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## Exploring Remote Work Challenges, Barriers and Solutions: A Case Study of the Lebanese Market

Nazareth Nicolian, PhD<sup>1</sup> and Yusra Khadra, MBA

<sup>1</sup> American University of Science & Technology, Lebanon;  
nnicolian@aust.edu.lb

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### Address for Correspondence:

Dr. Nazareth Nicolian, American University of Science & Technology,  
Lebanon Ashrafieh, Alfred Naccache Avenue. P. O. Box 16-6452, Beirut –  
Lebanon. (nnicolian@aust.edu.lb)

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### Abstract

This research study explores the impact of remote work on the operational performances of organizations in Lebanon examining the roles of human resource and performance management processes and investigates challenges, barriers, and solutions of remote work adoption. Hypotheses were formulated to explore relationships between remote work and various variables. Data collection occurred over a five-week period, with 113 professionals from different Lebanese organizations participating in the survey. The subsequent Analysis adds depth to our understanding of remote work's implications, providing interesting insights for managerial decisions. The findings indicate that remote working organizations are advised to prioritize frequent process reviews, effective communication, and HR process enhancements to reinforce employee engagement, which in turn is suggested to improve the financial performance of organizations. In addition, the analysis of challenges emphasizes the need to overcome obstacles via investments in technology, communication improvements, and cultural support to realize the full potential of remote work.

### Keywords

Remote Work; Telework; Challenges; Solutions; Human Resources; Performance Management

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## 1. Introduction

As a result of technological advancements and widespread access to communication platforms, remote work, like other innovations, has become prevalent. Nonetheless, the 2019 Covid pandemic accelerated the adoption of remote work on a large scale, as it became the sole viable mode of operation for businesses aiming to sustain their activities. Organizations rapidly embraced remote work as a survival strategy during the pandemic. Despite the conclusion of the pandemic, remote work has continued, prompting companies to be faced with questions regarding its efficiency. The dilemma arises as companies weigh the decision of whether to establish remote work as a standard practice, revert to traditional office-based work, or transition to hybrid work models. To make informed decisions, companies must comprehensively assess how these choices impact their operations and consider specific criteria to determine the most optimal approach.

## 2. Literature Review

Several factors typically shape an organization's selection of work arrangements, including, but not limited to, the type of work, industry, technological infrastructure, cost considerations, organizational culture and values, legal regulations, talent acquisition, and various other elements. The adoption of work arrangements, however, is a dynamic process that can change over time as organizations adjust to evolving internal and external factors and changing circumstances. Key drivers for that adoption could be communication and information technology advancements and organizations wanting to be leaner to be able to be more customer-focused, agile, and competitive (Heerwagen, 2016).

### 2.1 Benefits and Drawbacks of Remote Work for Employers

Whilst remote work provides benefits and drawbacks for both employers and employees, the focus of this paper is the employer's perspective. In a study conducted by Barbuto et al., employers' benefits were examined by evaluating three case studies. The study concluded that companies operate more efficiently when employees work remotely, where employees work more productively and have more focus. Thus, the increased efficiency creates more job satisfaction that leads to less turnover over less recruitment costs, and lower employee costs in general. This also leads to companies becoming more valuable with reduced costs. Barbuto et al. also discussed environmental and energy benefits that the employer can take advantage of such as cost cuttings related to energy bills and fuel costs, decreased pollution in terms of energy, paper waste, and plastic, decreased carbon emissions, and increased environmental awareness. Along with the benefits mentioned, this can also lead to an enhancement of the company's image in a further commitment to the company's social corporate responsibility and sustainability goals (Barbuto, Gilliland, Peebles, Rossi, & Shrout, 2020).

In another study conducted by Boell et al., the study indicated 5 potential Organizational advantages including Increased work morale leading to increased job satisfaction, improved recruitment and retention of employees, improved productivity and efficiency leading to Organizations achieving their goals, improved agility where work-related information is accessible regardless of time and space and financial advantages due to cost savings such as rentals, equipment, etc. (Boell, Campbell, Cecez-Kecmanovic, & Cheng, 2013). Other noted advantages include fewer sick leaves and breaks, acquisition of better talent, and avoidance of office politics (Lister & Harnish, 2019). Additionally, findings from a study conducted by Khadra and Nicolian, noted that the presence of remote work options can be positively associated with revenue changes, indicating that companies offering remote work tend to experience higher revenue gains. The findings also highlighted the potential of remote work to contribute to financial gains mainly through increased productivity (Khadra & Nicolian, 2023). Moving to the drawbacks, in the same study previously mentioned by Barbuto et al., the study identified seven potential Organizational challenges including challenges in management and leadership style where management style should move from direct supervision to managing objectives, challenges related to legal uncertainties, teamwork and collaboration, expertise and training where employees might need certain expertise and training to engage in telework, infrastructure and technology, secure access to data and communication and lastly costs and upfront investments in both technology and employees (Barbuto, Gilliland, Peebles, Rossi, & Shrout, 2020).

Productivity and work quality problems (Peters, Tijdens, & Wetzels, 2004), distractions in the home environment (Waizenegger, McKenna, Cai, & Bendz, 2020), lack of face-to-face communication (Lister & Harnish, 2019), lack of team spirit and identity with the company's culture (Kłopotek, 2017), reduction in the need for middle management for supervision (Pyöriä, 2011) are all identified drawbacks as well. It is worth mentioning as well that one of the

general major drawbacks of remote work is the lack of policies that ensure adequate protection of workers' rights, including the right to privacy, protection against discrimination and harassment, and the right to disconnect from work (ILO, Working from home, 2021).

## 2.2 Remote Work and Various Variables Affecting Companies Operational Performances

Remote work is linked to different variables, metrics, and driving forces. Advances in technology, changes in work culture, and the need for work-life balance are driving forces that can affect remote company's operations. These driving forces are also key to the adoption of remote work (Ferreira, Pereira, Bianchi, & Silva, 2021). An organization's policy and top management support can be essential moderators as well in facilitating the successful implementation of remote work flexibility and in realizing potential benefits for Organizational performance (Chatterjee, Chaudhuri, & Vrontis, 2021). Moreover, authentic leadership positively affects workplace climate through the use of communication approaches in remote settings. Leaders who exhibit authentic leadership behaviors, such as building trust and showing transparency, can improve workplace climate through effective communication approaches in remote work settings. Organizations can prioritize the development of authentic leaders to enhance workplace climate and promote successful remote work operations (Yang & Lin, 2022).

Other important metrics that are linked to the Organization's outcome include employee commitment, absenteeism, productivity, and performance, as well as the Organization's overall performance (Mutiganda, et al., 2022). Mousa and Abdelgaffar argue that for the public sector to adapt to and adopt work-from-home processes the main challenge would be its ability to comply with institutional arrangements, performance management, and human resource management requirements.

Institutionalizing working from home or institutional arrangements by

- A. Equipping employees with digital devices, software, and online connectivity;
- B. Secure access to business-critical applications and networks;
- C. Set work-from-home guidelines;
- D. Adapt work processes and use remote communication and collaboration tools;
- E. Adjust management practices to remote working and supervision

## Performance Management

It is necessary to establish clear and consistent work-from-home guidelines, policies, and expectations. Strategic alignment and securing of work processes, as well as support and engagement of employees, are also essential. Measuring the productivity of the remote workforce using objective metrics is an important aspect of effective performance management, which may be easier than measuring the productivity of physically present workers or "time in the work premises."

## Human Resources Management

The human resources management of work from home is equally important for effective WFH arrangements. Advantages of flexible work arrangements at the Organizational and individual level include productivity, cost-efficiency, talent management, work climate, and well-being. However, WFH can have detrimental effects on employee productivity and well-being if telework hours are too long and opportunities for interaction are limited. Other challenges for teleworkers include reduced visibility to managers, reduced sense of belonging, and less control over work boundaries. Government agencies need to invest in technology, resources, managerial skills, and support mechanisms to ensure employee well-being and demonstrate more understanding of employee-family demands. WFH also poses a challenge to the ILO international standards on working time, and constant accessibility of teleworkers through remote surveillance or monitoring applications can be intrusive, intimidating, and alienating (Mousa & Abdelgaffar, 2021).

## 3. Methodology

This research study relied on quantifiable, measurable, and objective information. Hypothesis testing and statistical analysis were conducted to reach conclusions. A structured questionnaire was distributed among key executives and

decision-makers. Once the sample size was reached, gathered data underwent statistical analysis to uncover patterns and associations, enhancing the ability to quantify the comprehension of the research issue.

The study also involved conducting semi-structured interviews with key executives and decision-makers from the same sampled organizations. These interviews aided in gaining further in-depth knowledge while investigating the challenges, opportunities, and benefits of remote work taking into consideration the contextual factors that lead to the adoption of remote work in the Lebanese market. Qualitative analysis such as thematic analysis was utilized to analyze the acquired data. Utilizing both quantitative and qualitative methodologies strengthened the consistency and credibility of the research study. By gathering data from these different approaches, we were able to employ triangulation to facilitate cross-verification and the merging of results. This triangulation process ensured that the findings produced were strong, dependable, and reflective of the complex subject matter under investigation.

The objective of this research is mainly to explore the roles of human resource management and performance management processes in influencing the outcome of Lebanese Organizations and to Investigate the challenges and limitations of the adoption and implementation of remote work in the Lebanese market in terms of resources (financial, cultural, and technological). In summary, the objective of this research project is to assist Lebanese organizations in formulating strategies and implementing best practices. The main aim is to offer valuable insights and recommendations to organizations considering the adoption of remote work, to enhance their processes and outcomes. Additionally, the study seeks to comprehend the factors that impact the implementation of remote work. To achieve the objectives set for the study, the researchers used a qualitative data collection method, coupled with a quantitative data collection method through the use of a survey that was electronically distributed. Questions for the survey were closed-ended and "Google Forms" was primarily used to design and create the survey. Since the research topic is considered sensitive as it taps into certain financial indicators related to organizations, the survey distribution started with initial participants and then continued with referrals using the "snowball effect survey" technique. The study is cross-sectional as the data was collected at a single point in time.

Several statistical analysis techniques were utilized to test the gathered data. These techniques include descriptive statistics, interaction effects models, and reliability and validity tests. Since the study is cross-sectional, a group of organizations in Lebanon were targeted, including those that have adopted remote work and those that have not adopted it, based on their size and sector. Due to the lack of data on Lebanon, the researchers contacted Dun & Bradstreet (an American company that provides commercial data, analytics, and insights for businesses) to receive an estimate of the registered numbers of entities in Lebanon. As per the estimate from Dun & Bradstreet, the number of registered active companies in Lebanon in 2023 is estimated at 250,000 companies, the researchers employed the following typical statistical technique to determine the sample size where:

$$n = Z^2 * p * (1-p) / d^2$$

Where: n = sample size

Z = the standard normal deviate (Z=1.96 for a 70% confidence level)

p = the estimated proportion of the population (p=0.5)

d = the desired level of precision (5% margin of error)

As such, the sample size is estimated to be at least 109 companies

#### 4. Findings

The gender distribution of the sample has equal representation of male (48.7%) and female (48.7%) participants where the majority of respondents are within the 29-39 age group (61.1%), followed by the 40-50 age group (25.7%). As for the level of positions, 40.7% of participants are in first-line management positions, 28.3% in mid-level management, and 23.9% in top management. The sample includes a diverse industry representation, with significant participation in education, financial and insurance services, and information and communication sectors. 66.4% of respondents indicate that their organizations offer remote work options. Regarding work policy, 58.4% report a hybrid work policy, while 33.6% primarily work in the office.

##### 4.1 Remote Work Challenges

In order to compare and analyze how remote working companies and non-remote working companies perceive challenges related to the implementation of remote work; a cross-tabular analysis was conducted using the SPSS

Analysis tool. Challenges related to technology infrastructure have been reported as a prevalent concern, with 72.5% of organizations offering remote work citing this challenge. Similarly, issues surrounding the difficulty in managing remote teams appear significant, as a substantial 78.7% of organizations with remote work options experience this challenge. Resistance to change from employees seems to be evenly divided among organizations, with 50.0% reporting this challenge regardless of remote work availability. Communication and coordination challenges, though prevalent across both scenarios, appear somewhat more pronounced in organizations offering remote work (74.1%). Interestingly, financial resources for remote work investment showcase a nuanced pattern, with 58.3% of organizations providing remote work citing this as a concern compared to 41.7% for those without remote work options. Cultural barriers also come into focus, affecting 64.7% of organizations with remote work and 35.3% of those without. Furthermore, the data highlight legal and regulatory barriers as a challenge in both cases, impacting 50.0% of organizations.

## **4.2 Remote Work Barriers**

To analyze how remote working and non-remote working organizations perceive the barriers to remote work adoption, descriptive analyses were conducted through the SPSS tool based on the cross-tabulation method.

### **4.2.1 Financial Barriers**

While there are variations in the specific financial barriers identified by organizations with and without remote work options, certain challenges, such as lack of budget for technology and equipment and additional costs associated with remote work, are consistently perceived as significant financial obstacles. The inability to monitor the productivity of remote workers is another common challenge for both groups. Moreover, a substantial proportion of respondents in both categories reported facing other financial barriers, indicating that the adoption of remote work is accompanied by diverse financial challenges.

### **4.2.2 Cultural Barriers**

The main cultural barriers to adopting remote work in the organization, among organizations offering remote work options, the predominant cultural barrier identified is "Concerns about communication and collaboration," accounting for 71.7% of responses, followed by "Lack of trust between managers and employees" at 70.0%. In contrast, for organizations without remote work options, the primary cultural barrier remains "Concerns about communication and collaboration" at 57.1%, while "Resistance to change among employees" is also notable at 60.0%. It is evident that communication-related concerns are consistently significant across both types of organizations, underscoring the importance of addressing these barriers to successful remote work adoption.

### **4.2.3 Technological Barriers**

Moving to the technological barriers, the Analysis of the main technological barriers to adopting remote work within the organization, for organizations offering remote work options, the primary technological barrier identified is "Inadequate or outdated technology infrastructure," accounting for 77.1% of responses. This is closely followed by "Difficulty in providing technical support to remote workers" at 61.8%. Among organizations without remote work options, "Inadequate or outdated technology infrastructure" remains the most prominent barrier at 37.5%, while "Difficulty in providing technical support to remote workers" and "Concerns about data security and privacy" are notable at 40.6% and 25.0% respectively. This emphasizes the significance of robust technology infrastructure and support mechanisms for effective remote work implementation.

## **4.3 Remote Work Solutions**

Similar to the barriers, to analyze how remote working and non-remote working Organizations perceive the solutions to remote work adoption barriers, descriptive analyses were conducted through the SPSS tool based on the cross-tabulation method.

### **4.3.1 Financial Barriers Solutions**

The analysis of measures to address financial barriers to adopting remote work, based on the cross-tabulation method shows that among organizations offering remote work options, "Investing in technology and equipment for remote work" is identified as a key solution, accounting for 73.3% of responses. Additionally, "Offering remote work

as a cost-saving measure" and "Providing incentives for employees to work remotely" are noteworthy at 62.9% and 61.5% respectively. For organizations without remote work options, these measures remain relevant, although slightly different percentages are observed. The emphasis on investing in technology and offering remote work as a cost-saving measure indicates the recognition of remote work's potential benefits for financial efficiency. This underscores the importance of strategic financial planning and employee incentives in overcoming financial barriers to remote work adoption.

#### **4.3.2 Cultural Barriers Solutions**

The analysis of measures to address cultural barriers in the context of adopting remote work, as reflected in the cross-tabulation shows that notably, among organizations offering remote work options, "Building trust through effective communication and regular check-ins" emerges as a prominent solution, with 69.2% of respondents suggesting its importance. "Offering flexible work arrangements to accommodate employee preferences" is also significant, representing a recognized approach for overcoming cultural barriers at 73.5%. Additionally, "Providing training and support for remote work" garners attention at 55%, indicating a focus on enabling employees to adapt to the remote work environment. For organizations without remote work options, the same measures remain relevant, with slightly varied proportions. These findings underscore the significance of communication, flexibility, and training in mitigating cultural barriers and fostering successful remote work adoption.

#### **4.3.3 Technological Barriers Solutions**

The analysis as depicted in the cross-tabulation shows that among organizations offering remote work options, "Upgrading technology infrastructure to support remote work" emerges as a key solution, with 68.9% of respondents suggesting its significance. The provision of "Technical support and troubleshooting for remote workers" is also highlighted, indicating the importance of aiding employees with technological challenges, at 75.9%. Furthermore, "Ensuring data security and privacy measures are in place" is emphasized at 52.2%, reflecting the crucial role of safeguarding sensitive information in remote work environments. Among organizations without remote work options, similar strategies remain relevant, with some variations. These results underscore the critical role of technological enhancements, support, and security in overcoming barriers to remote work adoption.

#### **4.4 Remote Work and Various Variables**

To analyze the association of remote work and different variables, time management, meeting deadlines, communication improvement, quality improvement, and employee turnover, descriptive analysis was conducted through the SPSS tool based on the Chi-Square test.

##### **4.4.1 Remote Work and Time Management**

Although 44.4% of respondents who have remote work options answered "Yes, significantly" to the question, indicating that remote work has led to better time management, the output from the Pearson Chi-Square test yielded a chi-square value of 4.775 with 4 degrees of freedom, resulting in an associated p-value of .311. The likelihood ratio statistic was 3.946 with a p-value of .413. The linear-by-linear association yielded a statistic of .361 with a p-value of .548. Therefore, no statistical association was found between the type of work policy and the perception of better time management.

##### **4.4.2 Remote Work and Meeting Deadlines**

Respondents who have access to remote work options have varying degrees of perception regarding the impact of remote work on their ability to meet deadlines. Among those with remote work options, 27.8% reported a significant improvement in meeting deadlines, while 29.2% noted a moderate improvement. Additionally, 34.7% indicated no significant change, 5.6% observed a moderate decline, and 2.8% experienced a significant decline in their ability to meet deadlines due to remote work. The Pearson Chi-Square test yielded a chi-square value of 3.781 with 4 degrees of freedom, resulting in an associated p-value of .436. The likelihood ratio statistic was 3.411 with a p-value of .492. The linear-by-linear association yielded a statistic of .017 with a p-value of .896. Again, no statistical association was found between the type of work policy and the perception of improved ability of meeting deadlines.



#### 4.4.3 Remote Work and Communication Improvement

Among respondents with access to remote work options, their perceptions of communication improvements vary. Notably, 13.9% reported a significant improvement, while 25.0% noted a moderate enhancement in communication. Moreover, 38.9% indicated no significant change, 15.3% experienced a moderate decline, and 6.9% reported a significant decline in communication quality since the introduction of remote work. As for the Chi-Square results, the calculated Pearson Chi-Square value is 4.855 with 4 degrees of freedom. The associated p-value is .303, which indicates that there is no statistically significant association between the type of work policy and the perception of improved communication. The likelihood ratio statistic is 3.847 with a p-value of .427, further supporting the absence of a significant association. The Linear-by-Linear Association yielded a value of .134 with a p-value of .714, again suggesting no significant linear association.

#### 4.4.4 Remote Work and Changes in Quality

The results demonstrate that among respondents who have access to remote work options, there is a range of perspectives on the impact of remote work on work quality. Specifically, 16.9% reported a significant improvement, while 32.4% noted a moderate improvement. Furthermore, 42.3% perceived no significant change in work quality, 7.0% experienced a moderate decline, and only 1.4% observed a significant decline in work quality since the introduction of remote work. The findings of the Chi-squared test yielded a Pearson Chi-Square value of 9.784 with 4 degrees of freedom. The associated p-value is .044, indicating a statistically significant relationship between the type of work policy and changes in work quality.

The likelihood ratio statistic yielded a value of 7.395 with a p-value of .116, which also suggests a notable relationship. Moreover, the linear-by-linear association statistic resulted in a value of .134 with a p-value of .714. The Analysis suggests that remote work may be linked to perceived changes in work quality among respondents since the introduction of remote work.

#### 4.4.5 Remote Work and Employee Turnover

Among organizations offering remote work options, employees' perceptions of the impact on employee turnover rates vary. Specifically, 16.9% of respondents reported that remote work has led to an increase in their organization's employee turnover rate. In contrast, the majority of respondents (70.4%) felt that remote work has had no significant effect on employee turnover, suggesting a perceived stability in turnover rates. Additionally, 12.7% of respondents believed that remote work has contributed to a decrease in their organization's employee turnover rate. The calculated Pearson Chi-Square value is 3.375 with 2 degrees of freedom. The associated p-value is .185, indicating no statistically significant association between the type of work policy and the reported effects of remote work on employee turnover rates.

The likelihood ratio statistic yielded a value of 3.078 with a p-value of .215, further suggesting no significant association as well. The linear-by-linear association statistic resulted in a value of .164 with a p-value of .686.

### 4.5 Remote Work, Human, and Performance Management Processes

#### 4.5.1 Remote Work and Human Resources Processes

To analyze the importance of human resources processes for remote working and non-remote working Organizations, descriptive analyses were conducted through the SPSS tool based on the cross-tabulation method. A cross-tabulation explores the distribution of different human resource management processes based on whether the organization offers remote work options or not. Results show that across various HR processes, the percentage of organizations offering remote work options varies. Notably, a higher percentage of organizations that offer remote work options have implemented Employee Relations (78.9%), followed by Compensations and Benefits (75.0%), Training and Development (72.0%), Performance Management (67.5%), and Recruitment and Selection (66.0%). Additionally, the category "All of the Above" also shows a significant proportion (71.2%) for organizations offering remote work options. For HR review frequency, among organizations offering remote work options, the majority (73.2%) indicated that they review and evaluate their HRM processes "Regularly" (annually or more frequently). In comparison, 69.0% of organizations with remote work options also stated they review and evaluate their HRM processes "Occasionally" (every few years), while 50.0% do so "Rarely" (once every several years), and 40.0% "Never." For organizations without remote work options, the percentages were 26.8%, 31.0%, 50.0%, and 60.0%

respectively. These results suggest that organizations offering remote work options tend to conduct more frequent reviews and evaluations of their HRM processes, potentially driven by the need for effective management and support of remote work arrangements. This trend indicates a proactive approach to ensuring that HRM practices align with the evolving demands of remote work and organizational goals. In terms of HR communication, among organizations offering remote work options, a significant percentage (74.1%) believe that their organization communicates HRM processes "Very well" to employees. Similarly, 75.0% of organizations with remote work options feel that communication is "Somewhat well," 56.2% find it "Neutral," 58.3% consider it "Not very well," and 50.0% feel it is "Not at all well." For organizations without remote work options, the respective percentages are 25.9%, 25.0%, 43.8%, 41.7%, and 50.0%. These findings suggest that organizations providing remote work options generally perceive a higher level of communication effectiveness regarding HRM processes. This may indicate a focus on clear communication and transparency in remote work settings to ensure that employees understand and engage with HR practices, potentially enhancing remote work experiences and overall organizational cohesion.

Lastly for HR process improvement, among organizations that offer remote work options, a substantial majority (70.5%) consider it "Very important" to invest in improving their HRM processes. Additionally, 63.2% find it "Somewhat important," 60.0% feel it is "Neutral," and 25.0% regard it as "Not very important." For organizations without remote work options, the respective percentages are 29.5%, 36.8%, 40.0%, and 75.0%. These findings suggest that organizations with remote work options tend to place higher importance on investing in HRM process improvements. This trend may reflect recognition of the strategic role HRM plays in supporting remote work arrangements and fostering employee engagement and satisfaction. The results highlight the potential correlation between remote work options and a perceived need for optimizing HRM practices to effectively manage and support remote teams.

#### **4.5.2 Remote Work and Human Resources Processes and Revenue**

To analyze the relationship between remote work options and the financial performance "revenue" of Organizations, given that at least one of the human resource processes is implemented by the Organization, the ANOVA test was conducted through the SPSS tool after filtering companies that have at least one HR process in place. The analysis conducted to examine the effects of remote work options and implementation of HR processes on changes in a company's financial performance in terms of revenue. The Analysis conducted using ANOVA reveals a statistically significant difference in the mean scores of changes in a company's financial performance (in terms of revenue) between companies that offer remote work options and those that do not. Specifically, companies with remote work options had a mean score of 2.46, while companies without remote work options had a mean score of 3.03. Levene's test indicates that the assumption of equal variances is reasonably met. The overall model is significant ( $p = 0.033$ ), indicating that the presence of remote work options is related to changes in financial performance. The effect size (R-squared) of 0.044 suggests that about 4.4% of the variance in changes in financial performance can be explained by remote work options.

#### **4.5.3 Remote Work and Performance Management Processes**

To analyze the importance of performance management processes for remote working and non-remote working Organizations, descriptive Analyses were conducted through the SPSS tool based on the cross-tabulation method. For performance evaluation frequency, among organizations offering remote work options, the majority (65.6%) conduct performance evaluations "Annually." Additionally, 78.9% engage in "Bi-annual" evaluations, 61.9% conduct evaluations "Quarterly," and 62.5% use "Other" evaluation frequencies. For organizations without remote work options, the respective percentages are 34.4%, 21.1%, 38.1%, and 37.5%. These findings suggest that organizations with remote work options tend to conduct more frequent performance evaluations. This trend may reflect the need for effective performance management and communication mechanisms to support remote employees and maintain accountability. As for the evaluation methods, among organizations offering remote work options, the primary method is "Face-to-face/video call meetings with managers/supervisors," with 68.0% employing this approach. Additionally, 62.5% use "Self-evaluations completed by employees," and 66.7% leverage "Peer evaluations completed by colleagues." Furthermore, a substantial 69.0% use "A combination of the above" methods, while 60.0% implement "Other" approaches. For organizations without remote work options, the respective percentages are 32.0%, 37.5%, 33.3%, 31.0%, and 40.0%. These findings suggest that organizations with remote work options are more likely to utilize a variety of evaluation methods, likely to accommodate the diverse needs and circumstances of remote employees.



The results highlight the adaptability and innovation in performance evaluation strategies within the context of remote work, underlining the importance of tailored and flexible approaches to assess employee performance effectively. For performance feedback frequency, among organizations offering remote work options, the data reveals that feedback provision is distributed as follows: "Weekly" at 66.7%, "Monthly" at 90.9%, "Quarterly" at 77.4%, "Annually" at 57.1%, and "Other" at 50.0%. In contrast, for organizations without remote work options, the corresponding percentages are 33.3%, 9.1%, 22.6%, 42.9%, and 50.0%. These findings suggest that organizations with remote work options tend to provide more frequent feedback to employees across different time frames. The prevalence of more regular feedback, including weekly, monthly, and quarterly, among organizations with remote work options might reflect the need for enhanced communication and performance assessment in remote work settings. In contrast, organizations without remote work options seem to lean more toward annual feedback cycles. This emphasizes the significance of tailored feedback strategies in supporting remote employees and aligning performance management with the demands of remote work arrangements. Lastly, for engagement motivation strategies, findings from the cross-tabular table suggest that organizations offering remote work options tend to emphasize various performance management processes, including regular feedback, goal-setting, recognition, and employee development, more than organizations without remote work options. This highlights the significance of tailored performance management strategies that support remote work arrangements and ensure effective communication, goal alignment, and skill development for remote employees.

#### 4.5.4 Remote Work, Performance Management Processes and Revenue

Similar to the HR processes, to analyze the relationship between remote work options and financial performance "revenue" of Organizations, given that at least one of the performance management processes is implemented by the Organization, the ANOVA test was conducted using the SPSS tool after filtering companies that have at least one HR process in place. The ANOVA Analysis conducted indicates similar results to the HR process test. The analysis indicated a statistically significant difference in the mean scores of changes in a company's financial performance (in terms of revenue) between companies that offer remote work options and those that do not. Specifically, companies with remote work options had a mean score of 2.42, whereas companies without remote work options had a mean score of 3.03. Levene's test for equality of error variances shows that the assumption of equal variances is reasonably met. The overall model is significant ( $p = 0.021$ ), suggesting a relationship between the presence of remote work options and changes in financial performance. The effect size (R-squared) of 0.051 indicates that approximately 5.1% of the variance in changes in financial performance can be explained by the presence of remote work options.

### 5. Conclusion and Recommendations

Our analysis examined the challenges faced by organizations in implementing remote work options and provided valuable insights into the perceptions of remote working and non-remote working companies. The occurrence of challenges related to technology infrastructure, remote team management, communication, and cultural barriers highlights the complex nature of remote work implementation. These findings emphasize the importance of proactive measures to address challenges and promote effective remote work practices. Strategies such as investing in technology and equipment, fostering effective communication, and providing cultural training and support are essential to overcoming barriers and maximizing the benefits of remote work. The examination of the interaction between remote work and various aspects of organizational dynamics returned interesting findings. While the literature highlighted the potential benefits of remote work in areas such as time management, meeting deadlines, communication improvement, work quality, and employee turnover, our empirical analysis revealed different findings.

The investigation into the association between remote work and time management revealed interesting findings. Although the literature emphasized the potential for remote work to improve time management through reduced commuting and increased focus, the empirical analysis did not establish a significant link between remote work availability and perceived time management improvements. This finding is consistent with Barbuto et al.'s suggestion that effective goal-setting and performance expectations play a crucial role in maximizing the time management benefits of remote work (Barbuto, Gilliland, Peebles, Rossi, & Shrout, 2020). Contrary to the literature's anticipation of improved deadline adherence due to factors such as reduced commute time and increased concentration, the empirical results did not establish a significant relationship between remote work and meeting deadlines. This resonates with the contingency theory's assertion that effective management practices should be adapted to the unique challenges of remote work (Fiedler, 1958). The non-significant association emphasizes the

importance of tailored communication and monitoring strategies to enhance remote workers' ability to meet deadlines successfully.

Similarly, while the literature highlighted potential gains in communication through technology adoption and authentic leadership behaviors, our findings did not demonstrate a significant link between remote work and improved communication. This stands in contrast to the potential benefits outlined by Boell et al. (Boell, Campbell, Cecez-Kecmanovic, & Cheng, 2013) and Yang & Lin (Yang & Lin, 2022). Regarding work quality, organizations offering remote work reported varying degrees of improvement, highlighting the potential for enhancements but emphasizing the significance of well-defined goals and effective management support. This outcome aligns with the literature's emphasis on goal orientation and performance outcomes (Locke & Latham, 2013). Lastly, no significant relationship between remote work options and employee turnover rates was found, despite the literature's expectation of potential reductions in turnover due to improved job satisfaction and work-life balance, our analysis did not establish a significant link between remote work options and reported effects on turnover rates. These results align with the nuanced observations from Mutiganda et al. (Mutiganda, et al., 2022), who emphasized the situation-specific nature of the relationship between remote work and organizational performance indicators.

These findings collectively underscore the need for organizations to tailor their approaches, foster clear communication, and implement effective management practices to fully realize the benefits of remote work across diverse organizational dimensions. Furthermore, our study examined the relationship between remote work options and various HR processes, shedding light on the strategic focus of organizations offering remote work. These organizations demonstrated a proactive approach to HR management, with an emphasis on frequent process reviews, effective communication, and HR process improvement. The connection between remote work options, HR management processes, and financial performance in terms of revenue further underscored the positive association between remote work and financial outcomes. Similarly, the relationship between remote work options and various performance management processes reaffirmed the strategic focus of remote work organizations. Notably, the connection between remote work options, performance management processes, and financial performance changes highlighted the potential positive association between remote work and financial outcomes. The findings suggest that organizations with remote work options are more likely to engage in performance management practices that enhance employee engagement and contribute to favorable financial performance.

## 6. Research Limitations and Future Steps

This study is constrained by several limitations that should be addressed in future research endeavors. The primary constraint lies in the sample size, which is relatively modest when compared to the extensive scope of the target population. Consequently, the reliability of this study is limited due to the constraints posed by the sample size. The insights into remote work challenges underline the importance of investing in technology and equipment, fostering effective communication, and providing cultural training and support to overcome barriers and fully realize the benefits of remote work. Investigating the role of leadership styles and communication strategies in enhancing remote work's impact on communication improvements and meeting deadlines can offer practical guidance for effective remote work implementation. Future research possibilities can build upon these findings to deepen the understanding of the complex relationship between remote work and organizational performance. For HR and performance management practices, organizations with remote work options should prioritize frequent process reviews, effective communication, and HR process improvement to enhance employee engagement and potentially contribute to favorable financial outcomes. The insights into remote work challenges underline the importance of investing in technology and equipment, fostering effective communication, and providing cultural training and support to overcome barriers and fully realize the benefits of remote work.

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