%	59.6%	11.5%
ix	<i>Remote teams solve technical challenges competently, guaranteeing effortless communication and productivity.</i>	3.8%	28.8%	21.2%	36.5%	9.6%
x	<i>Good remote teams can build trust with management as contact with them is virtual and physical interactions are few and far between.</i>	3.8%	5.8%	9.6%	69.2%	11.5%
xi	<i>Management needs to have an open-door policy which means promptly returning calls and responding to emails from remote workers.</i>	0%	0%	3.8%	34.6%	61.5%
xii	<i>Good remote employees need to be open to accepting extra responsibility or additional assignments.</i>	3.8%	5.8%	11.5%	61.5%	17.3%
xiii	<i>Competent remote teams get a lot of delegated work as delegation relieves stressed managers by sharing responsibility with remote teams.</i>	0%	13.5%	19.2%	63.5%	3.8%
xiv	<i>Good remote teams are accountable as each person must own their set assignments, give regular updates and complete tasks within the stipulated timeframes</i>	3.8%	1.9%	7.7%	63.5%	23.1%
xv	<i>Accountability helps remote teams remain organized and productive.</i>	0%	0%	1.9%	59.6%	38.5%

Source: Primary Data (2025)

Table 4.3 above further exemplifies descriptive statistics on statements on useful characteristics and practices of remote teams; the respondents commenting on item (i) “*whether communication is the basis by which most remote teams manage their operations as well as collaborate*”. The results indicate that; 1.9% strongly disagreed, 1.9% were unsure, 48.1% agreed and 48.1% strongly agreed. The results reiterate the importance of effective communication in remote working.

On the statement “*Whether absence of physical presence implies that issues and assignments can only be handled through effective communication*”, the results show that 1.9% strongly disagreed, 1.9% disagreed, 15.4% were unsure, 48.1% agreed and 32.7% strongly agreed. The finding implies that SIL Uganda has been able to improvise effective communication through technological platforms like web conferencing to simulate physical meetings.

On the statement “*Whether motivated remote workers go a long way in ensuring successful remote teams*”, the results of the analysis show that 1.9% disagreed, 7.7% were unsure, 42.3% agreed and 48.1% strongly agreed. The implication of the finding is that motivation is an important driver of ensuring successful work.

On the statement “*Whether highly successful remote employees maintain structure and keep to their schedules without keen supervision*” the results of the analysis showed that 1.9% strongly disagreed, 11.5% disagreed, 3.8% were unsure, 46.2% agreed and 36.5% agreed. The implication of the finding is that remote teams in SIL Uganda can work effectively without active physical supervision.

On the statement “*Whether good remote teams are good time managers keeping matters in perspective amidst interruptions and effortlessly multitask*”, the study outcomes indicate that 7.7% disagreed, 15.4% were unsure, 57.7% agreed and 19.2% strongly agreed. This implies that timekeeping is central to the performance of remote teams as they execute their day-to-day set assignments.

On the statement “*Whether good remote teams rapidly adapt to new technologies and way of working*”, the results of the analysis show that 1.9% strongly disagreed, 9.6% disagreed, 11.5% were unsure, 59.6% agreed and 17.3% strongly agreed. The finding implies that adapting to changing environmental demands is an important attribute required of remote workers in SIL Uganda.

On the statement “*Whether excellent remote teams are known for utilising limited resources to solve emerging issues independently*” the results of the analysis showed that 7.7% disagreed, 11.5% were unsure 50.0% agreed and 30.8% agreed. The finding implies that remote teams in SIL Uganda are frugal and run cost-effective operations which benefit their employer and only incur negligible overhead costs.

On the statement “*Whether remote teams are skilful in teamwork tools, and operate virtual spaces fluently,*” the study outcomes indicate that 3.8% strongly disagreed, 9.6% disagreed, 15.4% were unsure, 59.6% agreed and 11.5% strongly agreed. This implies that remote teams in SIL Uganda have seamlessly transitioned from working in a physical office to comfortably working remotely.

On the statement “*Whether remote teams solve technical challenges competently, guaranteeing effortless communication and productivity,*” the outcome of the analysis showed that 3.8% strongly disagreed, 28.8% disagreed, 21.2% were unsure, 36.5% agreed and 9.6%

strongly agreed. The finding implies that remote workers of SIL Uganda are well-trained in troubleshooting and problem-solving and are encouraged to be independent and resourceful.

On the statement “*Whether good remote teams have the ability to build trust with management as contact with them is virtual and physical interactions are few and far between,*” the results of the analysis show that 3.8% strongly disagreed, 5.8% disagreed, 9.6% were unsure, 69.2% agreed and 11.5% strongly agreed. The finding implies that management effectively delegates tasks to remote teams ensuring that they can deliver without close supervision.

On the statement “*Whether management needs to have an open-door policy which means promptly returning calls and responding to emails of remote workers*” the study results showed that 3.8% were unsure, 34.6% agreed and 61.5% strongly agreed. The finding implies that remote workers are acutely aware of working with a management team that is approachable and responsive to be more productive.

On the statement “*Whether good remote employees need to be open to accepting extra responsibility or additional assignments*”, the study results indicate that 3.8% strongly disagreed, 5.8% disagreed, 11.5% were unsure, 61.5% agreed and 17.3% strongly agreed. The implication is that SIL Uganda remote workers are very accommodating and open to taking on extra work for the furtherance of the organisation's set objective.

On the statement “*Whether competent remote teams get a lot of delegated work as delegation relieves stressed managers by sharing responsibility with remote teams*”, the results show that 13.5% disagreed, 19.2% were unsure, 63.5% agreed and 3.8% strongly agreed. The implication of this finding is that delegation as a management function has been fully embraced by SIL Uganda given that daily physical contact is not practical or cost-effective.

On the statement “*Whether good remote teams are accountable as each person must own their set assignments, give regular updates and complete tasks within the stipulated timeframes*” the output of the analysis shows that 3.8% strongly disagreed, 1.9% disagreed, 7.7% remained unsure, 63.5% agreed and 23.1% strongly agreed. The finding implies that SIL Uganda remote team members are self-reliant and self-accountable for their actions without close supervision or micromanagement.

On the statement “*Whether accountability helps remote teams remain organised and productive*”, the results of the analysis indicate that 1.9% were unsure, 59.6% agreed and 38.5% strongly agreed. The finding implies that SIL Uganda as an organisation from top to bottom have embraced accountability in their mode of operation which has served the organisation well as remote teams are highly organised.

In summary, respondents agreed with all the statements on useful characteristics and practices of remote teams. Some findings stood out such as accountability helps remote teams remain organised and productive (98.1%); communication is the basis by which most remote teams manage their operations as well as collaborate (96.2%); Motivated remote workers go a long way in ensuring successful remote teams (90.4%); Good remote teams are accountable as each person must own their set assignments, give regular updates and complete tasks within the stipulated timeframes (86.6%); Highly successful remote employees maintain structure and keep to their schedules without keen supervision (82.7) and absence of physical presence implies that issues and assignments can only be handled through effective communication (80.8%).

Interviewees on their part commented thus in Box 3.3;

Box 4. 3: Useful Characteristics and Practices of Remote Teams

Verbatim Statements	Concepts	Theme
<i>"...I think first of all, it's the Lord who has given a sense of calling to me... So, I think first would be a sense of calling and then practically to be able to work remotely"</i>	Sense of calling and support	Useful Characteristics and Practices of Remote Teams
<i>"... we have an issue of who, having passion about the work I'm doing has been a very good driving force. And then the other component is being able, or having the seal to or the ability"</i>	Passion and Commitment	
<i>"... I think we're able to do so because we had prior face-to-face relationships in the country... And we knew the people we were meeting with remotely. We have been to their villages and their towns And having lived up country and also lived in Entebbe for those 2 years, I think, really helped a lot."</i>	Prior Relationships	
<i>"... Being able to work on Zoom with the teams is good. I don't have to travel long distances to meet them...."</i>	Practical Tools and Resources	
<i>"...I have a nice free office space in America at my church, and they can stay in their villages without having to pay money and pay for accommodation and feeding in a central place...."</i>	Workplace Flexibility	
<i>"... I feel communication is key, because, since we are not working together, if there is no communication... The field communication has been one of the key traits here..."</i>	Communication	
<i>"... the basic knowledge of being able to use computer and other related equipment..."</i>	Technical proficiency	
<i>"... I think innovation has also been important because now we have things like the Paratext, and Scripture Forge software.... I think innovation has also been one of the key traits..."</i>	Innovation and Tools	
<i>"... teamwork. I think has also helped... I consider Monday's all-staff Devotion prayers also being one of the activities that bring us together"</i>	Teamwork and Community	
<i>"...to be able to work without close supervision..."</i>	Self-motivation and Independence	

<p><i>“... Working remotely means that you must be available.... You must be able to give your time and be there for the consultant check....”</i></p>	<p>Availability and Discipline.</p>
<p><i>“... we prepare the work with the information at the back of our mind that the consultant will look for accuracy. The consultant will want to see the work is clear, it's understandable.”</i></p>	<p>Commitment to Quality</p>

Source: Primary Data (2025)

Summary of Observations

Regarding useful characteristics and practices of remote teams, the interviewees made observations that remote team members need a sense of calling and support because success is rooted in a spiritual calling and personal support systems, such as family support. Passion and commitment were equally cited as important. Existing prior relationships are important in building rapport through prior face-to-face interactions which enhances remote collaboration. Also, technical proficiency in software and hardware connectivity helps boost performance. Having practical tools and resources is important as accessibility to resources like Zoom and local office spaces minimises logistical challenges.

In addition, workplace flexibility is important because remote work allows individuals to stay productive without incurring travel and accommodation costs. Constant communication, even if limited compared to in-person collaboration, plays a crucial role in maintaining connection and cohesion. Adoption of remote work tools like Paratext, Zoom, and Scripture Forge improves efficiency and interaction among team members. Teamwork and community manifesting as occasional in-person team interactions, workshops, and shared activities like devotion prayers foster a sense of unity despite physical distance. Self-motivation and Independence manifested in the ability to work without close supervision which is critical for success. Commitment to delivering quality work under minimal supervision is a key trait of a

remote worker.

4.2.4 Description of the Desired Results of Remote Teams

To fully appreciate statements or items on the desired results of remote teams, study participants were presented with a list of items of the same. Respondents rated each item with the help of a five-point Likert Scale (1= Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree). The attendant percentages were integrated in the Table 3.4 below:

Table 4. 4: *Descriptive information on the Desired results of Remote Teams*

	Items	SD	D	NS	A	SA
i	<i>Remote teams are more productive than their counterparts at the head office.</i>	5.8%	23.1%	42.3%	26.1%	1.9%
ii	<i>Remote workers work longer hours and therefore are more productive.</i>	0%	38.5%	28.8%	26.9%	5.8%
iii	<i>The hours saved from not commuting are dedicated to work, increasing productivity.</i>	1.9%	15.4%	34.6%	44.2%	3.8%
iv	<i>Remote workers are more likely to be productive because individuals tend to excel in environments where they feel comfortable.</i>	0%	19.2%	15.4%	48.1%	17.3%
v	<i>Remote workers are healthier which means they miss fewer workdays.</i>	5.8%	28.8%	36.5%	26.9%	1.9%
vi	<i>Remote workers are cheaper to maintain as they don't require rented office space and furniture.</i>	15.4%	44.2%	3.8%	25.0%	11.5%
vii	<i>Remote team members are able to perform without close physical supervision.</i>	1.9%	17.3%	7.7%	61.5%	11.5%
viii	<i>Remote team members develop leadership traits quickly as they often take on extra responsibility.</i>	0%	5.8%	28.8%	59.6%	5.8%
ix	<i>Remote teams are paid less than their counterparts at head office but are more productive.</i>	1.9%	9.6%	28.8%	36.5%	23.1%

x	<i>More employees opt for remote work even if it means reduced pay.</i>	11.5%	23.1%	40.4%	21.2%	3.8%
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Source: Primary Data (2025)

Table 4.4 above further exemplifies descriptive statistics on statements on the desired results of remote teams; the respondents commenting on item (i) “*whether remote teams are more productive than their counterparts at head office*”. The results indicate that: 5.8% strongly disagreed, 23.1% disagreed, 42.3% were unsure 26.1% agreed and 1.9% strongly agreed. The results agree that remote teams are more productive than their office counterparts, possibly because they have fewer distractions.

On the statement “*whether remote workers work longer hours and therefore are more productive*” (ii). The outcome of the analysis says 38.5% disagreed, 28.8% were unsure, 26.9% agreed and 5.8% strongly agreed. The implication of the finding is remote workers spend much of their day in productive mode. What is of concern to the SIL management team is that a significant number are unsure whether they are as productive as anticipated.

On the statement “*whether the hours saved from not commuting are dedicated to work, increasing productivity*” (iii). The analysis indicates that 1.9% strongly disagree, 15.4% disagree, 34.6% remain unsure, 44.2% agreed and 3.8% strongly agreed implying that there is no real consensus as many remote workers are undecided whether the saved time from commuting is utilised in work-related work.

On the statement “*Whether remote workers are more likely to be productive because individuals tend to excel in environments where they feel comfortable*” (iv). The results of the analysis showed that 19.2% disagreed, 15.4% were unsure, 48.1% agreed and 17.3% strongly agreed. The finding implies that many remote workers enjoy working from home where many facets of the environment are set to their liking.

On the statement “*Whether remote workers are healthier which means they miss less workdays*” (v). The analysis results indicated that 5.8% strongly disagreed, 28.8% disagreed, 36.5% were unsure, 26.9% agreed and 1.9% agreed. This implied that there is no consensus regarding the state of health of remote workers as many are undecided.

On the statement “*Whether remote workers are cheaper to maintain as they don’t require rented office space and furniture*” (vi). The analysis showed that 15.4% strongly disagreed, 44.2% disagreed, 3.8% were unsure, 25.0% agreed and 11.5% strongly agreed. The finding indicated that SIL Uganda is not saving much from allowing remote work.

On the statement “*Whether remote team members are able to perform without close physical supervision*” (vii). The results after analysis show that 1.9% strongly disagreed, 17.3% disagreed, 7.7% remained unsure, 61.5% agreed and 11.5% strongly agreed. This implies that remote teams in SIL Uganda concede they still need some form of supervision and guidance to maintain high levels of performance.

On the statement “*Whether remote team members develop leadership traits quickly as they often take on extra responsibility*” (viii). The outcome of the analysis indicates that 5.8% disagreed, 28.8% were unsure, 59.6% agreed and 5.8% strongly agreed. The finding implies that self-supervising enabled many of the remote team members to develop strong leadership skills and traits that are helping them become more productive.

On the statement “*Whether remote teams are paid less than their counterparts at head office but are more productive*” (ix). The analysis shows that 1.9% strongly disagree, 9.6% disagree, 28.8% are unsure, 36.5% agreed and 23.1% strongly agreed. The implication of the finding is there is a lack of clarity regarding pay grades within the organisation. SIL Uganda needs to explain the disparities if any between normal office work and remote teamwork.

For the statement “*Whether more employees opt for remote work even if it means reduced pay*” (x). The results of the analysis suggest that 11.5% strongly disagreed, 23.1% disagreed, 40.4% were unsure, 21.2% agreed and 3.8% strongly agreed. The implication of the analysis was a large number of the remote team members of SIL Uganda were unsure whether they would opt for a pay cut just for the privilege of working from home. The management team needs to clarify the differing pay grades between remote work and office work if any.

Respondents generally and moderately agreed with most of the statements on the desired results of remote teams. Some results stood out however such as remote workers are more likely to be productive because individuals tend to excel in environments where they feel comfortable (65.4%); Remote team members develop leadership traits quickly as they often take on extra responsibility (65.4%); Remote team members are able to perform without close physical supervision (73%); Remote teams are paid less than their counterparts at head office but are more productive (59.6%) and the hours saved from not commuting are dedicated to work, increasing productivity (48%). Interview results are also presented in Box 3.4;

Box 4. 4: The Desired Results of Remote Teams

Verbatim Statements	Concepts	Theme
<i>“...plans are in place for daily accountability or at least weekly accountability. Which I think has helped us”</i>	Accountability Systems	
<i>“...connectivity challenges specific to regions (e.g., Lunyole and Lubwisi) is critical are due to be addressed.....”</i>	Improved resource Allocation	
<i>“.... Strategies will soon be in place to balance workloads, considering individual constraints, such as health and family issues Strategies to balance workloads, considering individual constraints, such as health and family issues are in situ.....”</i>	Task Division and Collaboration	
<i>“..... Acknowledging of cultural and social norms during hiring to prevent unintended workplace dynamics is being</i>	Sensitive Recruitment	

<i>considered.....”</i>		
<i>“.....direct and accessible communication with all levels of staff, beyond immediate supervisors will be encouraged in the near future.....”</i>	Open Communication Channels	Desired Results of Remote Teams
<i>“.....Building trust through frequent communication and understanding unique operational challenges like receipt-related issues.....”</i>	Enhanced Trust	
<i>“.....need for leniency in procedural requirements (e.g., alternative documentation for non-receipt expenses) to accommodate field realities.....”</i>	Policy Adjustments	
<i>“.....faster action on financial and operational issues by immediate supervisors would ease remote work challenges....”</i>	Responsiveness of Supervisors	
<i>“.....there is need for recognition of local constraints because there are instances where there are no receipts, most especially taxis and corresponding adjustments in policies to avoid undue strain on remote staff.....”</i>	Operational Flexibility	
<i>“.....SIL Uganda tries to avoid prioritising community affiliation over qualifications and ethics to maintain the quality of the workforce”</i>	Balanced Recruitment	
<i>“.....SIL Uganda should use recruitment strategically to foster goodwill but maintain a balance with professional standards....”</i>	Community Engagement	
<i>“.....challenges and suggestions are formally documented for actionable outcomes.....”</i>	Clear Documentation	
<i>“.....Remote workers are part of project planning, as it provides context and allows for proactive input.....”</i>	Involvement in Planning	
<i>“.....periodic refresher training for essential tools like Logos or Paratext are in place.....SIL Uganda institutionalise a structured training schedule rather than relying on ad-hoc requests...”</i>	Training and Capacity Building	
<i>“.....timely renewal of software licenses to avoid disruptions needs to be done...”</i>	Licensing Management	
<i>“.....supervisors will soon be equipped with skills in human management and team building.....”</i>	Supervisor Training	

Source: Primary Data (2025)

Summary of Observations

Regarding the desired results of remote teams, the interviewees made the following observations; introducing daily or weekly accountability check-ins will enhance productivity. Addressing connectivity challenges specific to regions for instance Lunyole and Lubwisi will be critical. Acknowledging cultural and social norms during hiring will prevent unintended workplace dynamics. Building trust through frequent communication and understanding unique operational challenges like receipt-related issues will help. Faster action on financial and operational issues by immediate supervisors will ease remote work challenges. Recognition of local constraints such as lack of receipts in informal systems and corresponding adjustments in policies will avoid undue strain on remote staff.

Also, prioritising qualifications and ethics over community affiliation to maintain the quality of the workforce is needed. Strategic recruitment fosters goodwill but maintains a balance to ensure professional standards. Challenges and suggestions are formally documented for actionable outcomes. Remote workers should form part of project planning, as it provides context and allows for proactive input. Regular training and capacity building have now been scheduled. Finally, there is a need for timely renewal of software licenses to avoid disruptions.

4.3 Correlation Between Useful Characteristics, Practices, and Desired Results of Remote Teams

The study actively sought to establish the association between useful characteristics and practices of remote teams and the desired results of remote teams. For this study, Pearson's correlation is used to analyse the data under the assumption of normally distributed data, since it offers a linear parametric measure. In statistics, this may be achieved by calculating Pearson's "r" coefficient using Pearson's Production Correlation Coefficient method. The value of the

computed coefficient will be between the extreme values of -1 and +1.

Table 4. 5: Correlations

		Useful_Characteristics	Desired_Results
Useful_Characteristics	Pearson Correlation	1	.353*
	Sig. (2-tailed)		.010
	N	52	52
Desired_Results	Pearson Correlation	.353*	1
	Sig. (2-tailed)	.010	
	N	52	52

***. Correlation is significant at the 0.05 level (2-tailed).**

Source: Primary Data (2025)

To establish the statistical association between the independent variable (Useful Characteristics and Practices of Remote Teams) and the dependent variable (Desired results of Remote Teams) the study ran a bivariate correlation. The resultant coefficient (.353*) indicates a weak association between useful characteristics and practices of remote teams and the desired results of remote teams. However, this association is statistically significant at the 0.05 level (indicated by one *).

4.4 Regression of Useful Characteristics and Practices of Remote Teams on Desired Results.

Next, the study sought to establish the predictive powers of Useful Characteristics and Practices of Remote Teams on Desired results of Remote Teams with the help of a simple linear regression exercise.

Table 4. 6: Summary of Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.353 ^a	.125	.107	.4792

a. Predictors: (Constant), Useful_Characteristics

Source: Primary Data (2025)

The adjusted R Square Value in the above table takes on a value of (.125) which means

that useful characteristics and practices of remote teams predict up to 12.5% of the variance observed in desired results of remote teams and the remaining 87.5% of the variance is caused by other factors yet to be determined besides useful characteristics and practices of remote teams.

Table 4. 7: *Analysis of Variance*

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.639	1	1.639	7.140	.010 ^b
	Residual	11.481	50	.230		
	Total	13.121	51			

a. Dependent Variable: Desired_Results

b. Predictors: (Constant), Useful_Characteristics

Source: Primary Data (2025)

The F-Value is very small (7.140) but statistically significant (Sig.< 0.05; p=0.01). The regression value (1.639) is a small percentage of the total sum of squares (113.121) compared to the residual value (11.481). This means the independent variable weakly predicts the dependent variable, but the relationship is statistically significant.

Table 4. 8: *Coefficients*

Coefficients ^a						
Model		Unstandardised Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.426	.681		2.095	.041
	Useful_Characteristics	.456	.171	.353	2.672	.010

a. Dependent Variable: Desired_Results

Source: Primary Data (2025)

The unstandardised coefficient value of useful characteristics and practices of remote teams stands at (.456) and (Sig.< 0.05; p=0.01). This means for every unitary increment in useful characteristics and practices of remote teams, the desired results of remote teams will be increased by (0.456) units.

Chapter Summary

To sum up the chapter, the study established that the response to the study was excellent (82.5%), most respondents were of mature age (above 30), many respondents had worked for SIL Uganda for more than six years (45.2%) and were knowledgeable about the subject matter. Both genders were represented in the study but with many more men (75%). More than half were reasonably well educated with one degree and above (59.6%).

Regarding challenges faced by the remote teams, most study participants agreed with most statements except the statement that remote employees tend to work for longer hours than is healthy and find it difficult to disengage from work-related assignments. While respondents considering solutions to challenges faced by SIL Uganda remote teams, study participants, agreed with most of the statements except that management can enable security features like waiting rooms and passwords to make it difficult to disrupt the web conference.

Furthermore, Management imposes a strict IT policy demanding remote employees avoid using public Wi-Fi or ensuring employees log in to the corporate network using a Virtual Private Network (VPN) where many respondents were unsure. While considering statements on useful characteristics and practices of remote teams, respondents agreed with most statements except; that remote teams solve technical challenges competently, guaranteeing effortless communication and productivity. On desired results of remote teams, study participants agreed with all statements except; that remote workers are healthier which means they miss fewer work days; Remote workers are cheaper to maintain as they don't require rented office space and furniture.

The results of the correlation revealed a weak association between the useful characteristics and practices of remote teams and the desired results of remote teams (.353*).

However, this association is statistically significant at the 0.05 level (indicated by one *).

Results of simple linear regression indicated that useful characteristics and practices of remote teams predict up to 12.5% of the variance observed and the remaining 87.5% of the variance is caused by other factors yet to be determined besides Useful Characteristics and Practices of Remote Teams. The F-Value (7.140) weakly predicts the dependent variable but the relationship is statistically significant. The unstandardized coefficient value of useful characteristics and practices of remote teams stands at (.456) and (Sig.< 0.05; p=0.01). This means for every unitary increment in useful characteristics and practices of remote teams, the desired results of remote teams will be increased by (0.456) units.

CHAPTER FIVE: DISCUSSION OF RESULTS

The findings are discussed to the requisite depth and compared and contrasted with what earlier contributors of academic publications established. The discussions further seek to establish the connection or lack thereof between the findings of this study with tenets of Tuckman's Theory. The discussion will follow the flow of study objectives.

5.1 Challenges Faced by the Remote Teams

Study findings were arrived at by analyzing quantitative data from the survey and thematic data from the interviews; major findings from the said analysis are discussed below:

Most study participants (78.8%) concurred that language barriers may negatively impact productivity as communicating targets and other details becomes extremely difficult. This finding agrees with much of the published articles on the subject matter. One such publication is Yang et al. (2022) whose work explored the effects of remote work on collaboration among information workers. The study established collaboration among employees can be hampered by language barriers making teamwork difficult. The finding additionally agrees with Adisa, Ogbonnaya & Adekoya (2021) whose work delved into the importance of effective communication during the COVID-19 pandemic in the inner cities such as Birmingham. In addition, the study finding is also in agreement with findings by Aysel et al. (2021) and Zürcher et al. (2021) who investigated the challenges and benefits faced by researchers working from home. They noted that communicating and collaborating with colleagues on other continents and countries remains problematic due to communication difficulties caused by the difference in languages. The finding is further grounded in some of the tenets of Tuckman's theory regarding the forming stage. Language barriers would make it practically impossible to form a workable team.

The majority of respondents (82.7%) agreed that being on and off the internet has made it difficult to work. This finding agrees with previous scholarly publications on difficulties encountered by remote working. A case in point is Sakaria and Mohd (2020) and Ali et al. (2023) who explored how the Internet can be used to explore cultural boundaries across the entire globe. One of the notable challenges identified by the study was intermittent internet, which complicates sharing of findings and other information as the internet in the developing world is unreliable and has low bandwidth. The finding also agrees with a study by Urbaniec et al. (2022) and Yasmin & Tanaka (2022) who examined how managers in Poland deal with challenges presented to them in remote working. They noted that long hours of internet downtime in certain winter months were of growing concern. The finding is also grounded in Tuckman's theory. The theory's stage of storming raises structural issues that interfere with the work of the team. In essence, on and off internet connections may be viewed as a structural issue that interferes with the workings of remote teams.

Many respondents (50%) agreed that they find it difficult to get tech support from your remote location when they experience problems with their computers. However, another (40.4%) disagreed. This lack of consensus is reflected by some published findings. Examples include Ng, Lit and Cheung (2022) and Bélanger and & Watson-Manheim (2020) who investigated technology-organised work environment and how its smooth working was dependent on minimised downtime. One of the enablers of the environment was in their view, the availability of tech support. They noted that remote workers outside urban areas of difficult-to-reach locations often faced this challenge. The finding also agrees with findings by Enaifoghe and Sensile (2023) and Waynick (2023) who explored the rapidly evolving situation of employee work-from-home productivity and the integration of ICT in the Post-COVID-19 pandemic. They

noted that productivity would be reliant on good connectivity. They conceded however that much rides on having tech support if and when required, which may not always be possible in remote locations. The finding is further grounded in Tuckman's theory that postulates, that the stage performing describes members generally depend on one another going forward. This however may only hold true if tech support is available on demand.

An adequate number of respondents (63.4%) agreed that isolation felt by remote workers may result in burnout, anxiety, agitation and distress. This finding agrees with other study findings already published. A case in point is Wilkialis et al. (2021) and Charalampous et al. (2019) who explored social isolation, loneliness, and generalised anxiety experienced by remote workers. They established that prolonged isolation of remote workers without meaningful breaks almost always results in burnout, anxiety, agitation and distress. The finding also concurs with study findings by Becker et al. (2022) and Henke et al. (2022) who explored how job control and loneliness during a forced shift to remote work impacted employee work behaviours and well-being. They noted that some drastic consequences include exhaustion, apprehension, tension and distress. They recommended shorter shifts with lengthy breaks between shifts as a mitigation measure. The finding is also supported by tenets of Tuckman's theory that suggest that the storming phase occurs when the tasks are set in motion. Suppressed feelings triggered by isolation may result in open disagreements and interference with efforts to achieve desired goals.

5.2 Solutions to Challenges Faced by SIL Uganda Remote Teams

After analysing interview and survey data, the major findings regarding solutions to difficulties encountered by remote teams are discussed below;

Most respondents (94.2%) concurred that ensuring all employees are available during specified hours improves team productivity. Plenty of research has been done on the subject

matter. This finding agrees with previous findings by scholars in managing remote teams. Examples include Shao et al. (2019) and Jalali et al. (2019) who investigated some of the best practices of project management and reiterated the value of having the project team working together even virtually as this tends to boost productivity. The finding also agrees with the study finding of Chatterjee et al. (2022) and Singh et al. (2022) who note that remote work flexibility includes management, giving the team freedom to pick the times to hold meetings or conduct joint exercises of debriefing as this tends to increase the productivity of the team. The result is also supported by Tuckman's theory regarding the phase known as norming when members find new ways of coexisting and doing tasks together for the greater good. This is good for team morale as they all feel part of the organisation which values and appreciates their contribution to increasing productivity.

Many respondents (88.5%) agreed that management should be encouraged to use video conferencing as virtual face-to-face communication may also build unity, collaboration, and productivity. This finding agrees with several studies previously published in academic journals and periodicals. One such example is Peters and Mansoni (2021) and Abendroth et al. (2022) who explored practices, challenges, and opportunities of remote working and promotes video conferencing as it closely simulates a person-to-person meeting where other forms of communication like gestures and facial expressions are communicated on top of the standard voice communication as this builds unity, collaboration, and productivity. The finding also agrees with a study finding by Bao et al. (2022) and that Duarte and Snyder (2019) explored how video conferencing can ensure working from home improves developer productivity as this boosts teamwork and a sense of belonging. The finding is further anchored by part of Tuckman's theory phase of forming which involves getting the team structure together. Therefore, video

conferencing makes a positive contribution to boosting productivity.

A wide consensus of respondents (98.1%) agreed that constructive feedback allows employees to improve and positive feedback boosts their morale and confidence. This finding is similar to study findings that are already published in academia. A case in point is Kujala and Huq (2020) as well as Kim and Lee (2020) who explored the important role played by managers when it comes to communication of feedback in terms of timing, form and mode of delivery. They note that for feedback to serve the intended purpose, the wording and mode of delivery go a long way in determining the value being added by the same. The finding also agrees with published findings by Elmuti and Kathawala (2020) and Hackney et al. (2022) that investigated best practices in managing virtual teams. They noted that good feedback from management makes remote workers more productive as they are ultimately motivated to put in a big shift to become more productive. They reiterate the importance of delivering good feedback to remote teams that management cannot physically interact with. Therefore, the tact, tone and mode of delivery determine how much value can be added to remote teams to make them more proactive. The finding is supported by one of the phases in Tuckman's theory that posits that, norming witnesses things like delegation of important tasks as trust levels are higher. Feedback that is well crafted helps in building trust between management and the remote team.

Many respondents (94.2%) agreed that a well-arranged schedule can create a sense of purpose and normality to avoid the remote employee feeling isolated. The finding agrees with past publications already abundant in the academic community. One such example is Sarker et al. (2020) and Galanti et al. (2021) who investigated how virtual team performance can be boosted. They proposed making a well-thought-out work schedule that takes into consideration various factors like the nature of the assignment and previous work history that can create a

sense of purpose and normality to avoid the remote employee feeling isolated. The study finding also agrees with a study by Jalali et al. (2019) and Bloom et al. (2022) that explored how flexibility in project management in early project phases contributes positively to end-project performance. They noted that for remote teams, a well-structured plan can create a sense of resolve and regularity to avoid the remote employee feeling secluded. The finding is further grounded by Tuckman's theory phase norming, describing how members find new ways of coexisting and doing tasks together for the greater good. This includes how a well-arranged schedule can create a sense of purpose and normality.

5.3 Useful Characteristics and Practices of Remote Teams

Useful characteristics and practices of SIL Uganda remote teams were uncovered with the help of interview and survey data. The major findings are discussed below:

Many respondents (96.2%) agreed that communication is the basis by which most remote teams manage their operations as well as collaborate. The finding of the study agrees with previous findings by past scholars in the subject matter of managing remote teams to improve productivity. One example of such authors is Kim and Lee (2020) and Popovici & Popovici (2020) who explored the challenges of remote work for IT project management. They pointed out that communication is the foundation by which most remote IT Project teams manage their operations as well as collaborate. Given the large physical distance, effective communication ensures that this does not inhibit their productivity whatsoever. The finding also agrees with study findings by Adisa et al. (2021) as well as Rodríguez-Modroño (2023) that investigated remote working and employee engagement among British workers during the pandemic. The study established that effective communication enabled British workers to keep in touch with management all the while remaining productive. The finding is supported by Tuckman's theory

whose tenet on norming describes the norming phase and how communication creates practical ways of coexisting and doing tasks together for the greater good.

Most respondents (90.4%) agreed that motivated remote workers go a long way in ensuring successful remote teams. The finding agrees with findings already replete in extant literature. A case in point is Yasmin and Tanaka (2022) and Aczel et al. (2021) who explored how remote collaboration and digital transformation can lead to higher productive numbers among remote workers. They argued that collaboration is only possible among driven or fully motivated employees as there is no micromanagement or close supervision in these instances. The study finding also agrees with findings by Ali et al. (2023) that investigated factors affecting remote workers' job satisfaction in Utah, USA. They assert that motivation is probably the single most important ingredient in ensuring remote workers experience job satisfaction and are thus willing to become more productive and become members of successful remote teams. The finding is supported by aspects of Tuckman's theory that describe the phase of performing where members generally depend on one another going forward as they have a true bond. The formed team is accommodative since team members are willing to sacrifice their individual needs to accommodate team members' needs.

Many respondents (76.9%) agreed that good remote teams rapidly adapt to new technologies and ways of working. The finding agrees with many previous academic articles previously published. One such example is Duarte and Snyder (2019) and Nambisan & Baron (2019) who explored strategies, tools, and techniques that succeed among virtual teams. They noted that a key success factor was the teams' abilities to take on-board cutting-edge technologies and their unique ways of working while maintaining high levels of productivity. The study finding agrees with study findings by Bélanger and Watson-Manheim (2020) and

Mortensen et al (2019) that investigated virtual teams and remote work during and after the COVID-19 pandemic. They noted that if this mode of working is to continue and do so productively for organisations, employees need to have an affinity for new technologies every few years, as new software and hardware come onto the market to make remote work more productive. The finding is grounded by facets of Tuckman's theory that describe forming, which involves getting the team structure together. This describes how good remote teams rapidly adapt to new technologies and ways of working.

Many respondents (80.7%) agreed that good remote teams can build trust with management as contact with them is virtual and physical interactions are few and far between. The finding agrees with previous authors who wrote on the subject matter of remote team management and how to make them more productive. A case in point is Sakaria and Mohd Yusof (2020) and Chatterjee et al (2022) who investigated how to build a model of swift trust formation in global virtual teams and noted that functional remote teams can build trust with management as contact with them is rare and seldom for lengthy periods. The study also agrees with study findings by Carmeli and Joshi (2020) and Zürcher et al. (2021) who explored virtual work and team collaboration. They argue that virtual work and cooperation would be practically unworkable devoid of mutual trust between remote teams and the leadership teams as much of the work would go unsupervised and a lot of personal responsibilities lay with virtual teams. The finding is anchored to Tuckman's theory phase of norming, where members find new ways of coexisting and doing tasks together for the greater good. One noticeable trait that develops is shared leadership from having a designated teammate in charge. This is almost a perfect state of delegation.

Chapter Summary

To sum up the chapter, the study discussed results in chapter three and followed themes of challenges faced by the remote teams, solutions to challenges faced by SIL Uganda remote teams, and useful characteristics and practices of remote teams. The findings were discussed in comparison to previously published findings from mainly journal articles and also discussed in line with Tuckman's theory.

CHAPTER SIX: RECOMMENDATIONS AND CONCLUSION

6.1 Recommendations

The ensuing subsection details steps SIL Uganda may require to take to successfully achieve its desired results from the remote teams.

Action Research Question: What interventions can be developed and implemented to effectively address the challenges faced by SIL Uganda's remote teams?

Having considered findings of the study, discussions and conclusions that emanated, the ensuing sub section offers a number of recommendations from results that stood out. Basically, if the desired results are to be achieved in SIL Uganda, the study recommends:

- a) The supervisors to meet remote teams on a more regular basis (monthly). Management of SIL Uganda can facilitate this by making it a policy. This will improve teamwork within the organisation.
- b) The internet access for to remote teams needs to be improved. Management of SIL Uganda can implement this by acquiring advanced internet routers and by reevaluating the current data packages to mitigate connectivity issues. This will ensure downtime for remote teams is reduced thereby increasing productivity.
- c) The Leadership of SIL Uganda needs to make more visits to field areas to provide support to remote teams. This can be done by including this item in upcoming budgets as this activity builds trust between the leadership and remote teams culminating in more productivity.
- d) Annual staff meetings and conferences need to be restored. This is because the activities are renowned for team building and fostering better relationships between the management and remote teams. The Management can raise extra funds for this activity

by hosting evening events like charity runs, seeking small grants from organisations that support staff welfare or capacity building, encouraging voluntary contributions from staff or board members, partner with local businesses and churches to sponsor team- building events, and requesting or in-kind venue spaces, food, or materials for activities, etc.

e) Management needs to carry out capacity building. Capacity needs to improve in the following areas:

- i. The organisation needs to recruit an IT support staff to quickly deploy to remote areas to cut down on the downtimes caused by technology and software malfunctions.
- ii. Management can mentor remote employees to maintain structure and keep to their schedules without keen supervision.
- iii. The organisation can arm remote teams with basic technical skills for basic troubleshooting to solve technical challenges to guarantee smooth communication and productivity.
- iv. Management needs to consider annual translation refresher courses in areas such as discourse, Bible lands and history, Logos, Paratext, and advanced courses in translation principles, etc., to equip the translators so as to improve the quality of outcomes.
- v. The leadership team needs to fix mutually suitable times for holding meetings due to time zone challenges. This is because scheduling and working across different time zones can lead to mismatched energy levels between team members.

In summary, the recommendations outlined above provide a comprehensive roadmap for SIL Uganda to effectively address the challenges faced by its remote teams. Equipping these

teams with the skills and resources needed to overcome operational challenges will help them to deliver high-quality results. These interventions, rooted in proactive planning and continuous improvement, are essential for creating a supportive and efficient remote work environment that aligns with the organisational goals.

6.2 Conclusion

Managing remote teams while aiming for high output and excellent quality is an important ideal for any organisation, and SIL Uganda is no exception to this ideal. The following subsection avails conclusions arising from the study findings aimed at addressing the need for more effective management of remote teams.

The challenges faced by the remote teams: The study findings reveal a variety of challenges affecting remote teams which partly explains SIL Uganda's difficulty in producing the desired results.

Solutions to challenges faced by SIL Uganda remote teams: The study findings informed the research with a number of solutions.

Useful characteristics and practices of remote teams: The study successfully identified traits and ways of working that would culminate in SIL Uganda attaining its desired results.

Overall, the study highlights the critical importance of effectively managing remote teams to achieve high output and excellent quality within organisations like SIL Uganda. Through an in-depth analysis, the study identified various challenges faced by remote teams, proposed actionable solutions, and outlined useful characteristics and practices that contribute to success. Addressing these findings is pivotal for SIL Uganda to enhance its operations and achieve its organisational goals.

6.3 Areas for Further Research

The research revolved around determining how remote teams of SIL Uganda can be managed to produce the desired results. This opens up avenues for future researchers to extrapolate the main themes of this research in the following areas:

Given that the main content was bound by challenges faced by SIL Uganda remote teams, attendant solutions and the relationship between the characteristics and practices of remote teams and the results they produce in SIL Uganda; future research can consider determining how remote teams of SIL Uganda can be managed to produce the desired results in the now expanded East African Federation.

The study was strictly limited to the period 2020 to 2025, whereas a lengthier timeframe would be required to make up a more comprehensive picture as the cross-sectional approach was adopted and this calls for the longitudinal approach to do the research better justice.

The study was an exploratory study. This created a challenge of ambiguity that needs further clarity. Future studies may want to take on a blend of other methodological approaches like focus group discussions and participatory observation. This would add more variety to study participants with fresh perspectives.

Previous research informs this study that convergent, discriminant and external validity is difficult to attain through a single research. An additional study is required to gauge the basic components for informational generalisability, conceptual replicability, and situational replicability (Sekaran & Bougie, 2016). An obvious approach would be to expound on the sample items including more categories of remote workers and departments in SIL Uganda. An alternative approach to improve convergent, discriminant and external validity is to triangulate

approaches to gauge whether alternate study approaches are mutually consistent with one another, a purely qualitative research would be one such alternate approach (Bryman, 2017).

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APPENDIX 1: RESEARCH INTRODUCTORY LETTER



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

P.O. BOX 4 Mukono - Uganda Tel. + 256 776 770 811, jowor@ucu.ac.ug

February 4, 2025

The Director
SIL Uganda (Summer Institute of Linguistics - Uganda)

Subject: Research Introductory Letter for Mr. Oluca Samuel

Dear Sir/Madam

I am writing to formally introduce Mr. Oluca Samuel, who is conducting research on the topic *"Managing Remote Teams for Effective Results: A Case for SIL Uganda."* This study aims to explore best practices, challenges, and strategies for optimizing remote team management within your organization for an MA in Organizational Leadership, UCU.

As part of this research, Mr. Oluca Samuel seeks to gather insights from SIL Uganda to better understand the existing frameworks, communication structures, and performance management systems used in coordinating remote teams. The findings will contribute to developing recommendations that can enhance team efficiency and effectiveness in remote work settings.

We kindly request your support in granting Mr. Oluca Samuel access to relevant personnel, documents, and any other necessary information that may assist in the research process.

Should you require any further clarification, please do not hesitate to contact me at 0776770811 or jowor@ucu.ac.ug

Sincerely,

A handwritten signature in blue ink, appearing to read 'Joseph Owor'.

Joseph Jakisa Owor, PhD
Head of Graduate Research & Training
Uganda Christian University

APPENDIX 2: QUESTIONNAIRE

Dear Study Participant

The researcher is a student of the Uganda Christian University enrolled for a Master's degree in Organisational Leadership and Management at the School of Business Studies. The researcher is conducting an academic research study on the topic: "**Managing Remote Teams for Desired Results: A Case for SIL Uganda**". You have been systematically selected to be one of the participants in this study. You are kindly requested to take part in this study by filling in this questionnaire. The information you will provide shall be purely for academic purposes and will be treated confidentially. We do not require you to indicate your name. I request you kindly, to provide impartial responses.

SECTION A: PERSONAL INFORMATION

Please choose by ticking an option that is most appropriate for you.

Demographic characteristics

1. Age of Respondent (Tick the most suitable)

20-29 30-39 40-49 50 and above

2. Period spent in SIL Uganda (Tick the most suitable)

1-5 years. 6-10 years. Above 10 years

3. Gender

Female Male

4. Education level

Certificate Diploma Bachelors Masters

PhD Post Doctorate

SECTION B: MANAGING REMOTE TEAMS

In this section, please tick or circle the number that fits your opinion with the preceding statement using the scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree

		STATEMENTS				
Challenges Faced by The Remote Teams						
1.	You at times face communication barriers.	1	2	3	4	5
2.	You are not familiar with the local language/ dialect where you are currently working.	1	2	3	4	5
3.	Language barrier has made it difficult for you to form interpersonal relationships with co-workers from the locality.	1	2	3	4	5
4.	Language barriers may negatively impact productivity as communicating targets and other details becomes extremely difficult.	1	2	3	4	5
5.	Language barriers make forming team cohesion difficult and relating at a personal level.	1	2	3	4	5
6.	Technological challenges such as on and off internet has made it difficult to work.	1	2	3	4	5
7.	Slow internet speeds with frequent loss of connection has hampered your work.	1	2	3	4	5
8.	Web (Zoom) conferencing between the remote teams and management is sometimes interrupted.	1	2	3	4	5
9.	You find it difficult to get tech support from your remote location when you experience problems with your computer.	1	2	3	4	5
10.	Isolation experienced by remote teams can lead to depression.	1	2	3	4	5
11.	Isolation felt by remote workers may result in burnout, anxiety, agitation and distress.	1	2	3	4	5
12.	Employees working remotely usually forget to take a lunch break or rest at intervals.	1	2	3	4	5
13.	Remote employees tend to work for longer hours than is healthy and find it difficult to disengage from work-related assignments.	1	2	3	4	5
14.	Remote workers are faced with limited career advancement opportunities as a result of reduced visibility to management.	1	2	3	4	5
15.	Remote workers find it difficult to build relationships with management who have the power of promotion.	1	2	3	4	5

Solutions to Challenges Faced by SIL Uganda Remote Teams						
1.	All team members using the same software reduces miscommunication.	1	2	3	4	5
2.	Ensuring all employees are available during specified hours improves team productivity.	1	2	3	4	5
3.	Creating and maintaining high levels of trust and team dynamics, management needs to ensure team members are available to attend conferences and meetings.	1	2	3	4	5
4.	Management is encouraged to use video conferencing as face-to-face communication builds unity, collaboration, and productivity.	1	2	3	4	5
5.	Management uses shared Google Drive, and Paratext to keep employees accountable and responsible for their tasks.	1	2	3	4	5
6.	Management must improve communication by maintaining an open-door policy to allow employees to freely ask questions and provide suggestions when necessary.	1	2	3	4	5
7.	Constructive feedback allows employees to improve and positive feedback boosts their morale and confidence.	1	2	3	4	5
8.	Management can enable security features like waiting rooms and passwords to make it difficult to disrupt the web conference.	1	2	3	4	5
9.	Management imposes a strict IT policy demanding remote employees avoid using public Wi-Fi or ensuring employees log in to the corporate network using a Virtual Private Network (VPN).	1	2	3	4	5
10.	A well-arranged schedule can create a sense of purpose and normality to prevent the remote employee from feeling isolated.	1	2	3	4	5
11.	Remote workers can fight isolation by remaining connected via preplanned video chats or calls to friends, family or co-workers for real-time communication with Microsoft Teams.	1	2	3	4	5
12.	Remote workers by making a schedule and notifying their co-workers when they are available for conferencing and meetings, balance their work and personal life.	1	2	3	4	5
13.	Enrolling for online courses can help remote employees advance their careers.	1	2	3	4	5
14.	Building strong networks with the help of platforms like LinkedIn builds more meaningful relationships	1	2	3	4	5

	with managers who may help them advance their careers.					
Useful Characteristics and Practices of Remote Teams						
1.	Communication is the basis by which most remote teams manage their operations as well as collaborate.	1	2	3	4	5
2.	Absence of physical presence implies that issues and assignments can only be handled through effective communication.	1	2	3	4	5
3.	Motivated remote workers go a long way in ensuring successful remote teams.	1	2	3	4	5
4.	Highly successful remote employees maintain structure and keep to their schedules without keen supervision.	1	2	3	4	5
5.	Good remote teams are good time managers keeping matters in perspective amidst interruptions and effortlessly multitask.	1	2	3	4	5
6.	Good remote teams rapidly adapt to new technologies and ways of working.	1	2	3	4	5
7.	Excellent remote teams are known for utilising limited resources to solve emerging issues independently.	1	2	3	4	5
8.	Remote teams are skilful in teamwork tools and operate virtual spaces fluently.	1	2	3	4	5
9.	Remote teams solve technical challenges competently, guaranteeing effortless communication and productivity.	1	2	3	4	5
10.	Good remote teams can build trust with management as contact with them is virtual and physical interactions are few and far between.	1	2	3	4	5
11.	Management needs to have an open-door policy which means promptly returning calls and responding to emails of remote workers.	1	2	3	4	5
12.	Good remote employees need to be open to accepting extra responsibility or additional assignments.	1	2	3	4	5
13.	Competent remote teams get a lot of delegated work as delegation relieves stressed managers by sharing responsibility with remote teams.	1	2	3	4	5
14.	Good remote teams are accountable as each person must own their set assignments, give regular updates and complete tasks within the stipulated timeframes	1	2	3	4	5
15.	Accountability helps remote teams remain organised and productive.	1	2	3	4	5

The Desired Results of Remote Teams						
1.	Remote teams are more productive than their counterparts at the head office.	1	2	3	4	5
2.	Remote workers work longer hours and therefore are more productive.	1	2	3	4	5
3.	The hours saved from not commuting are dedicated to work, increasing productivity.	1	2	3	4	5
4.	Remote workers are more likely to be productive because individuals tend to excel in environments where they feel comfortable.	1	2	3	4	5
5.	Remote workers are healthier which means they miss less work days.	1	2	3	4	5
6.	Remote workers are cheaper to maintain as they don't require rented office space and furniture.	1	2	3	4	5
7.	Remote team members are able to perform without close physical supervision.	1	2	3	4	5
8.	Remote team members develop leadership traits quickly as they often take on extra responsibility.	1	2	3	4	5
9.	Remote teams are paid less than their counterparts at head office but are more productive.	1	2	3	4	5
10.	More employees opt for remote work even if it means reduced pay.	1	2	3	4	5

APPENDIX 3: INTERVIEW GUIDE

1. What key traits and practices have contributed to the success of SIL Uganda's remote teams in achieving their goals?
2. What specific difficulties do field teams in SIL Uganda encounter while working remotely?
3. How can SIL Uganda ensure effective management of remote teams to achieve desired outcomes?
4. What strategies can be designed and implemented to address the challenges faced by SIL Uganda's remote teams?
5. Do you have any additional thoughts or insights about working remotely?