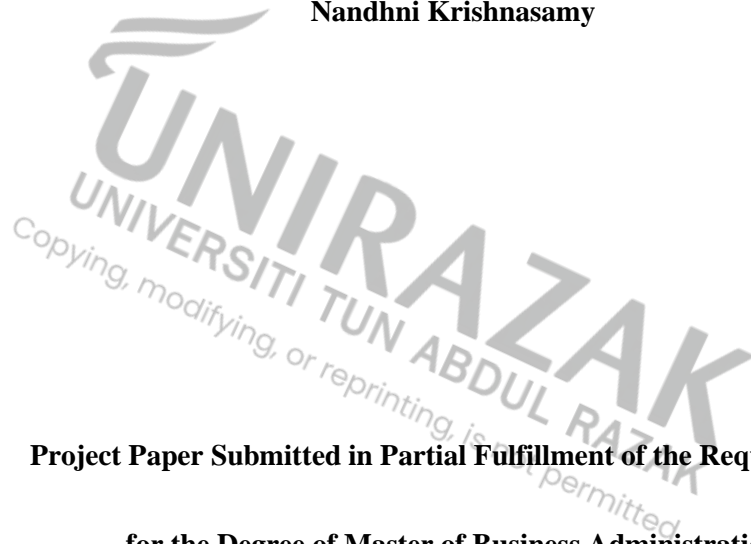


Achieving Effective Remote Working during the Covid-19 Pandemic

By

Nandhni Krishnasamy



Project Paper Submitted in Partial Fulfillment of the Requirements

for the Degree of Master of Business Administration

Universiti Tun Abdul Razak

June 2023

DECLARATION

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where states otherwise by reference or acknowledgment, the work presented is entirely my own.



Signature :

Name : Nandhni Krishnasamy

Date :

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**Abstract of of the project paper submitted to the Senate of Universiti Tun Abdul Razak in
partial fulfillment of the requirements for the Master of Business Administration**

Achieving Effective Remote Working during the Covid-19 Pandemic

By

Nandhni Krishnasamy

An emergence of the COVID-19 pandemic has led to a sudden and unprecedented shift in the way of work. In an effort to curb the spread of the virus, organizations around the world have implemented remote working arrangements for their employees. While remote work was already gaining traction prior to the pandemic, it has now become the norm for many organizations. The shift to remote work has brought about many challenges for organizations, including managing employee performance, maintaining team cohesion, and ensuring effective communication. At the same time, it has also created opportunities for organizations to rethink the way work is designed and delivered. The entire research has been described to present the study and factors of remote work development during the covid 19 pandemic between the employees and organizations. There are several steps and the entire factors have been discussed in the above stated chapters. The introduction portion has described the background of the study. The indirection has discussed the emergence of remote work during the covid 19 pandemic. The remote working effectiveness improvement and the declining factors have also been elaborated on accordingly. In this context, the main summary of the findings presents the importance of the work design. Work design and employee management have the most important role in handling and influencing the employee outcome. For effective work design management, organization management has the most important role. Leadership ability and leadership can be defined as the most important factors in this context. The other findings of the study have been mandated and presented some of the most important disadvantages of the entire study. According to one of the findings of the research, the issues of social isolation have been present. This factor can be termed as one of the most important factors and most concerning factors for the mental health of the employee. Employee efficacy can be improved by the effective level of employee communication and creation. For the detachment factors, the employee's mental health can be disturbed.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

An emergence of the COVID-19 pandemic has led to a sudden and unprecedented shift in the way of work. In an effort to curb the spread of the virus, organizations around the world have implemented remote working arrangements for their employees. While remote work was already gaining traction prior to the pandemic, it has now become the norm for many organizations. The shift to remote work has brought about many challenges for organizations, including managing employee performance, maintaining team cohesion, and ensuring effective communication. At the same time, it has also created opportunities for organizations to rethink the way work is designed and delivered. However, many organizations lack the necessary knowledge and resources to design work that is effective in a remote work setting. The COVID-19 pandemic has accelerated the adoption of remote work arrangements, and as a result, organizations around the world are grappling with how to effectively manage remote teams (Diab-Bahman & Al-Enzi, 2020). This research proposal aims to provide insights on how work design can be optimized to support remote work arrangements amid the state of the COVID-19 pandemic.

This research has evaluated the effect of Covid-19 on the profession and working pattern. After the sudden hit of Covid-19, the working pattern has switched from offline to online and that causes remote working around the world. However, due to the pandemic, the organization was forced to adopt remote working to continue its business. As per the opinion of Flores (2019), the main challenge faced by companies to adapt to a remote working environment is the lack of required skills among employees. It seems that remote working is not only beneficial for employees but also for employers. Remote working provides opportunities for employers to increase employee

retention levels, brand awareness, and boost employee morale, and productivity. As a result, the majority of companies in Malaysia want to continue remote working even after the period of the pandemic. As per the suggestion of Kee *et al.* (2021), the renowned Malaysian company named Petronas has implemented work-from-home for its employees to minimize the chance of spreading the Covid-19 virus. Multiple companies such as Accenture, Dropbox, Atlassian, and Twitter have adopted work from home to continue their work in the situation of Covid-19. Hence, many companies decided on the continuation of remote working after the pandemic because the organization can provide a better work-life balance, reduced overhead costs, and increased job satisfaction among employees. As a result, companies are capable of increasing productivity and getting immense benefits by arranging work from home-for employees. After maintaining the remote working culture for several months' multiple organizations, are quite sure of continuing this culture and are concerned about how to sustain this working culture for the future.

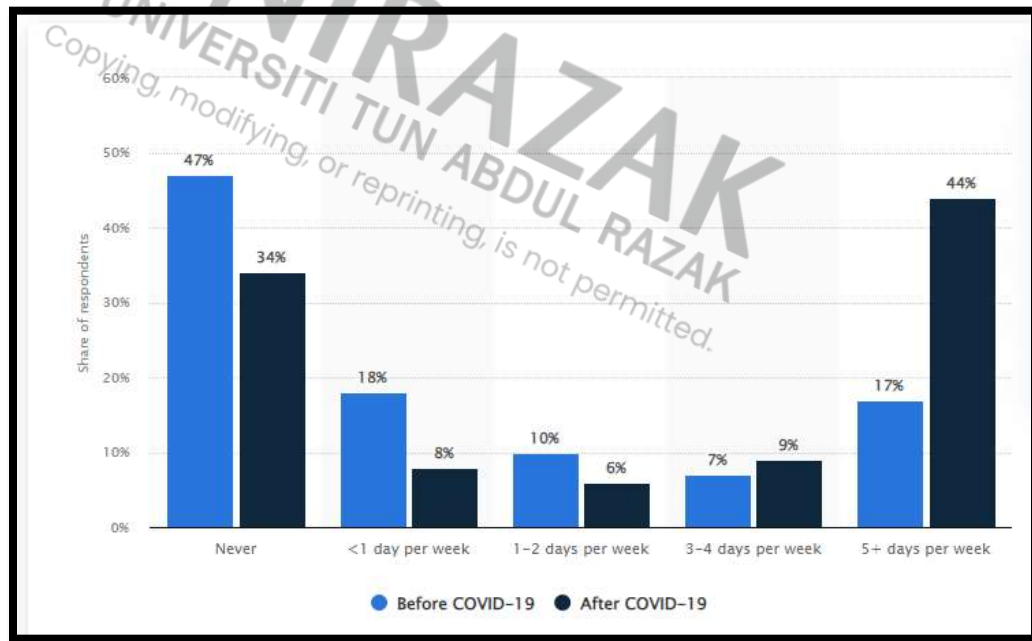


Figure 1.1: Changes in working culture after Covid-19

(Source: Statista, 2023)

After the transition in working culture, many companies are now redesigning the arrangements where employees can benefit from remote working so that the productivity of the company can also increase. However, some employers have shared their opinion as they are missing office working culture and social meet. As per the above-mentioned graph, it can be said that before the pandemic only 17% of employees worked from home whereas after the pandemic almost 44% of employees opted for remote working (Statista, 2023). It is worth mentioning that multiple companies have provided allowances to employees so that they can arrange remote work in their preferable places. According to the information of Barrero *et al.* (2020), it can be said that one of the major benefits of working from home is that it helps them to save time from commuting to and from offices.

Effective remote work requires a holistic approach to work design that considers the unique characteristics of remote work, such as the need for effective communication and collaboration, technology infrastructure, and the management of work-life balance. Remote work arrangements require a flexible and adaptable approach to work design that can respond to the changing needs of employees and the organization. Furthermore, it will provide insights for organizations struggling to manage remote work arrangements during the pandemic. As scholars point out, the sudden shift to remote work has led to many challenges for organizations such as the management of remote employees, maintenance of team cohesion, and the provision of adequate technological infrastructure (Romero, et al., 2022). According to a study by Chowdhury and colleagues (2021), work design can have a significant impact on remote work effectiveness, and understanding how to optimize work design can help organizations to achieve better outcomes in remote work settings. By identifying the key factors that influence remote work effectiveness and how work design can be optimized to support remote work arrangements, this study will provide valuable insights for organizations that are struggling to manage remote work arrangements during the pandemic. According to a study by Tietze and colleagues (2020), organizations need to develop clear policies and guidelines for remote work arrangements to ensure their success. The outcomes of the current

study will help organizations to form effective policies and guidelines for remote work arrangements in the post-pandemic era, and ensure that remote work arrangements are effective and efficient.

According to Bloom et al. (2015), there is an influence of telecommuting on job performance and satisfaction of the employees. This study found that telecommuting increased job satisfaction and reduced turnover intentions, but it had no significant impact on job performance, as for the employees expect more than telecommuting in order to increase their performance. For instance, the support and guidance from the management is vital for the employees to feel motivated for high work performance. Another study by Gajendran and Harrison (2007) investigated the relationship of work-family conflict with telecommuting. The study found that telecommuting reduced work-family conflict, which in turn increased job satisfaction. Since the employees get equal time to meet their personal life duties side by side work responsibilities. That is why telecommuting seems an effective way to drive boosted satisfaction inside the workers.

In a study by Wang, et al. (2021), the impact of remote work on work design amid the COVID-19 pandemic was examined. The study also found that one of the important factors that influenced remote work effectiveness is social support. In a similar study by Chen and Huang (2020), the impact of work design on remote work effectiveness during the COVID-19 pandemic was examined. The study found that task autonomy, skill variety, and feedback were important work design factors that influenced remote work effectiveness.

For instance, a study by Brynjolfsson, et al. (2020) investigated an effect of the COVID-19 pandemic on remote work arrangements in the United States. The study further suggested that remote work is likely to remain a prevalent work arrangement even after the pandemic is over. Another study by Mukherjee and Narang (2022) explored the challenges and benefits associated with remote work during the pandemic in India. The study found that while remote work can increase employee flexibility and work-life balance, it can also lead to feelings of isolation and

reduced social support. The study recommended that the management of an organization must provide essential support to the employees along with the resources to address the challenges, which are linked with remote work, such as technological and communication support. Similarly, a study by Mohammed, et al. (2022) investigated the relationship between remote work and job satisfaction during the COVID-19 pandemic in India. The study found that job satisfaction has positive link with remote work and that task autonomy, feedback, and work-life balance were important factors that contributed to job satisfaction among remote workers. Also, remote working is offering flexibility to the employees, which allows to them to manage their responsibilities as per their convenience. Due to this outcome of remote working, the employees are feeling more satisfied towards their jobs. As a result, the level of motivation and performance of the employees are also enhancing in the state of remote working.

Given the widespread adoption of remote work during the pandemic, it is crucial to understand how organizations can achieve effective remote working from a work design perspective. This research proposal seeks to explore the factors that influence effective remote working and how work design can be optimized to support remote work arrangements. By identifying the key factors that influence remote work effectiveness and examining the role of work design in facilitating remote work, this study will help organizations to better understand how they can support their employees in remote work settings. As well, the organizations can bring appropriate and effective changes in their existing work design to enhance effectiveness of remote working process for the employees.

1.2 Problem Statement

While remote work has become the new norm for many organizations during the COVID-19 pandemic, it has also presented several challenges. Many employees have reported difficulties in managing their work-life balance, feeling disconnected from their colleagues, and struggling to maintain productivity. These challenges can be exacerbated by a lack of access to the right

technology, limited resources, and inadequate support from managers. Organizations must overcome these challenges to ensure that their employees are able to work effectively and efficiently from remote locations. However, there is a dearth of research on how organizations can optimize work design to support remote work arrangements. This research proposal seeks to address this gap in *knowledge by exploring the factors that influence effective remote working and how work design can be optimized to support remote work arrangements.*

In the present era, remote working has become popular and common for employees and employers but it brings several challenges to continuing teamwork in organizations. Team communication can be hampered on a large scale in this working culture, which is one of the essential parts of teamwork. Based on the information of Wang *et al.* (2021), it can be said that advanced information and communication technology helps companies to maintain connections with employees who are working in remote working cultures. Therefore, ***the issue of poor communication among team members*** can be considered one of the major issues that can hamper the productivity of the company. In this remote working culture, people have to communicate via email or schedule time for video calling. Lack of face-to-face communication often causes misunderstanding among team members which leads them to conduct mistakes. Hence, this research intends to focus on the major reason behind the lack of team communication and examine some necessary steps to mitigate these challenges. As per the below-mentioned graph, it seems that the challenge related to team collaboration is almost 35% (Statista, 2023).

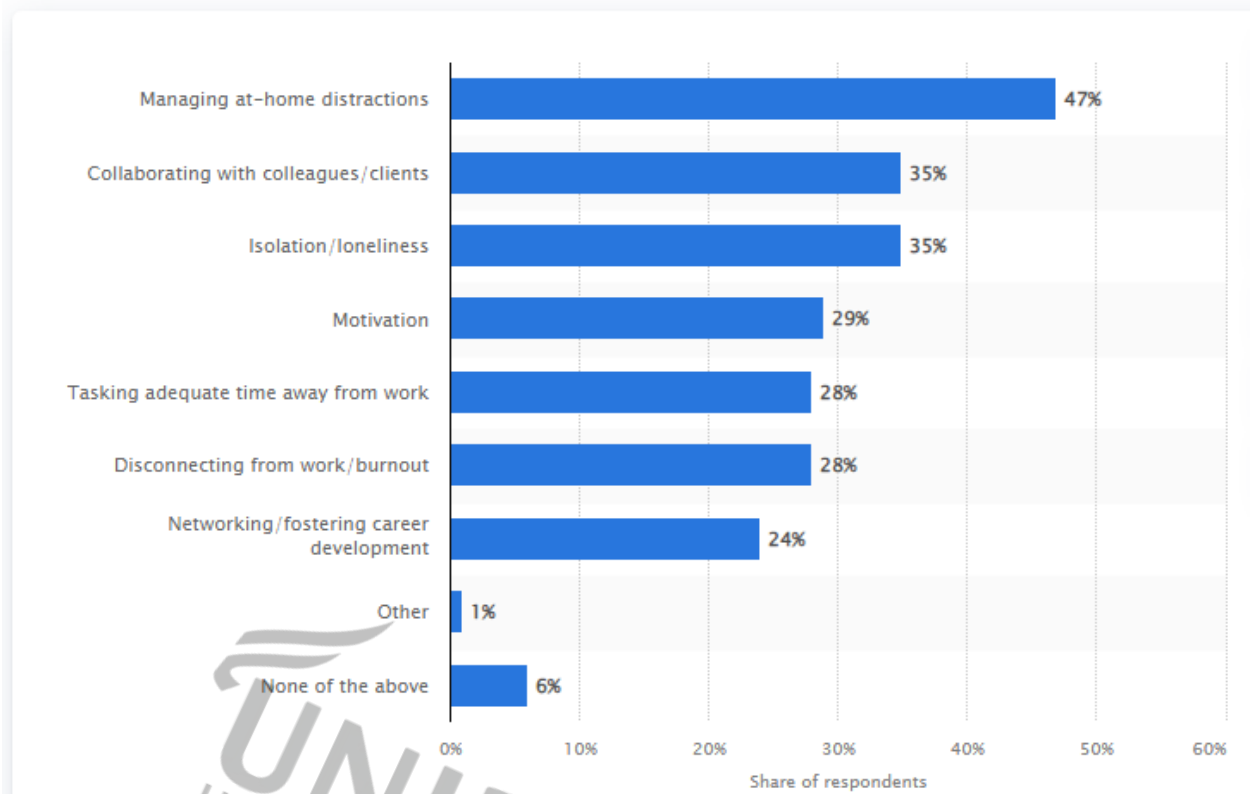


Figure 1.2: Challenges faced by employees in remote working

(Source: Statista, 2023)

The insights gained from this study will be relevant not only during the pandemic but also in the long term as remote work becomes a more prevalent mode of work. The shift towards remote work is likely to continue even after the pandemic, as organizations recognize the advantages of remote work in terms of increased productivity, reduced commuting time, and improved work-life balance. As such, this research proposal will be contributed in the understanding of the organizations regarding remote work and work design, which will be of great value to organizations in the present and in the future.

1.3 Research Objectives

This study is following an aim to assess those factors that will be influenced on effectiveness of remote work during the situation of the COVID-19 pandemic while following concept of work design. Accordingly, the specific research objectives have been constructed, which are as follows,

- Investigate the necessity and benefit of remote working for employers and employees
- Identify those key factors that influence remote work effectiveness during the pandemic, such as communication, performance management, and team cohesion.
- Examine the role of work design in facilitating remote work arrangements during the pandemic, including factors such as task interdependence, autonomy, and role clarity.
- Provide recommendations for organizations on how to optimize their work design to support remote work arrangements during the pandemic, based on the study findings.

By achieving these research objectives, this study will provide insights into the factors that influence remote work effectiveness during the pandemic and how work design can be optimized to support remote work arrangements. This research will also contribute to the existing research literature regarding remote work and work design, and help organizations to better understand how to manage remote work arrangements during the pandemic.

1.4 Research Questions

For an achievement of the research objectives, the below-mentioned research questions have been created to follow in the analysis,

- What is the impact of task autonomy on remote work effectiveness?
- How does skill variety impact on remote work effectiveness?
- How does Feedback impact on remote work effectiveness?
- How does Safe environment impact on remote work culture?

These research questions are designed to explore the key factors that influence remote work effectiveness in the state of the pandemic and to understand the role that work design plays in facilitating remote work arrangements. Overall, these research questions will help to answer the main research objective of this study.

1.5 Significance of the Study

The analysis of this study will be useful in the different matters. For instance, it will generate enhanced knowledge about remote working by exploring the factors that influence effective remote working from a work design perspective. As remote work has become increasingly prevalent in recent years, it is essential to get understanding about the factors that create impact on remote working effectiveness and how organizations can optimize their work design to support remote work arrangements. Secondly, this study will provide insights for organizations that are struggling to manage remote working arrangements during the COVID-19 pandemic. The pandemic has created an urgent need for organizations to shift to remote work arrangements, and many organizations have had to adapt quickly to this new way of working. By identifying the key factors that influence remote work effectiveness and providing recommendations for how to optimize work design, this study will help organizations to better manage their remote work arrangements during the pandemic. Thirdly, this study will inform the development of policies and guidelines for remote work arrangements in the post-pandemic era. As remote work becomes more prevalent, it is likely that it will continue to be an important part of work arrangements even after the pandemic. The outcomes of this research will present key information about how work design can be optimized to support remote work arrangements in the long term.

Task autonomy seems to be one of the essential factors for improving remote working. Task autonomy helps employees to solve any vital issues on their own. More than that, task autonomy also enhances the connectivity among team members. This study is significant as this proposed study will provide some crucial information regarding task autonomy. One of the major parts of remote working is the skill variety that assists employees to develop a proper atmosphere in remote working places. The sudden shift in working culture raises several challenges for employees and employers. However, the advantage of remote working culture seems to be more prominent than the challenges. As a result, organizations are developing several ways to mitigate

challenges. As per the information of Olson & Primps (2020), the maintenance of telecommuting is one of the required strategies for employees in remote working cultures. Hence, if the employee has the skill to adopt new changes in working culture and technology then it helps to continue their work in a changing atmosphere. Therefore, this research intends to enhance the knowledge regarding various skills that can help employees to sustain in remote work. This proposed study will also shed light on the safe environment in remote working places. Remote working impacts positively the environment because it minimizes fuel emissions, the use of paper, and the use of plastics.

In addition to these practical implications, this academic research will also contribute to the academic literature on remote work and work design. The COVID-19 pandemic has created an effective chance to study the impact of work design on remote work effectiveness in a real-world setting. By conducting a rigorous study that examines the key factors that influence remote work effectiveness from a work design perspective, this study will contribute to the academic literature and provide a base for future research on this topic. This study has significant implications for both practice and theory. By identifying the key factors that influence remote work effectiveness and providing recommendations for optimizing work design, this study will assist organizations to manage their remote work arrangements in the better way amid the pandemic and beyond. At the same time, this study will contribute to the academic literature on remote work and work design and provide a foundation for future research in this area.

1.6 The Organization of the Study

This research is divided into six chapters. Chapter 1 provides introduction about the whole research by covering key information such as the background, problem statement, research objectives, research questions, and significance of the study. Chapter 2 presents critical review of the suitable literature on remote work and work design. Chapter 3 outlines the methodology for the study, including the research design, data collection, and data analysis methods. Chapter 4 presents

the findings of the study, while Chapter 5 provides a discussion of the findings and their implications for organizations. Finally, Chapter 6 concludes the entire research by stating final conclusion, limitations, areas for the future study, etc.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

As remote work has become increasingly prevalent in recent years, the COVID-19 pandemic has accelerated its adoption and highlighted the importance of effective remote work arrangements. This has led to a growing interest in the research on remote work, with many studies focusing on the benefits and challenges of remote work, as well as the factors that can influence remote work effectiveness. In addition, work design has been a significant area of research in the field of organizational psychology, with many studies exploring the impact of work design factors on employee outcomes. Given the rise of remote work, it is important to consider how work design factors can be optimized to facilitate effective remote work arrangements. This chapter aims to synthesize the existing literature on remote work and work design, and to propose a conceptual framework that can guide the study of the relationship between work design and remote work effectiveness. By developing a comprehensive understanding of the theoretical and empirical foundations of the study, the chapter sets the stage for the research methodology that will be detailed in the next chapter. Remote working culture accelerates the benefit for companies and as a result, companies are investing in new and innovative ways to maintain superior quality remote working environments. The majority of companies have opined that employees' performance has increased on a large scale in the remote working culture. As suggested by Ozimek (2020), it can be asserted that almost 50% of workers in the US have opted for remote working. Additionally, some employees are completing the given job in less than the estimated time. Thus, all the business giants and SMEs are trying to achieve effective remote working even after the post-pandemic period as well.

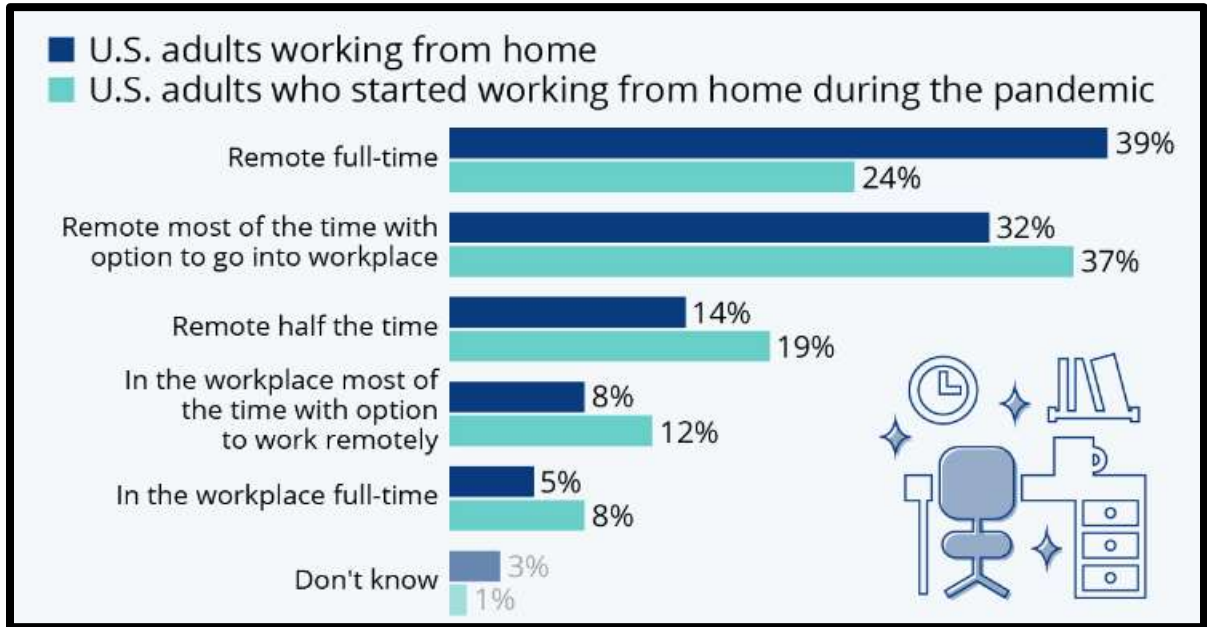


Figure 2.1: Opinion of employees related to remote working

(Source: Statista, 2023)

This chapter of this proposed study has the intention to collect information regarding strategies that can help organizations to achieve remote working effectively. Some factors of remote working have been selected for further progression of this study. Structure development is one of the key parts for a company to adopt a sudden shift in working culture. Hence, skill variety can help the company to develop a prompt and required structure. The above-mentioned figure provides information regarding the decision of employees who want to work from home and return to the office. This graph illustrates that 37% of US adults want to attend the office on some specific days but want to continue remote working for the majority of the time (Statista, 2023).

2.2 Theoretical Foundation

Self-efficacy theory is a quite relevant and meaningful theory related to remote working. Some scholars have opined that the new working culture causes stress due to a lack of touch with people. However, this new shift in working culture creates several changes in the mental and physical states of employees. As scholars, Virtaneva *et al.* (2021), mentioned that self-efficacy

theory helps workers to improve the knowledge that enhances productivity. Self-efficacy theory shows the personal resources of employees that can help them to minimize stress and improve their health. Though remote working enhances the work performance of employees and helps to maintain their professional and personal life. People often face a lack of social identity due to a lack of proper social interaction. Remote working manners make employees feel isolated that increases the stress level among them. Hence, this theory can be considered personal resources that can assist employees to minimize stress related to lack of social interaction. As suggested by Schunk & DiBenedetto (2021), the self-efficacy theory includes self-regulation, effort expended, and goal choices. This theory is based on some major factors such as level, strength, and generality. The self-efficacy theory builds the confidence of employees to complete their work on time. This theory assists employees to evaluate their strengths, which helps to increase performance even if in a remote working environment. This theory is beneficial for remote workers as it assists to influence effectiveness in remote work. Employees can understand their efficiency, adaptability, and working skills, which can help employees to rectify their drawbacks.

This theory is also beneficial for employees to cope with a new environment so that it becomes easy for them to work in a changing situation. It has been observed that many employees failed to work in the new remote working environment and failed to sustain themselves in the new environment. Employees who are working in remote environments may have to face multiple challenges and self-efficacy theory helps them to reduce stress. In this context, it can be asserted that the assessment of self-efficacy plays a critical role in adopting new and positive shifts. Hence, this theory can be particularly helpful for the new working culture after the sudden shift of Covid-19. This theory assists employees to reduce their stress on their own so that they can improve their performance. This theory suggested that self-assessment helps employees to understand their expertise and loopholes. Self-efficacy helps to maintain work-life pressure by enhancing the skills of working. Self-assessment of skills and expertise helps to build confidence related to the task, which enhances positive relationships with the boss and hierarchy. Hence, the corporate sectors can

get financial benefits as well after adopting remote working culture as they do not need to spend money in arranging office environments.

2.3 Empirical Research

A study by Schippers et al. (2018) found that work design factors, such as task variety, autonomy, and feedback, were positively related to remote work performance. Since these factors generate sense of growth in the employees. Consequently, the employees start to behave more positively and show their intention for hard work and efficiency. Similarly, a study by Gajendran and Harrison (2020) found that remote workers who had higher levels of job control, including autonomy and decision-making authority, reported higher job satisfaction and lower burnout levels. The study by Demerouti et al. (2020) on achieving effective remote working during the COVID-19 pandemic provides valuable insights into how work design factors, such as autonomy, feedback, and communication, can influence performance in a remote work setting. The study emphasizes the importance of promoting employee autonomy and providing regular feedback and communication to ensure remote work effectiveness.

This research aims to highlight the advantages and disadvantages of remote work and some beneficial ways that can help organizations that can help the organizations to implement remote working culture productively. After the uncertain pandemic of Covid-19, remote working has become the norm for employees and employers. Task autonomy is one of the crucial parts of remote working culture as it helps the worker to ease their work. Task autonomy, as per the suggestion of Wang *et al.* (2021), helps to enhance job satisfaction among employees. Autonomy provides employees to select their time and place to complete their work in their preferable environment which can help them to increase better performance. Hence, the flexibility in time and place helps them to balance their personal life and professional life. It has been employees who have the opportunity to select their preferable time and schedule that has enhanced their performance at work. In this regard, it can be said that psychology matters on a large scale to enhance the

performance of the company. Task autonomy can be divided into three parts such as high autonomy, limited autonomy, and low autonomy. High autonomy defines the opportunity for employees to choose their working time and place according to their preferences. Limited autonomy is that where employees need to attend office for some limited days and can choose to work according to their time and place on other days. Low autonomy means that employees are bound to work in the office at the scheduled time. As per the suggestion of Brunelle & Fortin (2022), the popularity of teleworking is enhancing day by day compared to traditional working culture. The reason behind the aggregation of remote working is that employees are now concerned about their health and flexible time to work.

Therefore, the management has to make sure that their employees are psychologically satisfied, because this would drive their effectiveness and efficiency in remote working system. Another study by Geurts et al. (2020) found that the employees get an opportunity to work as per their convenience and availability, which is allowed them to handle their personal life roles and duties effectively. As a result, job satisfaction is increased in the employees, which influences them to show improved performance. Lee and colleagues (2021) investigate that the impact of work design factors on remote work effectiveness during the pandemic. The study found that work design factors, such as autonomy, task variety, and feedback, were positively associated with remote work effectiveness. Autonomy was found to be the most important work design factor, indicating that providing employees with control and flexibility in their work tasks and schedule can lead to increased remote work effectiveness. The study also found that social support was positively associated with remote work effectiveness.

Skill variety defines the degree of variety that helps an employee to complete the activity even if in a changing environment. Skill variety in remote working culture includes self-dependence, organized problem solver, and being disciplined. It has been observed that many employees often minimize their performance or lose their working manner as they are not

monitored by the hierarchy in remote working. According to the opinion of Parker & Grote (2022), technology can positively replace the challenges but employees need to be skilful to adopt technology. Hence, effective remote working can be enhanced by several skills of employees, as well as employers. Some common yet effective skills in remote working are punctuality, effective communication, adaptability, and management of time. As an example, Microsoft faced collaboration and communication issues that minimized the flexibility among workers in the remote working culture. Moreover, this company realized that the present and available technology cannot cover the communication gap. Team communication often becomes fragmented due to technical issues and internet connection. Hence, effective communication skills become a mandate for employees to maintain remote working. Punctuality is also a very crucial factor in remote working as people do not get connected physically with one another. According to the viewpoint of Oloyedeet *al.* (2022), team collaboration can be affected due to a lack of punctuality skills. However, the menstrual condition of employees remains positive as remote working can minimize the stress level and minimize the journey. Employees need to arrange their remote working area where they can work comfortably yet professionally. While developing this proposed study by collecting information related to remote working, it has been observed that many employees feel demotivated while working at home or any place compared to their office. Thus, skill variety can help employees and employers to enhance positivity and growth in remote working cultures. Based on the information of Ferreira *et al.* (2021), though remote working is beneficial, the virtual setting may take time to establish. The companies have gained several benefits so organizations have the intention to continue this remote working culture. Thus, companies are focusing on adopting some effective strategies and designing a remote working culture so that it becomes easy and productive for both employees and employers.

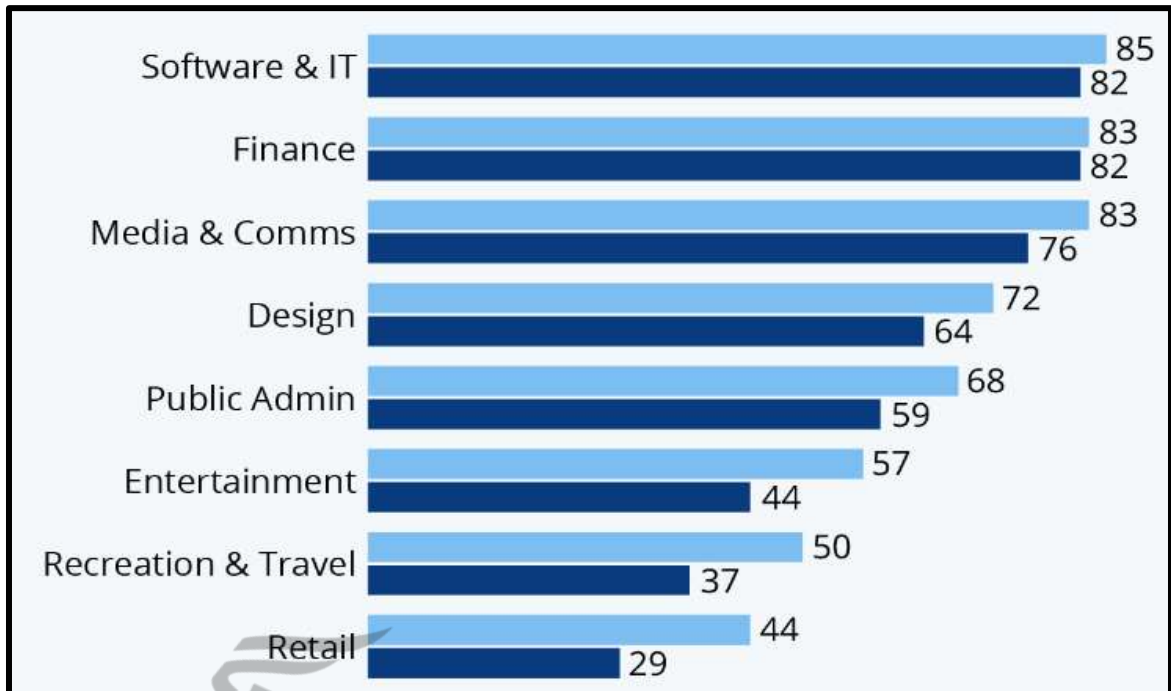


Figure 2.2: Industries effectively adopted remote working

(Source: Statista, 2023)

The above-mentioned graph shows that the software and IT industry has geared up more in the remote working situation after the pandemic. It has been observed that almost 85% of companies opine that they can get effective work individually with the help of remote working (Statista, 2023).

Furthermore, recent research has also investigated the role of technology in remote work and its impact on work design and employee outcomes. For instance, a study by Costa et al. (2020) found that the use of technology tools, such as video conferencing and instant messaging, can enhance task autonomy and collaboration among remote workers. Another study by Tan et al. (2019) found that the use of technology for job control, such as telecommuting and flexible work arrangements, was positively related to job satisfaction and organizational commitment. With the rise of digital technologies, remote work has become more feasible and widespread. Technology can facilitate communication, collaboration, and access to resources, which can enhance remote

work effectiveness. However, technology can also lead to information overload, distractions, and increased stress (Sardeshmukh et al., 2012)

A study by Garro-Abarca, et al. (2021) examined the impact of virtual team communication technology on remote work effectiveness. The study found that virtual team communication technology can facilitate knowledge sharing, social support, and task coordination among remote workers, which can lead to higher levels of job satisfaction and team performance. According to Yap and Popal (2021), the impact of remote work on employee productivity during the COVID-19 pandemic in Malaysia. The study found that remote work had a positive effect on employee productivity, with increased autonomy, flexibility, and reduced distractions being the key drivers of productivity. However, the study also identified several challenges associated with remote work, including difficulties in maintaining work-life balance, isolation, and limited social support. Another study by Giurge et al. (2020) investigated the psychological impact of remote work during the pandemic in the United States. The study found that remote work was associated with higher levels of stress and anxiety, as well as decreased levels of work-family balance. A study by Sun et al. (2021) examined the impact of remote work on employee job satisfaction and organizational commitment in China. The study found that job satisfaction and organizational commitment were positively associated with remote work, and that the use of technology and social support were key factors that contributed to remote work effectiveness.

Providing feedback is one of the effective strategies for employers to motivate employees in remote working cultures. Providing positive feedback helps to boost self-confidence among employees and enhances performance. Hence, employers also should spend time monitoring and evaluating the performance of employees. Feedback is also important in remote working to develop a proper working structure. By providing feedback on time, employers can maintain communication with employees. Team handling becomes quite easy by maintaining a time-to-time feedback process. From the suggestion of Morgan (2020), providing feedback on time in remote

working culture helps hierarchies guide employees. As an example, it can be said that when an employee is far from the office then the mistakes of the employee may get overlooked. When the hierarchy provides feedback on time then it becomes easy to rectify the mistakes instantly. On the other hand, the company can maintain a scheduled time to provide feedback to all employees but the appointing company needs to be honest and free from bias while providing feedback. In addition, after the new norm of remote working after the pandemic, the majority of companies started monitoring their employees before pre-pandemic time. Employers track workers with the help of video calling tools and monitoring software such as Hubstaff. Cargill company has taken one step further to improve remote working by providing feedback and as a result, the employees of this company have enhanced their performance. Moreover, it becomes possible for them to maintain their work-life safely with professional life.

In the context of remote work, work design should consider the unique challenges and opportunities associated with remote work arrangements, such as the lack of face-to-face interactions, the need for technology and communication support, and the potential for work-home interference (Wheatley, et al., 2021). For example, a study by Robertson et al. (2020) found that effective work design, including task variety, autonomy, feedback, and communication support, was positively associated with the productivity among remote workers. Similarly, a study by Kaur and Gupta (2021) found that task autonomy, feedback, and work-life balance were important factors that contributed to job satisfaction among remote workers during the COVID-19 pandemic. Another important aspect of work design in remote work settings is the design of communication processes and technologies. Effective communication is essential for successful remote work, and work design should take into account the types of communication processes and technologies that are most effective for remote workers (Bloom et al., 2015). Recent research has suggested that the use of video conferencing technologies can help to mitigate the negative effects of social isolation and promote effective communication among remote workers, because video conferencing allows to conduct one-on-one conversation, which is needed by the employees, as this is helped to reduce

social isolation for the workers who are working from home or anywhere else instead of office. Therefore, the frequent video conferencing is vital to conduct while following remote working system (Toan, et al. 2022).

The study by He and colleagues (2020) provides further evidence for the importance of work design factors in remote work productivity. The findings suggest that providing employees with control over their work tasks, and opportunities to learn and develop new skills, can lead to increased productivity in remote work. The COVID-19 pandemic has significantly impacted the way people work, with many organizations implementing remote work arrangements to comply with public health guidelines. This has led to a surge in research on remote work during the pandemic. Studies have examined the challenges and benefits of remote work during the pandemic, as well as the factors that influence remote work effectiveness. For example, a study by Magnier and colleagues (2021) found that social support, job autonomy, and communication frequency were important predictors of remote work effectiveness during the pandemic. Additionally, research has highlighted the importance of considering the individual differences in remote work effectiveness. For instance, personality traits, such as conscientiousness and extraversion, have been found to influence remote work performance (Gajendran & Harrison, 2007). Similarly, individual characteristics, such as age and work experience, may also play a role in remote work effectiveness (Raišienė, et al., 2020).

The literature has focused on the advantages and disadvantages of remote work, as well as the factors that influence remote work effectiveness. Research has shown that remote work can lead to increased productivity and job satisfaction, as well as improved work-life balance and reduced commuting time (Kowalski, et al., 2022). However, remote work can also lead to social isolation, decreased communication and collaboration, and work-life boundary issues (Toscano & Zappalà, 2020). Many studies focusing on the impact of work design on employee outcomes. Thus, it should be designed according to the preferences and expectations of the employees to make

them feel happy and satisfied (Morgeson & Humphrey, 2006). Research has shown that work design factors, such as task autonomy, skill variety, and feedback, can influence employee motivation, satisfaction, and performance (Hackman & Oldham, 1980). Recent research has also investigated the impact of work design on remote work effectiveness. For example, a study by Gajendran and Harrison (2007) found that task autonomy and role clarity were positively related to telecommuting satisfaction and performance. Another study by Cakula and Pratt (2021) found that the use of information and communication technologies (ICTs) can mitigate the negative effects of social isolation and enhance communication and collaboration in remote work settings. These findings suggest that work design factors can play an important role in promoting remote work effectiveness. In addition, research has also examined the role of individual characteristics in the relationship between work design and remote work effectiveness. For example, a study by Piszczek et al. (2020) found that employee emotional intelligence moderated the relationship between task autonomy and remote work effectiveness. Specifically, employees with higher emotional intelligence were able to better manage their workload and maintain their motivation in the absence of direct supervision. This highlights the importance of considering individual differences in the relationship between work design and remote work effectiveness.

A safe environment is another requirement for organizations to achieve effective remote working. The adoption of remote working is totally based on technology and internet connection and employees may have to face issues that can create disruption. Hence, employees need high-quality working areas with high-quality internet backup and technological backup. The organizations should guide employees regarding the arrangements of remote working areas. Using a virtual private network is also beneficial for working in a remote working culture. Remote working culture extended the chance of data breaches and this network ensured transferring information safely and securely. As per the opinion of Matli (2020), employees who adopted remote working can perform well as they are working safely during the pandemic situation. The

employee needs to assure the remote working areas must be comfortable yet professional so that it helps employees to create a working environment.

Study by Sonnentag and Lischetzke (2018) found that job autonomy was positively related to remote work effectiveness, indicating that employees who had greater control over their work tasks and schedules reported higher levels of productivity and job satisfaction, because the employees desire for control on their jobs. Since job control is allowed them to choose time and place for work as per their preferences. Similarly, a study by Gajendran and Harrison (2007) found that communication technology was a critical work design factor that can facilitate remote work effectiveness. In particular, the use of synchronous communication tools, such as videoconferencing and instant messaging, was found to enhance communication, collaboration, and social interaction among remote workers. Another work design factor that has been found to be critical for remote work effectiveness is feedback. Research has shown that feedback can help remote workers monitor their progress, adjust their work behavior, and enhance their motivation and performance (DeRuyter et al., 2017). In particular, feedback that is specific, timely, and relevant to job tasks has been found to be more effective in enhancing remote work performance (Gaggioli et al., 2016). Therefore, work design interventions that provide remote workers with adequate feedback can enhance their sense of competence and autonomy, which in turn can enhance their motivation and performance. Moreover, research has suggested that social support is a critical work design factor that can enhance remote work effectiveness during the COVID-19 pandemic. Social support refers to the degree to which remote workers perceive that they receive support and assistance from their colleagues and supervisors (Kossek et al., 2018).

Furthermore, research has also explored the potential mediating role of work engagement in the relationship between work design and remote work effectiveness. For instance, a study by De Gieter et al. (2020) found that task autonomy and social support, were positively related to work engagement, which in turn was positively related to remote work effectiveness. This suggests that

work engagement can act as a mediator between work design and remote work effectiveness. Another important aspect of remote work is the impact of technology on work design and employee outcomes. Advances in technology have made remote work more feasible and convenient, but they have also created new challenges for employees, such as information overload and constant connectivity (Baruch, 2015). Research has shown that technology can enhance employee communication and collaboration in remote work settings, but it can also lead to decreased work-life balance (Cascio &Montealegre, 2016). In addition, the literature on remote work has highlighted the importance of leadership and management practices in achieving remote work effectiveness. Leaders and managers play a critical role in providing support, resources, and feedback to remote workers, as well as establishing clear expectations and goals (Wheatley, et al., 2021). Research has shown that leadership and management practices, such as communication frequency and quality, can influence employee satisfaction, motivation, and performance in remote work settings (Chua, 2019).

2.4 Proposed Conceptual Framework

Based on the reviewed literature, the proposed conceptual framework for this study is designed. The framework proposes that work design factors, including task autonomy, skill variety, and feedback, will influence remote work effectiveness. The proposed conceptual framework suggests that work design factors, such as task autonomy, skill variety, safe environment, and feedback, influence remote work effectiveness.

Achieving Effective Remote Working During the COVID-19 Pandemic

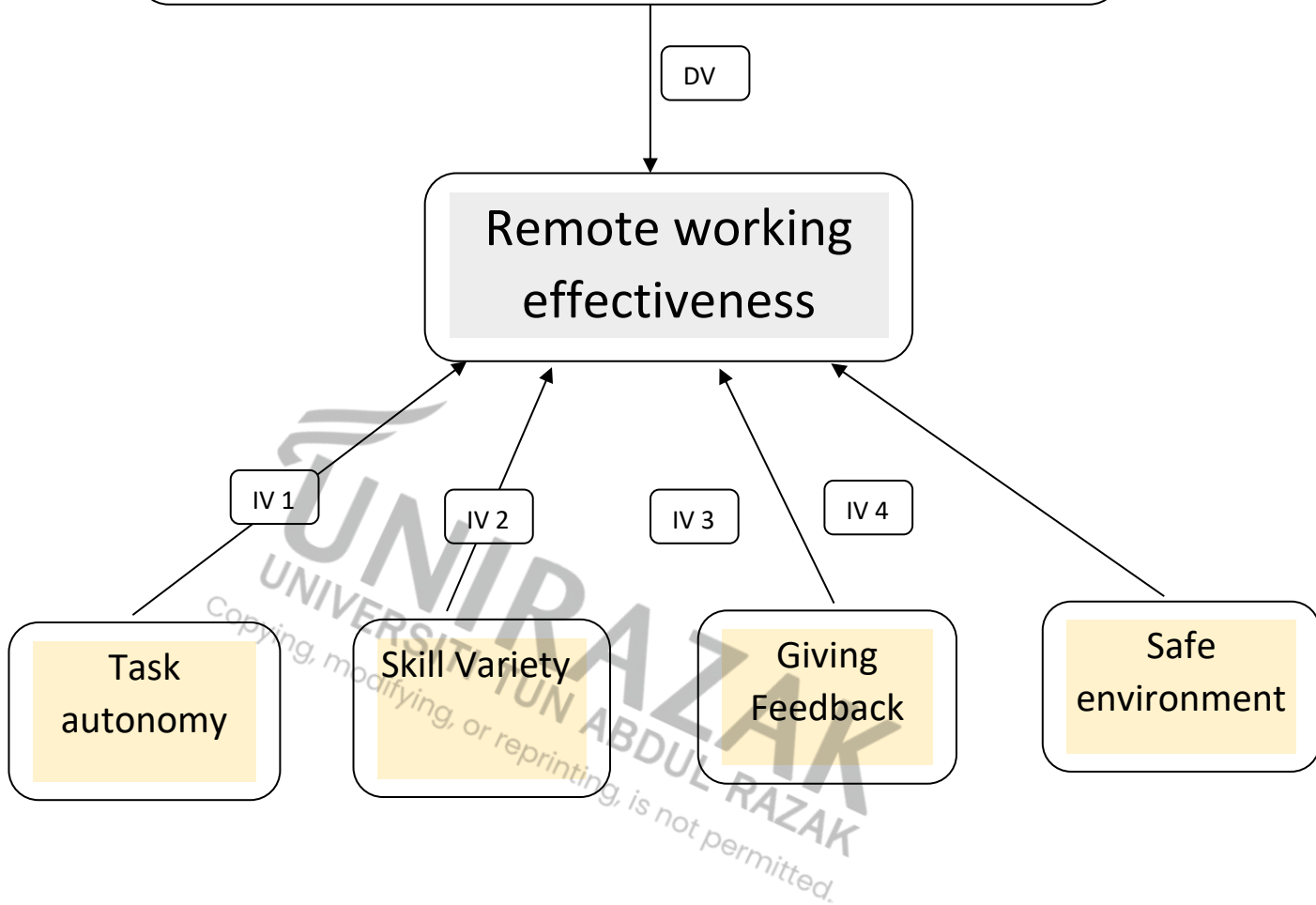


Figure 2.3: Conceptual Framework

2.5 Hypothesis Development

The hypotheses for this study are developed based on the proposed conceptual framework and the reviewed literature. The hypotheses are as follows:

H1: Task autonomy will have a positive impact on remote work effectiveness.

H2: Skill variety will have a positive impact on remote work effectiveness.

H3: Feedback will have a positive impact on remote work effectiveness.

H4: Safe environment will have a greater impact on remote work culture

2.6 Summary of Chapter

In this chapter, a comprehensive review of the literature on remote work and work design was presented. The chapter also presented the empirical research on remote work and work design, with a focus on the factors that influence remote work effectiveness. The review of the empirical research highlighted the advantages and disadvantages of remote work and the impact of work design on employee outcomes. It was found that remote work can lead to increased productivity and job satisfaction, as well as improved work-life balance and reduced commuting time. However, remote work can also lead to social isolation, decreased communication and collaboration, and work-life boundary issues. Work design factors, such as task autonomy, skill variety, and feedback, were found to influence employee motivation, satisfaction, and performance.

Based on the literature review, a proposed conceptual framework was presented. The framework suggested that work design factors would influence remote work effectiveness. The hypotheses developed for the study were presented based on the proposed conceptual framework. The hypotheses stated that work design factors would positively influence remote work effectiveness. Specifically, task autonomy, skill variety, and feedback were expected to have a

positive impact on remote work effectiveness. Task complexity, workload, social support, and work-life balance were expected to mediate the relationship between work design factors and remote work effectiveness.

Overall, this chapter provided a thorough understanding of the literature on remote work and work design, and established the theoretical foundation for the study. The proposed conceptual framework and hypotheses provided a clear direction for the research, and will be used to test the relationship between work design factors based on time schedule and requirements of work can enhanced remote work effectiveness. The next chapter will detail the research methodology that will be used to test these hypotheses.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides an overview of the research methodology employed in this study to investigate the impact of work design on remote work effectiveness during the COVID-19 pandemic. The methodology applied in this study is critical to ensuring that the research objectives are met while also ensuring that the study's outcomes are reliable and valid. The chapter outlines the research design, study population and sampling procedures, data collection method, operationalization and measurement, as well as the data analysis techniques used in the study.

3.2 Research Design

Research design is the overall structure or plan of the research study that guides the research process, which includes data collection, analysis, and interpretation. According to Saunders et al. (2018), research design can be divided into three types: exploratory, descriptive, and explanatory. Exploratory research is used to identify the research problem and generate initial insights, whereas descriptive research is used to describe the characteristics of the sample or population being studied. Explanatory research is used to test the cause-and-effect relationships between variables. Exploratory research is often used in situations where there is limited knowledge on the topic being studied, and the aim is to identify the key variables and their relationships. This type of research is useful in developing research questions and hypotheses for further investigation. Exploratory research can be conducted through various methods, such as literature review, expert opinions, and case studies. Descriptive research, on the other hand, is used to describe the characteristics of the sample or population being studied. This type of research provides a detailed understanding of the phenomena being studied and can be used to generate insights on the relationships between variables. Descriptive research can be conducted through various methods,

such as surveys, interviews, and observational studies. Explanatory research is used to test the cause-and-effect relationships between variables. This type of research is often used to test hypotheses and establish causal relationships between variables. Explanatory research can be conducted through experimental studies or quasi-experimental studies, where the researcher manipulates the independent variable and measures the effect on the dependent variable.

According to Sekaran and Bougie (2016), quantitative research is used to collect numerical data that can be analyzed using statistical techniques to establish patterns, relationships, and associations among variables. The use of a quantitative approach will enable the researchers to examine the impact of work design on remote work effectiveness from a numerical perspective. Work design factors will include aspects such as task variety, task autonomy, and role clarity, which are known to have an impact on remote work effectiveness (Peters et al., 2018). Remote work effectiveness will be measured by assessing aspects such as productivity, job satisfaction, and work-life balance (Wheatley, et al., 2021).

The quantitative research design is appropriate for this study as it allows for the collection of numerical data that can be analyzed statistically to identify patterns and relationships between variables. By using a survey questionnaire, this study will be able to collect data from a large sample of remote workers, which will increase the generalizability of the findings. Demographic information will be collected to enable the researchers to examine any differences in the impact of work design on remote work effectiveness based on factors such as age, gender, and education level. The survey questionnaire will be developed based on existing literature and validated scales to ensure the reliability and validity of the data collected. The questionnaire will be pilot-tested to identify any issues with clarity, relevance, and comprehensibility of the questions. Feedback from the pilot test will be used to improve the questionnaire and ensure that it is well-suited to the study population. The study will use a cross-sectional design to collect data from participants at a specific point in time. The survey questionnaire will be administered once, and data will be collected from

participants in a single session. This approach is suitable for this study as it allows for a snapshot of the current state of remote work effectiveness and work design during the pandemic.

3.3 Study Population and Sampling Procedures

In research, study population refers to the group of individuals or entities that the researcher is interested in studying. The sampling procedures are the methods used to select participants from the study population for inclusion in the study. In general, the study population should be clearly defined to ensure that the results of the study are generalizable to that population. According to Saunders et al. (2018), the selection of the study population and sampling procedures should be guided by the research objectives and research questions. The researcher must identify the population that the study will focus on, and determine the most appropriate sampling strategy to select participants from that population. The study population can be selected using probability sampling or non-probability sampling methods. Probability sampling methods involve random selection, which gives every member of the population an equal chance of being included in the study. Non-probability sampling methods, on the other hand, do not involve random selection and may not be representative of the study population. The choice of sampling method depends on various factors such as the size of the population, the availability of the population, the time and resources available for the study, and the research objectives. It is important to note that the selection of the study population and sampling procedures has a significant impact on the validity and generalizability of the study results.

To ensure that the study population is representative of employees who have been working remotely during the pandemic, the sampling frame will be obtained from a list of organizations of different sizes, industries, and geographical locations. This will ensure that the sample is diverse and can provide insights that are generalizable to a larger population of remote workers. The sample size will be determined using the sample size calculator provided by the SurveyMonkey platform, which is a widely used online survey tool. The calculator will take into consideration the population

size, margin of error, and confidence level to determine the appropriate sample size for the study. To ensure the confidentiality and privacy of the participants, the survey questionnaire will not collect any identifying information, such as name or email address. The participants will be informed that their participation is voluntary and that they can withdraw from the study at any time. The survey questionnaire will be distributed electronically using the online survey tool, SurveyMonkey. The link to the survey questionnaire will be sent to the participants via email. The email will include a brief description of the study and its objectives, as well as an invitation to participate in the study. To increase the response rate, a reminder email will be sent to the participants one week after the initial email. The reminder email will include a brief summary of the study and a request for the participants to complete the survey questionnaire. The data collected from the survey questionnaire will be stored on a password-protected computer and will only be accessible to the research team. The data will be kept confidential and will only be used for the purpose of the study. Overall, the sampling procedures will be conducted in a way that ensures the representativeness of the sample and the confidentiality and privacy of the participants.

3.4 Data Collection Method

The data collection method is a crucial aspect of any research, as it determines the quality and validity of the findings. In this study, we will be using a self-administered online survey as the primary data collection method. This method was chosen due to its convenience, cost-effectiveness, and the ability to reach a large number of participants in a short period of time. Additionally, the online survey will allow us to collect data from a geographically dispersed sample of participants. The choice of data collection method was made after careful consideration of the research questions, research design, and the target population. The research onion model, proposed by Saunders et al. (2018), was used as a guide in the selection of the data collection method. This model suggests that the selection of a data collection method should be informed by the research philosophy, research approach, research strategy, and research design. According to Bryman

(2016), a survey is a common research strategy used in positivist research to collect data from a sample of participants. The online survey method is widely used in research, particularly in studies that require large sample sizes. It allows researchers to collect data from a large number of participants within a short period of time. Additionally, the use of online surveys has become more prevalent due to advancements in technology and the increasing use of the internet by the general population.

In this study, the research philosophy is positivism, which assumes that the social world can be studied objectively and that there is a relationship between cause and effect. The research approach is deductive, where hypotheses are tested using empirical data. The research strategy is a survey, which involves the use of a standardized questionnaire to collect data from a sample of participants. Finally, the research design is a cross-sectional design, where data is collected at a single point in time. In summary, the self-administered online survey was chosen as the primary data collection method for this study due to its convenience, cost-effectiveness, and the ability to reach a large number of participants in a short period of time. The choice of this method was informed by the research philosophy, research approach, research strategy, and research design, as guided by the research onion model.

3.5 Operationalization and Measurement

3.5.1 Independent Variables

The independent variables in this study will be work design factors that influence remote work effectiveness. These factors will be measured using a set of validated scales (Bakker & Demerouti, 2007) and the Work Design Questionnaire (Morgeson & Humphrey, 2006). The scales will be adapted to the remote work context to ensure that they are relevant and applicable to the study.

3.5.2 Dependent Variable

The dependent variable in this study will be remote work effectiveness. Remote work effectiveness will be measured using a set of validated scales, including the Telecommuting Effectiveness Questionnaire and the Remote Work Questionnaire.

3.7 Data Analysis Techniques

According to Saunders et al. (2019), data analysis techniques involve the process of transforming raw data into meaningful and interpretable information. In quantitative research, this typically involves statistical analysis techniques to identify patterns, relationships, and trends in the data. The choice of data analysis techniques depends on the research objectives, research design, and the type of data collected. Descriptive statistics, such as means, standard deviations, and frequencies, are often used to summarize the data and provide an overview of the data set. These statistics are used to describe the central tendency, variability, and distribution of the data. Inferential statistics, such as correlation and regression analysis, are used to test hypotheses, make predictions, and identify relationships between variables. Commonly used techniques include descriptive statistics, such as means and standard deviations, as well as inferential statistics, such as correlation analysis, regression analysis, and structural equation modeling (SEM) (Fisher, 2007). Other techniques, such as factor analysis, cluster analysis, and multilevel modeling, may also be used depending on the research questions and data collected. Structural equation modeling is a more complex statistical technique that is used to examine the relationships among multiple variables and test complex theoretical models (Kline, 2016). This technique allows researchers to examine both direct and indirect effects of variables on an outcome of interest. These techniques are used to identify underlying factors or dimensions that may be influencing the data and to group similar cases or variables together.

The data analysis process for this study will involve several steps. Firstly, the data collected from the survey will be entered into a statistical software program, such as SPSS (Statistical Package for the Social Sciences), for cleaning and preparation. The data will be checked for missing values, outliers, and other errors that may affect the accuracy of the results. Secondly, descriptive statistics will be used to summarize the data in this study. According to Fisher (2007), descriptive statistics are used to describe the characteristics of the data, such as measures of central tendency and variability, while inferential statistics are used to make inferences about the population based on the sample data. In this study, this will involve computing measures of central tendency, such as means and medians, and measures of variability, such as standard deviations and ranges. Frequency distributions will also be computed to provide information on the distribution of responses for each variable. Thirdly, inferential statistics will be used to test the research hypotheses. Bivariate correlation analysis will be used to examine the relationship between work design factors and remote work effectiveness. Multiple regression analysis will be used to test the mediating effect of job satisfaction on the relationship between work design factors and remote work effectiveness. The significance level for all statistical tests will be set at $p < 0.05$. Finally, a post-hoc power analysis will be conducted to determine if the sample size is adequate for the statistical tests. The power analysis will consider the effect size, significance level, and sample size to determine if the study has sufficient power to detect significant effects.

In addition to the above analyses, the research will also conduct a qualitative content analysis of the open-ended survey responses to gain deeper insights into the factors that influence remote work effectiveness. The content analysis will involve identifying key themes and patterns in the data, and interpreting these themes in relation to the research questions. It is important to note that data analysis is an iterative process, and the results of the analysis may lead to further refinements of the research questions, hypotheses, and methods. Therefore, the data analysis process will be conducted in close collaboration with the research supervisor to ensure that the findings are valid

and reliable. Overall, the data analysis process will be conducted with the aim of answering the research questions and testing the research hypotheses. The results of the analysis will be presented in the form of tables, charts, and graphs, and will be discussed in the context of the relevant literature on remote work effectiveness and work design.

3.8 Summary of Chapter

This chapter has provided an overview of the research methodology employed in this study. The research design, study population and sampling procedures, data collection method, operationalization and measurement, as well as the data analysis techniques have been selected.



CHAPTER 4

RESULTS AND FINDINGS

4.1 Chapter preface

The primary focus of the entire dissertation revolves around achieving an effective level of remote working progress during the pandemic of the COVID 19. In this chapter duration, from Chapter 1 to Chapter 3, the Introduction, literature review, and methodology have been described accordingly. Chapter 4's description and analysis of the qualitative data have been elaborated based on the entire data structure.

4.2 Background of the data

The background of the data primarily revolves around the remote working progress and process during the COVID 19 pandemic. The previous chapters such as the introduction, methodology, and literature review help have been taken the effective level of the data analysis in this research. The primary level of the data analysis has been accomplished with the help of the interview and survey. The entire analysis of the data has been assisted by the SPSS tools. The entire regression, Pearson, and the data coefficient measurement have been complied with and accomplished by this process. The data has been collected through the help of social media such as Facebook and Instagram. In some cases, the help of LinkedIn has also been taken. A particular question type form was rendered to the participants which fill the basis questions of the remote working during the COVID 19 pandemic. After the entire data analysis, the entire relationship and analysis of the data will be analyzed and accomplished in the below segment.

4.3 Data screening

The entire data has been effectively screened by the process of the survey. In this process, only the procedure of the red screening has been developed. The red screening has been properly

applied during the implications of the qualitative data analysis for accomplishing the entire topic. The provided answers rating levels were counted from 1 to 5. In this case, the primary questions have been analyzed through the process of the independent and type dependent variable measurements. The system of rating has been used to effectively understand the feeling of the participant during the research survey.

4.4 Reliability of the data

Reliability analysis of independent variable 1: Task autonomy

The primary objective of the reliability statistics can be determined to describe that the sets of data are reliable enough for continuing the entire data. For the effective calculation of the reliability test, the statics of Cronbrioch alpha has been calculated through the determinants of the all variables. This reliability test has been conducted based on the independent variable 1: task autonomy. Based on this independent variable, the item total statistics have been evaluated and evolved accordingly.

Reliability Statistics	
Cronbach's Alpha	N of Items
.926	5

Table 4.4.1: Reliability of the data

Based on the above table it can be calculated that the reliability test based on the task autonomy, the calculation of Cronbrioch alpha is .926. In that case, the items have been taken as 5. Hence, the result here is calculated as .926. Hence, it can be assured that the data is reliable for the .926 score of Cronbach alpha.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
I believe, task autonomy enhances remote working culture.	14.5167	7.731	.740	.922
I think, increased autonomy fosters positive remote working culture.	14.4083	6.865	.914	.888
In my view, autonomy contributes to thriving remote working culture.	14.5500	6.871	.862	.898
I believe, task autonomy shapes remote working culture.	14.4667	7.175	.861	.900
I think, autonomy facilitates strong remote working culture.	14.6583	7.050	.693	.937

Table 4.4.2: The discriminant validity test for each of the scale sub-variable

According to the discriminant validity examination of the questions on the scale in variable 1 mentioned above, the correlation coefficients between factors have values higher than 0.3 for each of the variables, indicating that the data set is very trustworthy and that each variable significantly affects the data set's overall mean variable. Therefore, it is not necessary to eliminate any of the key questions from the overall recommended model.

Reliability analysis of independent variable 2: Skill variety

In this segment, the reliability analysis of independent variable 2 which can be termed skill variety has been described accordingly. In the first portion, the reliability analysis of the skill variety will be described. In the preceding portion, the skill variety of the entire data has been elaborated accordingly.

Reliability Statistics

Cronbach's Alpha	N of Items
.847	5

Table 4.4.3: Reliability of the data

Based on the above entire table, the reliability statistics of the entire data has been evolved. The independent variable such as skill variety has been elaborated based on this variable. In this context, the skill variety score of Cronbroch alpha can be regarded as .847. Hence, the entire study can be regarded as the most reliable.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I think, skill variety enhances remote working culture.	13.7917	7.292	.704	.803
In my view, increased variety fosters positive remote working culture.	13.7417	7.067	.721	.798

I think, skill variety contributes to thriving remote working culture.	13.6750	7.364	.787	.786
I believe, skill variety shapes remote working culture.	13.7750	7.520	.632	.822
I think, providing skill variety strengthens remote working culture.	14.3167	7.563	.486	.868

Table 4.4.4: The discriminant validity test for each of the scale sub-variable

According to the discriminant validity test of the questions on the scale in the initial variable mentioned above, the correlation variables have values higher than 0.4 for each of the variables, indicating that the data set is very trustworthy and that every factor significantly affects the data set's aggregate mean parameter. Therefore, it is not necessary to eliminate any of the key questions from the total recommended model.

Reliability analysis of independent variable 3: Giving feedback

Reliability Statistics

Cronbach's Alpha	N of Items
.843	5

Table 4.4.5: Reliability of the data

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
In my view, providing benefits positively impacts the development of a remote working culture.	13.2417	8.420	.526	.843
I believe, offering benefits foster a positive remote working culture.	13.4750	8.268	.557	.836
I think, remote workers receiving benefits contribute to a thriving remote working culture.	13.3083	7.543	.774	.778
I believe, benefits provided play a pivotal role in shaping the values, norms, and practices that define a remote working culture.	13.2917	7.620	.737	.787
I think, providing benefits strengthens the remote working culture.	13.3167	7.580	.666	.807

Table 4.4.6: The discriminant validity test for each of the scale sub-variable



Reliability analysis of independent variable 4: Safe environment

This section includes a detailed description of the accuracy of the analysis of the independent variable 2, or the variety of skills. The dependability analysis of the skill variety will be discussed in the first section. The skill diversity of all the data has been appropriately detailed in the section above.

Reliability Statistics

Cronbach's Alpha	N of Items
.859	5

Table 4.4.7: Reliability of the data

The dependability statistics for the complete set of data have been developed using the whole table shown above. In light of this variable, a distinct factor like talent variety has been developed. The safe environment score of Cronbach Alpha may be seen as .847 in this perspective. As a result, the entire study might be considered the most trustworthy.

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
I think, a safe environment positively influences the development of a remote working culture.	14.5083	6.790	.478	.886

In my view, creating a safe environment fosters a positive remote working culture.	14.1000	6.309	.756	.809
I think, remote workers in a safe environment contribute to a thriving remote working culture.	14.1833	6.168	.780	.802
I believe, a safe environment plays a pivotal role in shaping the values, norms, and practices that define a remote working culture.	14.3083	5.845	.762	.806
I think, ensuring a safe environment strengthens the remote working culture.	14.0333	7.192	.666	.837

Table 4.4.8: The discriminant validity test for each of the scale sub-variable

The correlated variables had principles in excess of 0.4 for all one of the factors, suggesting that the data set is very reliable and that every factor significantly impacts the data set's aggregate mean parameter, based on the discriminant validity evaluation of each query on the scale in the initial component previously mentioned. Therefore, none of the important issues should be taken out of the overall suggested model.

Reliability analysis of dependent variable: Remote working effectiveness

In this research paper, the dependent variable has been taken as the remote working progress during the covid 19 pandemic.

Reliability Statistics

Cronbach's Alpha	N of Items
.833	5

Table 4.4.9: Reliability of the data

After the identification of the above reliability test, this factor can be concluded that the survey regarding the topic is very reliable for its score of .833 which is greater than (> 0.5).

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
I think, task autonomy, skill variety, providing benefits, and a safe environment collectively contribute to the formation of a positive remote working culture.	14.5917	4.042	.566	.825
I think, the remote working culture is influenced by the levels of task autonomy, skill variety, benefits provided, and the safety of the environment.	14.2250	3.941	.774	.759

In my view, higher task autonomy, increased skill variety, provision of benefits, and a safe working environment foster a thriving remote working culture.	14.2417	3.966	.826	.748
I believe, task autonomy, skill variety, benefits, and a safe environment shape the values, norms, and practices that define the remote working culture.	14.2417	4.000	.739	.769
I think, the remote working culture is strengthened by promoting task autonomy, skill variety, provision of benefits, and ensuring a safe working environment.	14.2667	5.105	.319	.876

Table 4.3.10: The discriminant validity test for each of the scale sub-variable

In the above validity test, this minimum correlation can be found as 3.93. Hence, all of the correlations can be recognized as greater than 0.3. Hence, it can be concluded that the used data set is very reliable.

4.4 Analysis of Quantitative Data

4.4.1 Descriptive analysis of the demographic profile of the participants

In this demographic profile analysis, there can be seen as a total of eight elements accordingly. The eight elements can be concluded as gender, age, race, country, marital status, employment, and current working position. In this portion, based on these attributes, the entire analysis has been calculated for understanding the participants' demographic profiles.

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Statistics

		What gender do you identify as?	What is your age?	Please specify your race	Which country you come from?	What is your marital status?	Are you employed?	What is the working level you have completed?	Are you currently...?
N	Valid	120	120	120	120	120	120	120	120
	Missing	0	0	0	0	0	0	0	0
Mean		.4167	1.1500	.4500	.0000	.4500	.0000	1.0833	.8167
Median		.0000	1.0000	.0000	.0000	.0000	.0000	1.0000	1.0000
Mode		.00	1.00	.00	.00	.00	.00	2.00	1.00
Std. Deviation		.49507	.87591	.56286	.00000	.56286	.00000	.88482	.75574
Variance		.245	.767	.317	.000	.317	.000	.783	.571

Table 4.4.2: Gender analysis

In this context, the mean level of gender can be found as .4167. This factor can be recognized as less than 0.5. This factor can be evaluated as a greater number of male than female. On the other hand, the man value of age has been calculated as 1.15. Hence, the age range can be termed as 23-39. The marital status is described as the most personal as married with a score of .450.

Gender analysis

What gender do you identify as?

	N	%
Male	70	58.3%
Female	50	41.7%

Table 4.4.3: Gender analysis

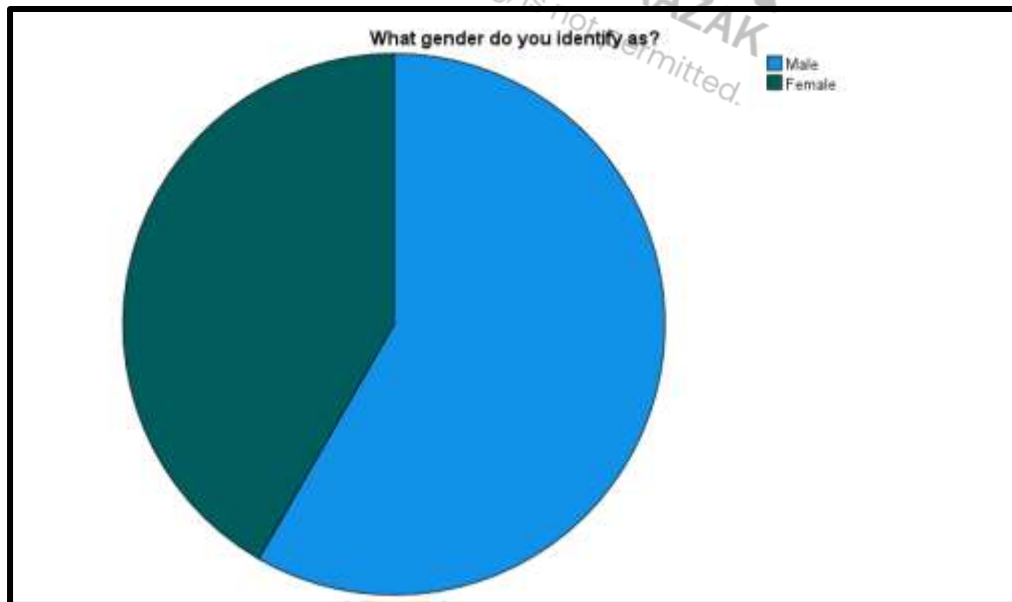


Figure 4.4.1: Gender Analysis

Based on the gender analysis of the entire project it can be depicted as there is a greater number of male participants than female participants. The number of male participants can be described as 58.3% whereas the number of female participants can be described as 48.2% accordingly.

Age analysis

What is your age?

	N	%
18 - 21 years old	26	21.7%
22 - 25 years old	62	51.7%
26 - 30 years old	20	16.7%
31 years old and above	12	10.0%

Table 4.4.4: Age analysis

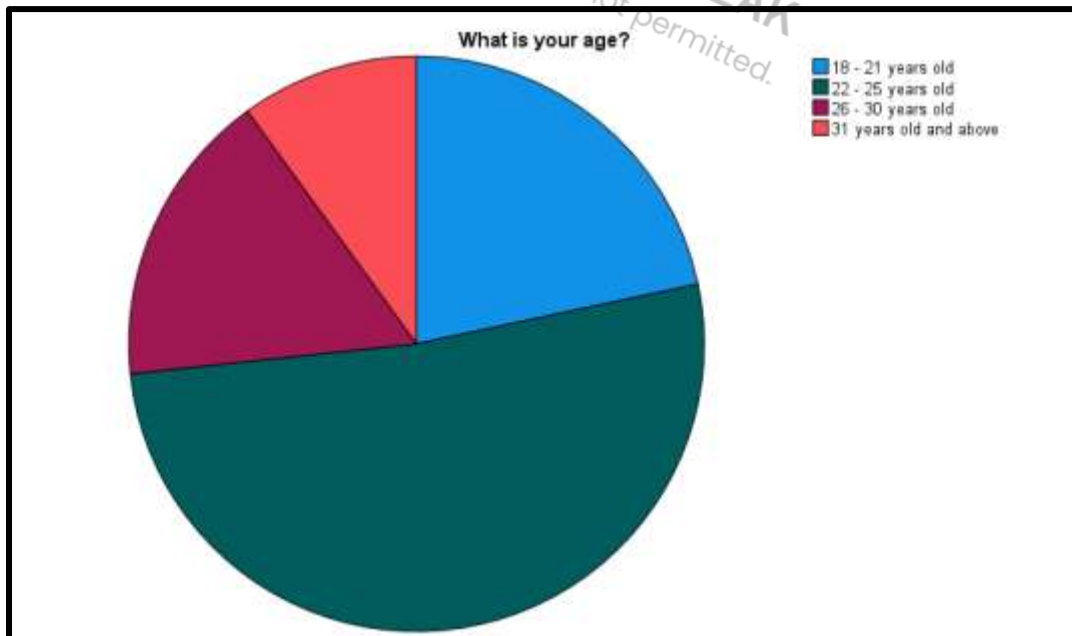


Figure 4.4.2: Age Analysis

As per the result analysis, it can be stated that 18-21 years of age participants are 21.7%. On the other hand, 22-25 of years age participants fall into 51.7%. Hence, this age group can be termed as the most important determinant in this case. The least participants can be found in the segment of 10.0%.

Race analysis

Please specify your race

	N	%
Malay	70	58.3%
Chinese	46	38.3%
Indian	4	3.3%

Table 4.4.5: Race analysis

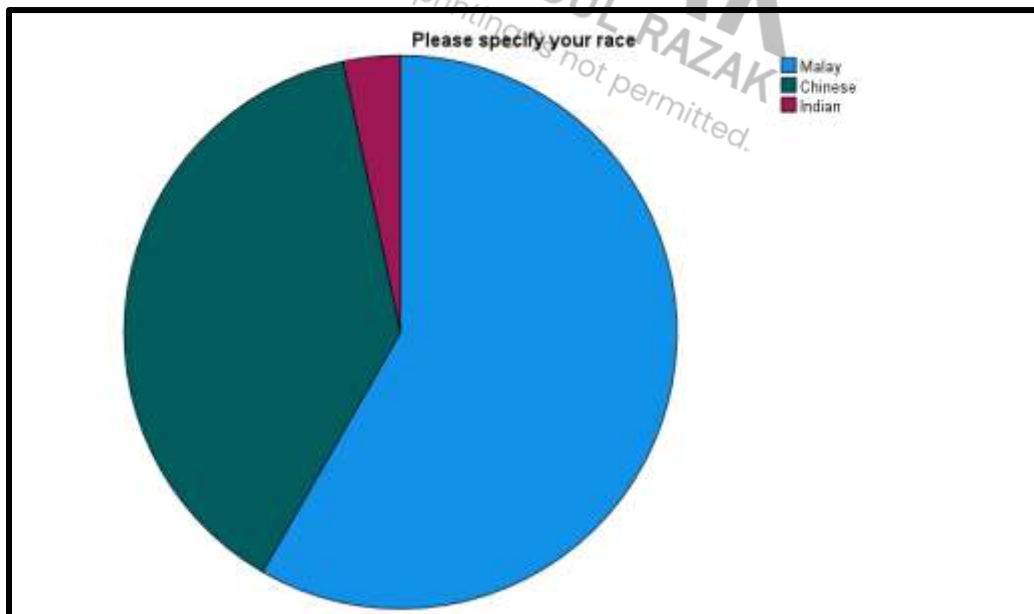


Figure 4.4.2: Race Analysis

In this context, 58.3% of participants fall into the nationality of Malay. On the other hand, the Chinese nationality falls down to 38.3%. Where the nationality of Indian falls into the least measurement at 3.3%. Hence from the above research, it can be determined as Malay as the primary nationality.

Country analysis

Which country do you come from?

	N	%
Malaysia	120	100.0%

Table 4.4.4: Country analysis

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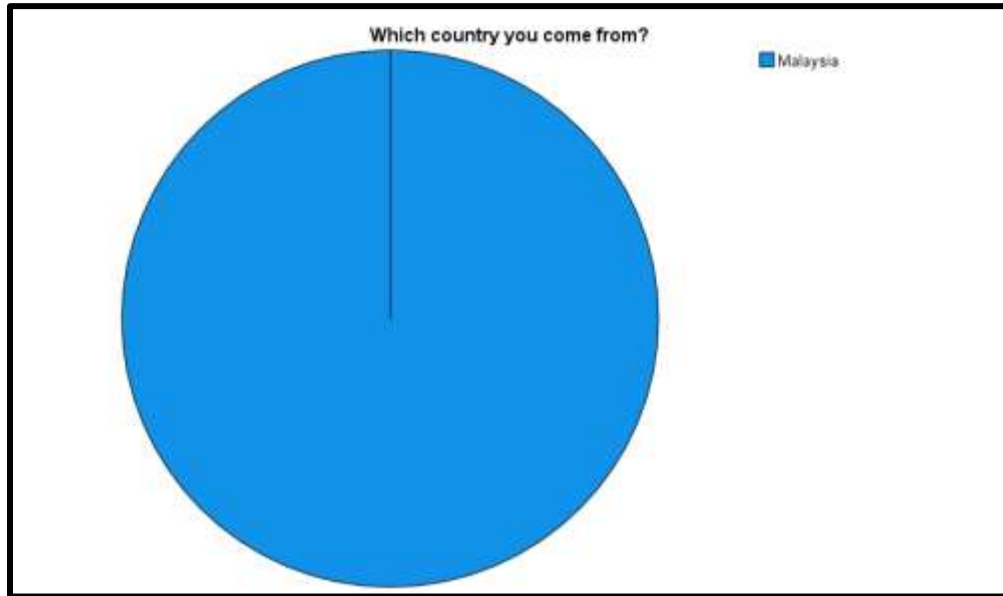


Figure 4.4.3: Country analysis

In this context, all of the participants are residing inside Malaysia. In total, there are 120 members, and at the end of the time, all of them have reported they are currently staying in Malaysia. Hence, it can be equated that they are directly motivated by all of the factors in the Malaysian continent.

Marital status analysis

What is your marital status?

	N	%
Single, never married	70	58.3%
Married or domestic partnership	46	38.3%
Widowed	4	3.3%

Table 4.4.5: Marital status analysis

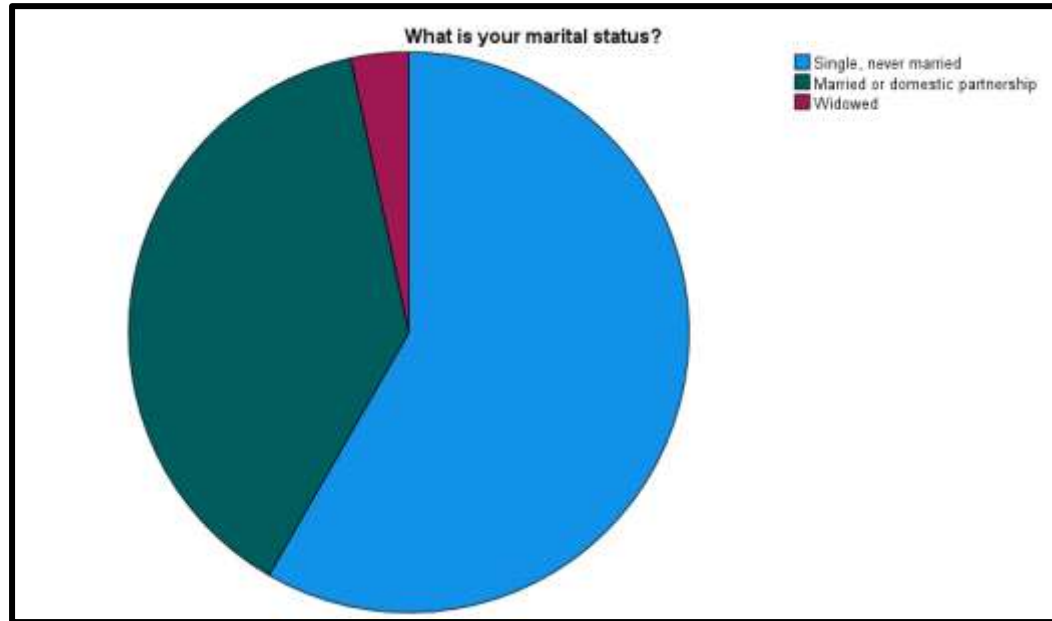


Figure 4.4.4: Marital status analysis

The marital status of the total participants has been recognized as in mixed proportion. In the data, 58.3% of the participants are single or unmarried. On the other hand, 38.3% of the participants can be recognized as married inside a domestic level of partnership. The widowed population has been recognized as 3.3% of the entire population. Hence, the majority of the participants fall into a single population.

Employment status analysis

Are you employed?

	N	%
Yes	120	100.0%

Table 4.4.6: Employment status analysis

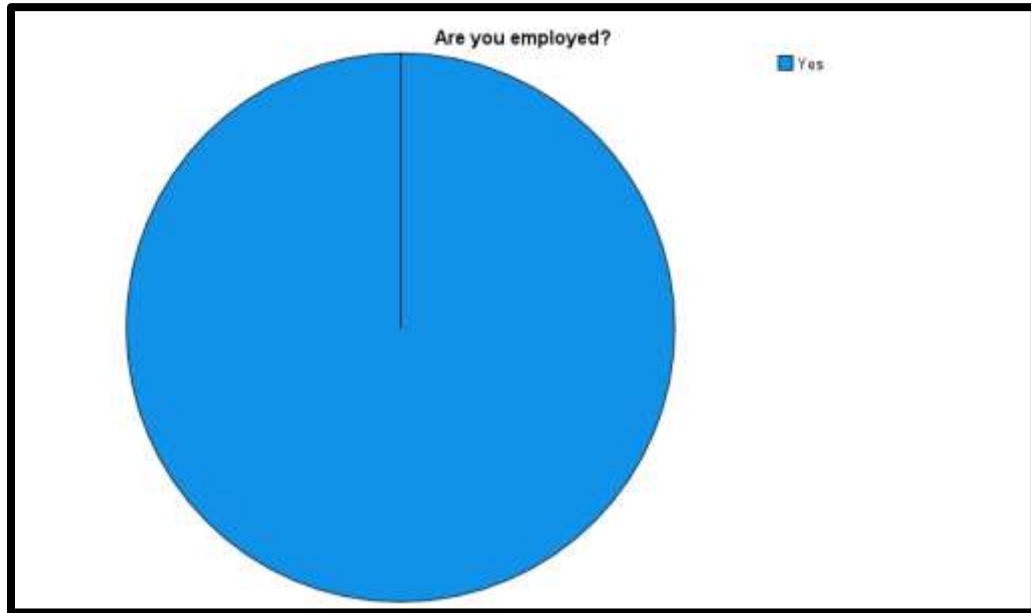


Figure 4.4.5: Employment analysis

In the research, the entire set of participants are employed. The total population interviewed was 120 people. All of them have been reported with employed status.

Working level status

What is the working level you have completed?

	N	%
Employee	42	35.0%
Financial manager	26	21.7%
Director	52	43.3%

Table 4.4.7: Working level status analysis

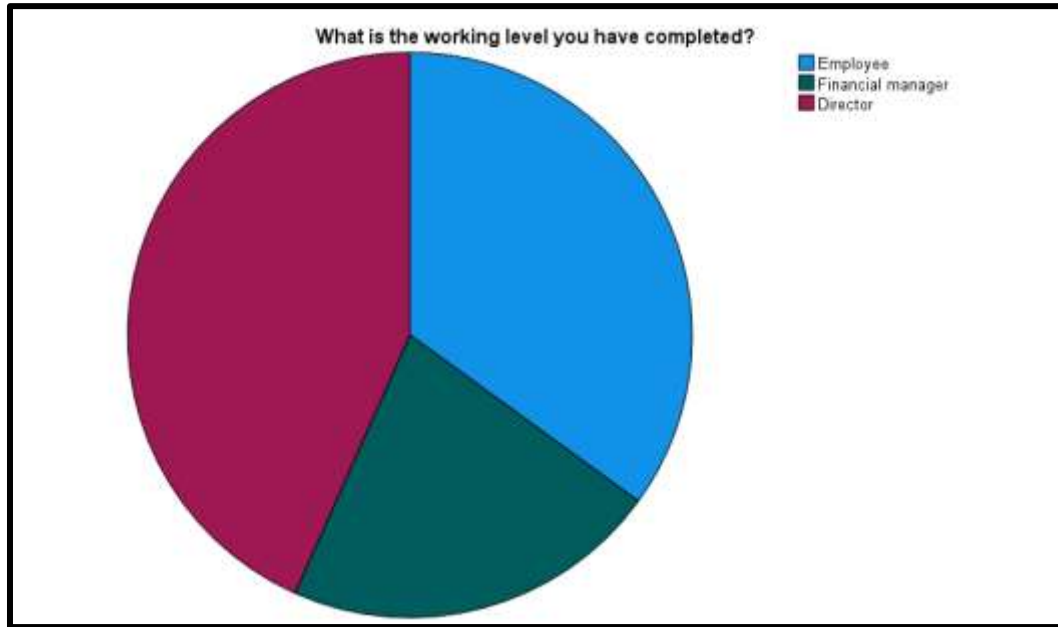


Figure 4.4.6: Working level status analysis

There are, primarily, 120 participants in which the employee numbers are 42 which constitutes 35.7% of the total consumers. On the other hand, the financial manager numbers can be regarded as 21.7% in that case, the number can be calculated as 26. On the other hand, the director numbers can be regarded as 52, approximately 42%. In this research, it can be termed as the director who is the most prominent among the participants.

4.4.2 Descriptive analysis of the variables

In this context, the standard and the mead deviation of the entire research, has been included accordingly. Each rating has been described in the below context, in the calculated manner.

Independent variable 1: Task autonomy

The independent variable is considered first through task analysis, trust analysis, and descriptive statistics. As a result, the organizational structure becomes a solid one. According to Maas *et al.* (2021), task autonomy can create job satisfaction for efficient employees. The average std. Deviation for task autonomy can be obtained as 0.73902. The average variance can be obtained as 0.504.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
I believe, task autonomy enhances remote working culture.	120	1.00	4.00	3.6333	.67280	.453
I think, increased autonomy fosters positive remote working culture.	120	1.00	4.00	3.7417	.73902	.546
In my view, autonomy contributes to thriving remote working culture.	120	1.00	4.00	3.6000	.77134	.595
I believe, task autonomy shapes remote working culture.	120	1.00	4.00	3.6833	.70987	.504
I think autonomy facilitates strong remote working culture.	120	1.00	4.00	3.4917	.85990	.739
Valid N (listwise)	120					

Table 4.4.1: Descriptive analysis of independent variable 1

From the above table some of the factors are evident which includes the average answer calculation as 3.600 to 3.741. Hence, the average of the 3.65 can be traced as the mean average of the product.

Independent variable 2: Skill variety

Variants are determined by reviewing the minimum and maximum values of skill analysis. That is why Skill variety will increase. According to Parker and Grote, (2022) Skill variety helps to build up the characteristics of a job through the employees. In this analysis it has been seen that average Std deviation is 0.81006. The average variance can be seen as 0.671.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
I think, skill variety enhances remote working culture.	120	1.00	4.00	3.5333	.81924	.671
In my view, increased variety fosters positive remote working culture.	120	1.00	4.00	3.5833	.85586	.732
I think, skill variety contributes to thriving remote working culture.	120	1.00	4.00	3.6500	.74077	.549
I believe, skill variety shapes remote working culture.	120	1.00	4.00	3.5500	.82859	.687
I think, providing skill variety strengthens remote working culture.	120	1.00	4.00	3.0083	.96577	.933

Valid N (listwise)	120					
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Table 4.4.2: Descriptive analysis of independent variable 2

Independent variable 3: Giving feedback

Variants are determined by reviewing the minimum and maximum values of Feedback. That is why Feedback will increase. According to Worth and Van den Brande, (2020) The feedback of the employees in the organization is good, then the organization improves.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
In my view, providing benefits positively impacts the development of a remote working culture.	120	1.00	4.00	3.4167	.87528	.766
I believe, offering benefits foster a positive remote working culture.	120	1.00	4.00	3.1833	.87911	.773
I think, remote workers receiving benefits contribute to a thriving remote working culture.	120	1.00	4.00	3.3500	.84664	.717

I believe, benefits provided play a pivotal role in shaping the values, norms, and practices that define a remote working culture.	120	1.00	4.00	3.3667	.85929	.738
I think, providing benefits strengthens the remote working culture.	120	1.00	4.00	3.3417	.93031	.865
Valid N (listwise)	120					

Table 4.4.3: Descriptive analysis of independent variable 3

Independent variable 4: Safe environment

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
I think, a safe environment positively influences the development of a remote working culture.	120	1.00	4.00	3.2750	.87891	.772
In my view, creating a safe environment fosters a positive remote working culture.	120	1.00	4.00	3.6833	.75574	.571

I think, remote workers in a safe environment contribute to a thriving remote working culture.	120	1.00	4.00	3.6000	.77134	.595
I believe, a safe environment plays a pivotal role in shaping the values, norms, and practices that define a remote working culture.	120	1.00	4.00	3.4750	.85957	.739
I think, ensuring a safe environment strengthens the remote working culture.	120	1.00	4.00	3.7500	.61151	.374
Valid N (listwise)	120					

Table 4.4.4: Descriptive analysis of independent variable 4

Statistically, it can be seen that the minimum value of Self Employed is 1. The variance accounted for in Self Employed is .772. The mean answer of all participants can be calculated as between 3.628 to 3.270. The average level of variables can be depicted as .540.

Dependent variable: Remote working effectiveness

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
I think, task autonomy, skill variety, providing benefits, and a safe environment collectively contribute to the formation of a positive remote working culture.	120	1.00	4.00	3.3000	.75147	.565
I think, the remote working culture is influenced by the levels of task autonomy, skill variety, benefits provided, and the safety of the environment.	120	1.00	4.00	3.6667	.63950	.409
In my view, higher task autonomy, increased skill variety, provision of benefits, and a safe working environment foster a thriving remote working culture.	120	1.00	4.00	3.6500	.60321	.364
I believe, task autonomy, skill variety, benefits, and a safe environment shape the values, norms, and practices that define the remote working culture.	120	1.00	4.00	3.6500	.64365	.414
I think, the remote working culture is strengthened by promoting task autonomy, skill variety, provision of benefits, and ensuring a safe working environment.	120	2.00	4.00	3.6250	.59497	.354

Valid N (listwise)	120					
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Table 4.4.4: Descriptive analysis of dependent variable

It can be observed that the entire independent and dependent variables score can be listed between 3.600 to 3.002. Statistically considering remote working efficiency through standard deviation can be considered as .565.

Descriptive analysis of all main variables

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Task Autonomy	120	1.00	4.00	3.7000	.75147	.565
Skill Variety	120	1.00	4.00	3.4500	.79758	.636
Providing Benefit	120	1.00	4.00	3.2667	.78573	.617
Safe Environment	120	1.00	4.00	3.6083	.72525	.526
Remote Working Culture	120	1.00	4.00	3.6083	.62572	.392
Valid N (listwise)	120					

Table 4.4.5: Descriptive statistics

In this context, the dependent and independent variables have measured their score between 3.23 to 3.60. Statistically considering the remote main variable, it is .565. In this context, it can be stated as that positive relation between the chosen from the chosen variable form the data interpretation.

Pearson correlation test between Dependent variable and independent variable 1

Correlations

		Task Autonomy	Remote Working Culture
Task Autonomy	Pearson Correlation	1	.918**
	Sig. (2-tailed)		.000
	N	120	120
Remote Working Culture	Pearson Correlation	.918**	1
	Sig. (2-tailed)	.000	
	N	120	120

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

Table 4.4.6: Pearson correlation test between Dependent variable and independent variable 1

The relationship factor between the independent and dependent variables can be concluded between 0-1. The dependent variable in this context can be termed as positive for its score of .928.

Pearson correlation test between Dependent variable and independent variable 2

		Skill Variety	Remote Working Culture
Skill Variety	Pearson Correlation	1	.833*
	Sig. (2-tailed)		.001
	N	120	120
Remote Working Culture	Pearson Correlation	.833*	1
	Sig. (2-tailed)	.001	
	N	120	120

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

Table 4.4.7: Pearson correlation test between Dependent variable and independent variable 1

Remote working culture will be .833 if Skill Verify has been evaluated as 1. It is clear that by implementing the right remote working culture, skill verification can be improved. Overall, the entire positive aspect and correlation from this regression analysis can be exposed and evaluated.

Pearson correlation test between Dependent variable and independent variable 3

Providing benefits and remote working culture are differentiated through these four. If the benefit is 1, the remote working culture will be .828. This means providing benefits and remote

working culture if implemented properly, the company will thrive. It is very essential for the company.

Correlations

		Providing Benefit	Remote Working Culture
Providing Benefit	Pearson Correlation	1	.828
	Sig. (2-tailed)		.000
	N	120	120
Remote Working Culture	Pearson Correlation	.828	1
	Sig. (2-tailed)	.000	
	N	120	120

Table 4.4.7: Pearson correlation test between Dependent variable and independent variable

3

Pearson correlation test between Dependent variable and independent variable 4

Here proper separation of the dependent variable and independent variable is done and these four are prepared based on proper assessment through this separation. Self-Employment One If Remote Working Customer .948.

Correlations

		Safe Environment	Remote Working Culture
Safe Environment	Pearson Correlation	1	.948**
	Sig. (2-tailed)		.000
	N	120	120
Remote Working Culture	Pearson Correlation	.948**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.4.7: Pearson correlation test between Dependent variable and independent variable

4

According to the results of the Pearson correlation test, because the correlation coefficient is .948*, it can be said that the link between the autonomous variable 1 and the variable that is dependent is quite positive. The coefficient of correlation and its link is very probable and important for the present study since the threshold of relevance is also .00.

Regression analysis

Adjusted r square and R squared precision are evaluated through research analysis. The R square based on the sample is .886 and the adjusted R square is .855. Task Autonomy, Skill Variety, Feedback, Self-environment. A mathematical and analytical explanation of Regression analysis is given.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	.886	.855	.00839

a. Predictors: (Constant), Safe Environment, Providing Benefit, Task Autonomy, Skill Variety

Table 4.4.8: Model Summary

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	4.338	.297		14.598	.000
	Task Autonomy	.886	.135	.804	.640	.000
	Skill Variety	.798	.130	.853	-1.522	.000

Providing Benefit	.870	.119	.821	1.422	.000
Safe Environment	.755	.145	.730	-1.760	.000

a. Dependent Variable: Remote Working Culture

Table 4.4.9: Coefficients relationship

According to the coefficient's value, the independent variable coefficients for 1 and 2 have values of 4.338 and 14.598, respectively. Based on these findings, the connection between both variables is also statistically important. The variables that are independent 1 and 2 have significant levels of -1.760 and .640, accordingly, which show that they contribute positively to the equation of linearity and a favorable connection between both variables.

4.5 Analysis of qualitative data

Remote work is a process through which employees get the opportunity to work at their preferred location. Employees can work more attentively through remote work. Because the organization has given the freedom to the employees to choose the working environment.

Theme 1: Relationship between remote working effectiveness and task autonomy in the context of the COVID-19 pandemic

During the terrible covid 19 across the world lockdown situations are created and every organization adopts this approach. As a result, the working environment of the employees has been created. Schall, (2019), describes that during the pandemic, employees have been able to avoid crowds, adopt health awareness, and do office work in a healthy environment. As a result, the mental and physical activity of the workers increased. In any organization, work autonomy refers to the organizational freedom that is delegated to employees. Usually in this method, the employees

implement the work without micro-management to speed up the work. As a result, employees are able to work without hindrance. Work speed increases and productivity increases. Through organizing work in this way, the responsibility of the management is greatly reduced. Task autonomy allows employees to perform tasks voluntarily and automatically.

Theme 2: Relationship identification between the skill variety and remote working opportunity in the COVID-19 context

Skill variety is a method by which employees engage in a variety of activities to demonstrate a variety of job talents and skills. This is exactly why employees felt more dedicated to work during the lockdown. Initially, employees follow a certain routine while working from home. Skill variety can basically be divided into two parts, one is skill variety and the other is higher skill variety. Parker & Grote, (2022), elaborates that a combination of these two forms a superior-quality skill variety. As a result, the quality of work of employees remains intact and increases.

Theme 3: Relationship between the remote working effectiveness and feedback in the context of COVID 19 context

Feedback is a very relevant and important part of remote work. As described earlier, employees can work wherever they want by taking advantage of this paid freedom. Feedback is very important to review the daily, monthly, or yearly performance of the employees in the organization. Through this process, some information or suggestions are given to the employees which can be used by the employees to improve the work. If there is any mistake in the work, they are able to correct it by paying for advice or suggestions. In this way, the quality of the work gets maintained and the quantity of the work increases.

Theme 4: Relationship identification between the safe environment in the COVID-19 context

It is the responsibility and duty of management and hr to provide a healthy normal work environment in any organization. Here the management and HR are aware of the social aspect and emotional situation of the employees. However, since employees in remote work choose their own working environment, it is considered as a self-environment in this case. Due to the horrors and deadly effects of Covid-19, every country is under lockdown. So, the workers were forced to make the home environment similar to the work environment. Kim *et al.* (2019), describes that during the lockdown, the morale and enthusiasm of the employees, job satisfaction, performance, and quality of work have increased considerably. As a result, many companies across the world have been able to keep production capacity intact during the lockdown.

By adopting these methods, work has been organized in a healthy and normal manner in most of the organizations in the world. Despite the death marches and dire conditions all over the world, the workers employed a dedicated spirit and carried out their work with great determination.

4.6 Discussion of the Results

During covid 19 there is lockdown all over the world. Governments of every country wish the people well; this contagious virus keeps common people throughout the entire world under house arrest and orders to practice social distancing. So, every organization across the globe works through remote work to keep production capacity intact. This remote ward can be divided into different levels. Remote working is done smoothly through task autonomy, skill variety, feedback, and a safe environment. As a result, the work speed of the workers increases, their morale increases, and the communication skills of the workers improve. And good relations develop between employees at every level of the organization. Task autonomy enables employees to organize work in a consistent manner. Through Skin Varieties, the workers also perform the tasks by applying the

skills themselves. As the skills vary from employee to employee, management needs to give special consideration. Feedback is an especially important part of remote working. Through this the work results of the employees are determined. Any mistakes made by the staff are corrected.



CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The entire research has been described to present the study and factors of remote work development during the covid 19 pandemic between the employees and organizations. There are several steps and the entire factors have been discussed in the above stated chapters. The introduction portion has described the background of the study. The indirection has discussed the emergence of remote work during the covid 19 pandemic. In the processing sections, the study has described the research problems and research question, and significance accordingly. In the literature review segment, the findings of the study have been described from the previous research. In this protrusion, the empirical review of the literature has been presented which elaborates on the positive and negative factors of remote working. The remote working effectiveness improvement and the declining factors have also been elaborated on accordingly. In this context, the main summary of the findings presents the importance of the work design. Work design and employee management have the most important role in handling and influencing the employee outcome. For effective work design management, organization management has the most important role. Leadership ability and leadership can be defined as the most important factors in this context.

The other findings of the study have been mandated and presented some of the most important disadvantages of the entire study. According to one of the findings of the research, the issues of social isolation have been present. This factor can be termed as one of the most important factors and most concerning factors for the mental health of the employee. Employee efficacy can be improved by the effective level of employee communication and creation. For the detachment factors, the employee's mental health can be disturbed. Hence, the impact can be laid down inside the work efficacy and management. The decree level of social communication and collaboration

can lay a significant impact on the attitude of the employees. The work-life budget issues can be termed as one of the most preventable outputs in this context. Several work design factors findings have been described in this context by the description of the findings. Several work design factors can be termed as the most important or effective employee outcomes. The various work design factors such as skill autonomy, task variety, and the level of feedback can be recognized as one of the most important factors in this context. The findings of the research rendered the result that these factors have the most significant level of impact on employee motivation. If these factors can be properly rendered and managed then, the employee's work efficacy and outcome can be regarded as the most important and dominant in this scenario. According to the results of the findings, these factors are the most essential for the employee satisfaction and performance level.

The findings of the research revealed that the performance of remote workers was favorably correlated with work design elements such as task diversity, autonomy, and feedback. According to the research, remote employees who had more job autonomy expressed greater job satisfaction and less burnout. emphasized the benefits and drawbacks of working remotely. Work design elements like autonomy and social support are favorably correlated with effectiveness, and remote working is becoming more and more popular owing to the health and flexibility of employees. Self-reliance, organized problem-solving, and discipline are among the diverse skill sets required in the culture of remote working. Although obstacles can be replaced by technology, personnel must be skilled to use it. Successful remote working requires being on time, communicating clearly, being flexible, and managing one's time well.

Research has shown that factors in job design, such as task autonomy, skill variety, and feedback, may have an impact on an employee's motivation, satisfaction, and output. Research has also examined the role that personal characteristics have in the relationship between productive work processes and distant employment. To guarantee safe and secure information transfer, organizations should also train staff members on how to set up remote work spaces and use a virtual private network. To encourage a productive workplace, employees must also ensure that the remote

working areas are warm yet professional. Studies show that a mix of variables, such as job independence, technology for communication, suggestions, peer support, job engagement, technology, and managerial and leadership strategies, are necessary for remote work effectiveness.

Since job autonomy gives employees the freedom to work when and where they choose, it has been shown to increase the efficacy of remote work. Since it improves social contact, communication technology is also a crucial component of work design for remote employees. Feedback is also a crucial component of work design since it enables remote employees to track their progress, modify their work habits, and improve their motivation and output. Social support is another crucial element of work design since it helps remote employees feel like they have the support and assistance of their coworkers and managers. Employee happiness, inspiration, and productivity in remote work contexts can be affected by leadership and management practices, such as frequent communication and reliability. Due to the epidemic, remote working has grown in popularity. According to current studies, it can improve job autonomy and cooperation but can also cause information overload, diversions, and elevated stress. Employers may effectively inspire workers in remote working cultures by giving them feedback. It aids in creating a suitable organizational structure and sustaining communication with employees.

Work should be designed with the specific difficulties and possibilities that come with remote work arrangements in mind, as well as the kinds of technology and communication methods that work best for remote employees. According to research, working remotely can result in improved work-life balance, more productivity, and greater job satisfaction, as well as shorter commute times. Nevertheless, it may additionally result in social exclusion, a decline in communication and teamwork, and problems with the separation of work and personal life.

In the entire research paper, a concise level of conceptual framework has been presented. In that portion, the factors of the dependent and independent variables have been present in front of the reader. In the dependent variable portion, the achievement of an effective remote workplace has been presented. On the other hand, in the independent variable portion, skill variety, task

autonomy, and feedback have been presented. The work-life balance, task complexity, and work pressures have been also recognized as another most important factor. These factors are the most important for determining work design management. This work design management can be termed the most important factor for understanding remote work management accordingly.

Research questions	Research objectives	Result
RQ 1: What is the impact of necessity and benefit of remote working for employers and employees?	RO 1: Investigate the necessity and benefit of remote working for employers and employees.	Descriptive statistics of impact of necessity and benefit of remote working for employers and employees = 3.70 (Agree statement)
RQ 2: How does skill variety impact on remote work effectiveness?	RO 2: Identify those key factors that influence remote work effectiveness during the pandemic, such as communication, performance management, and team cohesion.	Descriptive statistics of skill variety impact on remote work effectiveness = 3.2 (Neutral statement)
RQ 3: How does remote work design help with remote work effectiveness?	RO 3: Examine the role of work design in facilitating remote work arrangements during the pandemic, including factors such as task interdependence, autonomy, and role clarity.	Descriptive statistics of the role of work design in facilitating remote work arrangements during the pandemic, including factors such as task interdependence, autonomy, and role clarity = 3.6 (Agree statement)
RQ 4: How does work design recommendations help remote work arrangements?	RO 4: Provide recommendations for organizations on how to optimize their work design to support remote work arrangements during the pandemic, based on the study findings.	Descriptive statistics of work design recommendations help remote work arrangements = 3.6083 (Agree statement)

Table 5.1.1: Research question and objective result

5.2 Recommendation

5.2.1 Adoption and Establishing a flexible Routine can help the company to produce effective remote working conduction

Discipline and flexibility are the most important aspects of any organization. Lack of proper routine in office work or business can lead to problems in performance. Effective remote work engagement can be created by adopting flexible routines and controlled discipline. In most countries of the world, it is illegal for workers to work more than 8 hours. A flexible routine in the workplace means that employees can start their work at any time of the day at their convenience. Remote work employees can set work location as well as work hours. Generally, flexible routines can be said to be a combination of traditional office work and remote work. Many times, the top executives of the organization adopt this method to reduce the cost of the organization and save money. Most of the companies adopted this approach when there was a lockdown situation around the world during the Covid-19 period. As a result, organizations around the world have been able to continue their work during the pandemic.

5.2.2 Establishing a dedicated set of routines can help to enhance remote working for the organization

While going through the pandemic, many companies have followed a dedicated set of routines very strictly while doing remote working. This method requires the employee to work in accordance with the rules governed by the organization. Everything other than the place of work, such as quantity of work, hours of work, content of work, is predetermined through this process. Even if employees work from home during the covid period, this approach provides work discipline, quality of work, work environment and accountability to the organization. Employees are heavily immersed in the work environment following the imposed discipline even without going to the office.

5.2.3 Usage of proper communication tools can improve the organization's remote working effectiveness

Communication tools are a very relevant and undeniable process in any organization. Based on these communication tools, management, and HR organizations define the organizational framework. The contribution of these tools in connecting employees with each other is undeniable. From five-year planning to daily work drafting, everything in the organization is based on communication tools. It is possible to develop communication skills through email, chat, video conference, audio conference etc. to continue the functioning of the organization during the pandemic when people all over the world are in isolation. Internet service had to be upgraded. Organizational team leaders are axis qualified and organize the communication process. Daily, monthly or yearly work responsibilities are explained to the employees through the communication process. Employees are given performance and behavior feedback. Any mistake in the work is corrected. On the other hand, employees also report their grievances to higher authorities by adopting proper communication methods.

5.2.4 Establishing the clear level of expectations can help the employee to adopt in remote working process

Every human being has something to want in life. Hence, the rule is almost the same in corporate offices too. Certain demands are maintained between the employee and the employer, based on each other's level of expectation, in order to protect the integrity of the work. Proper matching is created between Erfan Apply and Employer. The joint venture between the two parties increases the speed and continuity of work. Employers are responsible for the quality of work, quantity of work, just as the employers meet the salary of the employees, their leave, the problems arising at work. All the work of the organization is done smoothly by fulfilling each other's needs and expectations. Due to which during covid 19 it is possible to conduct all the work of the company smoothly through an organizational system.

5.2.5 Self-care prioritization can help employees to perform effectively during remote work

A sense of self-awareness among people becomes highly relevant when a pandemic like Covid-19 continues to take lives. An ultimate fear and uncertainty about one's own life grips people's minds. That's when self-care privatization in organizations becomes highly relevant. Proper routines are created by establishing strong boundaries. Advice is sought and given through clear and transparent communication. During the covid period, the work of the organization is organized by creating a working environment at home in an organized way. Employees have been able to work at home by adopting health awareness, taking proper nutritious food and adopting social distancing without leaving home. Many breaks and facilities are provided to the employees to maintain their mental and physical well-being. As a result, employees are provided as much security as possible during the Covid period. Every human being needs food, clothing, and shelter to survive. Organizations guaranteed their employees adequate food and accommodation, during the Covid time period. Therefore, the employees were also mentally relaxed. They were constantly sent encouragement and enthusiasm for work.

5.2.6 Transparency management can help the employee to perform effectively during the work from home

Transparency of work is essential in remote work. Employees have to work consistently with discipline. Employees at every level need to be aware of job responsibilities. Employees are given proper instructions and detailed information about work from the management level. That work is done by the workers based on their qualifications and skills. In remote work, the employees have to complete certain tasks within the specified time and submit them. Employees at each level, such as top executives, management supervisors, and employees take responsibility for their work and consult with each other to complete the work on time. As a result, transparency is maintained in management.

5.2.7 Establishing a trust can help the remote working both form company as well as employee sides

Achieving credibility is very relevant and important in the corporate world. Based on credibility, tasks are organized. Credibility becomes extremely important especially when remote work is conducted. In remote work, employees should not be constantly monitored by the employer. This creates confusion in the minds of the employees and they suffer from lack of credibility. The organization should gain credibility in the work of the employees. Every employee of the organization can work based on this credibility. Credibility is something that makes every employee of the organization feel that they are very important to the organization. Credibility goes a long way in boosting employee morale. Credibility increases the daily work speed of every employee of the organization and makes them feel proud to be a part of the organization. On the basis of trust, the mindset and ethics of the top officials in the organization can be evaluated. Credibility is often considered by many to be a key element of intangible assets. Trust has to be earned based on good deeds and a clear mind. This kind of mentality has to be distributed among the employees. Employees build this credibility by spending time with each other and listening to each other.

5.3 Implication of the study

The research study has described the correlation between remote working effectiveness during the covid 19 pandemic and work design management. The entire literature and the empirical research have described the diverse level of remote working influencing and management attributes. For the entire research, both levels of qualitative and quantitative attributes have been chosen and researched accordingly. Based on this research, the various factors of work design and their implication on remote working management have been described and elaborated. According to the study, the factors that have the most effects on employee motivation include loneliness, individual efficacy, work-life balance concerns, and work design components including skill

autonomy, job variation, and feedback. The flexibility and health of employees are driving an increase in the popularity of working from home, which necessitates discipline, organization, and independence. Being punctual, speaking clearly, being adaptable, and effectively managing one's time are necessary for successful remote working. According to studies, a job's design elements like task independence, variety of skills, and feedback may influence how motivated and productive a worker is. Employers ought to show staff members how to create virtual private networks and remote work environments.

The efficacy of remote work depends on factors such as job autonomy, technology for communication, suggestions, peer encouragement, and management and leadership tactics. The pandemic has increased the popularity of remote work. Although it can increase teamwork and autonomy at work, it may additionally contribute to information overload, distractions, and increased stress. Giving employees feedback and establishing a proper organizational structure are two ways employers may motivate employees. The particular challenges and opportunities of working remotely should be considered while designing the task. The most crucial element for comprehending remote job management is work design management. During the COVID-19 epidemic, remote work has increasingly become the standard for many organizations, but it has come with a number of difficulties. These include having a hard time maintaining productivity, feeling cut off from coworkers, and managing work-life balance. By examining the variables that affect efficient working from home and how work design might be optimized to enable remote work agreements, the present study aims to close this gap in knowledge. Ineffective direct interaction frequently results in misunderstandings and errors between teammates.

5.4 Research limitations

There are some research limitations that can be expressed and exposed after the elaboration of the entire study's progress. Some of the research limitations for this dissertation have been found in the research journal management section, inside the data analysis process, and in the secondary

research analysis management. In the findings, some of the most important research limitations have been identified which can be described in the below segment accordingly.

In the first portion, it can be described as the lack of a specific level of research. The advice of multiple authors' opinions has been described in the research study. End of the day it becomes very confusing. There are no proper conclusions or single points of view for the entire research. The other most important factor can be stated that, in the finding's sections, there is no method sample size or statistical analysis. The opinions of the authors have not been verified by the reliability test measurements. In the second portion, the other most important research limitation can be tared as the research scope. The entire findings of the research primarily focus on the positive aspects of the remote level of work management. The negative attributes have somewhat been vague in this research. The researcher hasn't had any proper level of negative ideas by which the research can be determined as negative. For this reason, a comprehensive understanding of the topic is completely missing in this research accordingly. The overemphasis on the positive aspects of remote work management somewhat narrows the discussion of the topic. In some of the cases, various general attributes of the research have been discussed. This factor can have consequences without refacing or without any context.

The third limitation of the research can be described as the vague referencing practice. In some cases, the publication dates of the research journal are missing. In some of the research, the same author's journal has been used when making the study narrower in terms of the research discussion aspects. Hence, for this reason, the relevance and credibility of the study have been eroded very significantly. On the other hand, the lack of a specific context can be described as the most important attribute. The abstinence of effective information was not provided by the researcher during the research. For this reason, the study becomes biased and vague. The effective context such as the industrial or the country context has not been mentioned. The entire discussion has been covered in the general context. Hence, the generation of the findings can be rendered as more crucial in this aspect accordingly.

5.5 Future scopes of the research

The future scope of the entire research can be described in the diverse aspects of elaborations. Primarily, in this study, the entire research context emphasizes the process of remote working and its effective impact on the orientations and employees accordingly. The most important key areas can be segmented into the factors of work design management, autonomy, task variety, and implementation. The entire content provides the importance of job satisfaction which can manage the effective limitations of the employees. Overall, the disadvantages as well as the advantages also have been properly described by the entire research paper. Though, in some cases, the positive attributes outnumber the disadvantages. Though, the disadvantages of the research can be termed as the most important rendering a significant scope for the future research scope accordingly.

On the other hand, the research scope is also important which discusses the attributes of the well-being of the employees. The employee's well-being can effectively measure work efficacy and management. The various technical issues such as the collaboration and communication of the employees can be termed as one of the most important aspects of this scenario accordingly. The entire scope of the research elaborates on the various factors which are directly influenced by employee work level of performance, challenges, and benefits regarding the remote work process. The effective guidance of remote work can be termed as the most determinant factor by which the productive level of the workplace can be accomplished and managed.

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APPENDICES

Appendix 1: Questionnaire

Demographic Questions:

1. What gender do you identify as? *

Male

Female

Prefer not to say

Other:

2. What is your age? *

18 - 21 years old

22 - 25 years old

26 - 30 years old

31 years old and above

Prefer not to say

Other:

3. Please specify your race *

Malay

Chinese

Indian

Prefer not to say

Other:

4. Which country you come from? *

Malaysia

India

Sri Lanka

Prefer not to say

Other:

5. What is your marital status? *

Single, never married

Married or domestic partnership

Widowed

Divorced

Separated

Prefer not to say

Other:

6. Are you employed? *

Yes

No

Experienced

Prefer not to say

Other:



7. What is the working level you have completed? *

Employee

Financial manager

Director

Prefer not to say

Other:

8. Your current employment status? *

Employed for wages

Self-employed

Out of work and looking for work

Out of work but not currently looking for work

A homemaker

A student

Military

Retired

Unable to work

Prefer not to say

Other:



Questionnaire development

Variables of research	Items	Source
IV 1: Task Autonomy	I believe, task autonomy enhances remote working culture.	
	I think, increased autonomy fosters positive remote working culture.	
	In my view, autonomy contributes to thriving remote working culture.	
	I believe, task autonomy shapes remote working culture.	
	I think, autonomy facilitates strong remote working culture.	

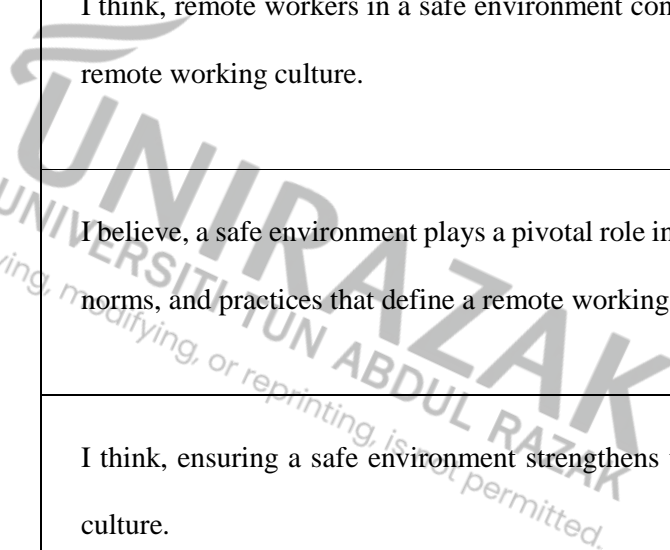
IV 2: Skill Variety	<p>I think, skill variety enhances remote working culture.</p>	
	<p>In my view, increased variety fosters positive remote working culture.</p>	
	<p>I think, skill variety contributes to thriving remote working culture.</p>	
	<p>I believe, skill variety shapes remote working culture.</p>	
	<p>I think, providing skill variety strengthens remote working culture.</p>	

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<p>IV 3:</p> <p>Providing</p> <p>Benefit</p>	<p>In my view, providing benefits positively impacts the development of a remote working culture.</p>	
	<p>I believe, offering benefits foster a positive remote working culture.</p>	
	<p>I think, remote workers receiving benefits contribute to a thriving remote working culture.</p>	
	<p>I believe, benefits provided play a pivotal role in shaping the values, norms, and practices that define a remote working culture.</p>	
	<p>I think, providing benefits strengthens the remote working culture.</p>	

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IV 4: Safe environment	<p>I think, a safe environment positively influences the development of a remote working culture.</p>	
	<p>In my view, creating a safe environment fosters a positive remote working culture.</p>	
	<p>I think, remote workers in a safe environment contribute to a thriving remote working culture.</p>	
	<p>I believe, a safe environment plays a pivotal role in shaping the values, norms, and practices that define a remote working culture.</p>	
	<p>I think, ensuring a safe environment strengthens the remote working culture.</p>	



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<p>DV: Remote working culture</p>	<p>I think, task autonomy, skill variety, providing benefits, and a safe environment collectively contribute to the formation of a positive remote working culture.</p>
	<p>I think, the remote working culture is influenced by the levels of task autonomy, skill variety, benefits provided, and the safety of the environment.</p>
	<p>In my view, higher task autonomy, increased skill variety, provision of benefits, and a safe working environment foster a thriving remote working culture.</p>
	<p>I believe, task autonomy, skill variety, benefits, and a safe environment shape the values, norms, and practices that define the remote working culture.</p>
	<p>I think, the remote working culture is strengthened by promoting task autonomy, skill variety, provision of benefits, and ensuring a safe working environment.</p>

Appendix 2: SPSS Output



APPROVAL PAGE

**TITLE OF PROJECT PAPER: ACHIEVING EFFECTIVE REMOTE WORKING
DURING THE COVID-19 PANDEMIC**

NAME OF AUTHOR : NANDHNI KRISHNASAMY

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration.

SUPERVISOR

Signature : _____

Name :

Date :



ENDORSED BY:

Dean

Graduate School of Business

Date: