

IMPACT OF REMOTE WORK ON ORGANIZATIONAL CULTURE AND
PRODUCTIVITY OF EMPLOYEE

By

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ABSTRACT

Three-dimensional effect of teleworking on organisational results and three significant dimensions: employee performance, teamwork, and organisational culture. As the use of remote work across the world increases its momentum, it is one of the foundations of successful people management and organisational design to realise these effects. Empirical evidences are formulated based on three general hypotheses: telecommuting is a primary driver of employees' performance enhancement, has a moderate effect on interpersonal relationships and teamwork, and transforms firm culture. Researchers combined the quantitative and qualitative paradigms within a mixed-methods design to achieve an integrative insight into the research subject. A pilot study was carried out with Bahraini employees operating in a remote working mode of operation. 160 were surveyed on the basis of a stratified random sampling method, and information was collected through the help of a structured questionnaire in the US. Descriptive and exploratory research design and quantifiable and setting-based variables were of research interest. Authors' primary and secondary data sets were analysed with the help of SPSS and Microsoft Excel, and analytical tools used regression analysis, statistics, mean, and standard deviation. A significant effect of employee performance, team performance, and organizational culture by telework was found in the study. Telework accounted for 61.7% variance in employee performance, affected 80.8% variance of team performance, and 71.1% variance in organisational culture. The findings offer prescriptions to the optimality of remote work mechanisms for productivity as well as organisational harmony.

Keywords: Remote Work, Organisational Culture, Employee Performance.

1.1 Introduction

With a world where technology-driven change is happening at the speed of light, workforce demographics are changing, and economic uncertainty is on the rise, it becomes more critical to find out what keeps people engaged, motivated, and productive. Employee engagement (EE) is a cognitive, emotional, and behavioural worker commitment to work, rather than job satisfaction or motivation (Karanika-Murray et al., 2015). Employee engagement is a recipe of organisational success with its actual impact on performance, productivity, profitability, and business growth as a whole. With good work environments and most likely to maximise growth and participation, it increases the retention of high performers, and hence employee engagement is organisations' top priority everywhere throughout the world (Mozammel & Haan, 2016). Organisations worldwide want to provide excellent and innovative workplaces for delivering long-term profitability for their best asset: their people (Stor, 2024). EE has thus been a subject of interest for researchers and organisational managers as a key element of organisational success. EE provides deep insights into performance improvement, turnover reduction, and building overall well-being (Rajashekar & Jain, 2024). In spite of the fact that employee engagement (EE) is immensely important to organisations all over the world, its rate is significantly low, and this leads to disastrous losses to turnover intention, productivity, innovation, and organisational performance as a whole (Singh & Khan, 2025). Virtual work is a pattern of contemporary corporate



life (Jooss, et al., 2020; Wang, et al., 2021). "Remote work" is a phrase used to explain workers performing work activities beyond conventional office settings (Hill & Schmutz, 2020).

To organizations that span geographical locations and operate in different time zones, home work is essential to the continuity of nearly all organizational activities, from marketing, accounting, to supply chain management (Hafermalz & Riemer, 2021; Jackowska & Luring, 2021). COVID-19 pandemic has put work from home challenge under the limelight in current times (Orsini & Rodrigues, 2020). In order to circumvent the pandemic caused interruptions, work from home practices have been established by most organisations for maintaining effectiveness and preventing viral infection risk (Bonacini, et al., 2021; Chong, et al., 2020). Due to Europe's second wave of COVID-19, organisations are being advised to implement a policy of at least 50% remote working (Aleem, et al., 2023).

The widespread application of remote working has led to extreme organisational work practices and deployment (Donnelly & Johns, 2021). Organisations and employers are being helped with rendering the system of working intelligent by the overall adoption of inexpensive and yet effective mobile devices and creation and spread of digital technologies, more specifically those that enable communication, collaboration, and social networking. The implementation of these new practices has led to a lasting change in organisational policy and, in some cases, workplace culture. Google, for instance, permits 20 percent of its employees to work from home on a routine basis at any point in time.

In the same way, Twitter and Facebook also did the needful to enable all the employees to work from home, if the work could be done efficiently at a distance and employees are ready to do that (Mozammel et al 2021). Communication practices and human resource practices have been influenced by the technological changes of the past decade. Technologies including renewable energy, sensors, smart manufacturing, cloud and mobile computing, big data, and machine learning have brought tremendous efficiencies and bestowed upon us a new industrial revolution. Their disruptive nature is being recognized in wide areas of scholarship, with companies interpreting and responding to these advances in a way that precludes disruption (OlaAde et al., 2022). Labour, whereby human, informational, and physical inputs are combined to yield goods or services, is increasingly dependent on technology. Such convergence calls for organisational psychology and behaviour students fundamental questions as technology's role in work and organisations has taken centre stage (Akinyetun, 2016).

The universal implications of such technological advancements call for interdisciplinary understanding of their impacts. This is particularly necessary where teleworking facilitated by contemporary technology is a leading and frontier business strategy (Ola-Ade et al. 2022). The pandemic of COVID-19 has brought a revolutionary change in the workplace globally for all industries. This can be observed in the Information Technology (IT) sector as well, where most organizations moved to complete remote working arrangements. This is not an IT trend but is shared across other industries as well, such as social media, e-commerce, banking, and consultancy. The pandemic called for the reconfiguration of the traditional office-based work-from into the thematic area of the physicality of labor. It has been determined through studies that the remote worker is more productive compared to an office-based worker, and in this respect, there has been increased adoption of remote working as the 'new normal' (Dutta, 2022). It has been viewed as a way in which firms tap into the global talent pool, thus overcoming geographical constraints.

The COVID-19 pandemic, marked by unprecedented lockdowns and physical distancing, has brought about an unprecedented shift in how the world functions. Institutions driven by the necessity to adapt to the new normal have embraced work-from-home culture with lightning speed. This is feasible thanks to broadband internet and Information and Communication Technology (ICT) innovations, and more than half of the office work can now be done at home (Odunayo, & Fagbemide, 2024). The purpose of this study is to look at the contribution telework makes to organizational performance on some of the most significant concerns, such as employee performance, team processes, and organizational



culture. As telework is gaining its position in everyday practice within the workplace, its impact must be examined so that businesses are kept productive, useful, and as a whole functional workplace. The research is meaningful to the extent that it discloses how telework reorganizes communication flows, employees' motivation, and organizational informal structure that constitute the workplace. By revealing the threats and possibilities of telework, the study can assist organizations in developing better telework arrangements, support systems, and policies for maintaining performance and an ideal organizational culture. The article is divided into eight sections. Section 1 is the introduction to the paper. Section 2 is the conceptual description of the cases and earlier research.

Section 3 contains the research approach and Justification of remote works – study necessity. Section 4 proceeded with a result outcome with a hypothesis. Section 5 proceeds with findings and discussion. Section 6 contains conclusions, implications, and recommendations. References are given.

2.1 Remote Work on Employee Performance

As employees were spending less time commuting to the workplace, remote work was expected to enhance morale and productivity as well.

Remote workers were not behind in embracing other tools for collaboration, communication, and time management. Today, it acknowledges that all these transformations had a direct impact on employees' health and job satisfaction (Azarbouyeh, Naini, 2014). In accordance with research conducted by the American Gallup Institute, just 33% of the workers surveyed reported a good general state of being well (Raport MIT Solan, 2023). People at Work 2022: A Global Workforce View (Richardson, Antonello, 2022) research, however, reports that the remote workers were more satisfied with work than their office-based colleagues, although their mental wellbeing was worse. The research demonstrates that the adoption of remote working can improve productivity but at the cost of workers' health (Subel et al., 2022). Employee engagement is as much a sales pitch to organisations as it is to professional consultancies and groups selling it.

The results of employee engagement are said to be those which are most organisations' wish: more productive employees, more profitable, safer, healthier, less likely to leave, less absent, and with a greater likelihood of discretionary effort (Brad Shuck et al., 2011).

Employee engagement that consists of active engagement, disengagement, and active disengagement can influence productivity and retention in an organisation, Lockwood (2007) states.

Employee engagement is also strong in organisations where workers are valued for doing good work, are strongly committed to the vision and mission of the company, and are exposed to a culture of learning and development. Engagement in this context is the worker's capacity to bring his or her whole self to work. For this to happen, three states of mind must be attained: work meaningfulness, or a question of whether or not the worker can bring meaning to his or her work; safety, or a question of whether or not the worker feels secure enough to work without fear of judgment; and availability, or a question of whether or not the worker is physically and psychologically ready to give utmost effort (Dixit, & Singh, 2020). b) Flexible Work Culture The role of "flexible working practices (FWP)" has gathered strength in this turbulent and dynamic world. Organisations have to have a stake in different work arrangements, as witnessed by the COVID-19 pandemic, which has proved to be the need for a FWC. The employees have more control over their work hours, career development, salary, and even the physical location of the workplace because of the FWC flexible work schedule systems.

Flexible work arrangements dominated the 1970s, and flexible work schedules by the 1980s took the West by storm, and flexible work schedules can take many varied shapes and forms, including part-time, shorter weeks, and flexible start and end times. In wealthier countries, the traditional 8-hour and 40-hour week is yielding to more flexible working hours, with workers enjoying more control over time (Lyness, et al., 2012). It is many diverse influences, and above all the increasing diversity of the workforce, that are responsible for the trend towards employee greater flexibility. Some of the most



notable drivers of flexibility are increases in single-parent and dual-income households, aging societies, increases in elder care duties, women entering the workforce, declining gender roles, and demands for a more balanced society (Lyness et al., 2012). Workers are more satisfied at work and less inclined to leave organizations when they have more control over when and how many hours they work, studies indicate. Flexible work within the workplace is globally trending because of the fact that it allows employees' faster changes and makes sustainability develop into new trends such as hot-desking and hybrid work (Arisekola, & Rufus, 2022). These trends stimulate innovation through socialization and flexible workplaces (Mattarelli, et al., 2024).

These were brought into effect by the COVID-19 pandemic; during which 85% of the workers in the 29-56 years age bracket preferred and wanted to continue with flexible working routines even in the post-pandemic era.

Remote work, however, is plagued by problems like technological constraints, role conflict between work and home responsibilities, social support lacks, and pervasiveness of home-based disruption, all with the potential of restricting productivity (Barbieri et al., 2024). Systematic literature does not have a comprehensive and contextual research that can scan the past, current, and future dimensions of FWC (Yadav, & Bagri, 2025).

2.2 Management Practices in Remote Work

Optimal productivity in virtual working conditions requires effective management as a key input. The shift to remote working also necessitated a shift in leadership style, and managers were required to develop their style to address the unique challenges associated with virtual teams. Gallup (2021) found through research that managers who communicate more and provide more regular feedback to remote employees have 30% higher employee engagement and productivity.

This lends legitimacy to active management being required in building a successful remote working culture. Clear goals and expectations are among the most critical components of successful remote management. Harvard Business Review (2020) research shows that remote teams perform well with objective and performance expectations clearly defined. Organizations that employ formal goal-setting, like Objectives and Key Results (OKRs), are more likely to encourage accountability and productivity among remote workers. Intel and others have utilized OKRs to align team work and monitor progress and it has resulted in better performance outcomes. Trust also needs to be developed in virtual organizations. The Society for Human Resource Management discovered through a study (2021) that 60% of the employees reported that they trusted their managers most while working from home. This trust will allow greater autonomy and motivation required to uphold productivity. Managers must be assured that employees are provided the power to take ownership of their work and ask questions and resources required to thrive. Other than that, open communication is also required to ensure team cohesion and performance (Arisekola, 2023). As per a report by Project Management Institute (2021), high-performing teams communicate more and better, leading to better project outcomes. The organization has to use a set of communication tools such as video conferencing, instant messaging, and team collaboration software in order to keep the remote employees in touch at all times. Not only does it enhance teamwork, but also enables issues or problems, if any, to be resolved quickly.

Justification of Remote Works – The Need to Study

While some research has embarked on addressing teleworking's some of the issues, no research has answered comprehensively and deeply regarding what teleworking has a direct impact on in organizational culture and employee performance. It is necessary to have a detailed overview to delineate teleworking's general impact on cooperation in teamwork, interpersonal relationships, and overall cultural change in organizations. That a need for the application of a traditional and systematic method—drawn from previous models—is indicated by the following:

- It reduces subject bias and prejudice in the identification and appraisal of relevant literature.



- It brings together the results of several studies, suggesting convergent trends and identifying contradictions.
- It allows for the recognition of areas of ignorance, i.e., lack of knowledge about the impact of teleworking on informal communication, trust establishment, and performance management.
- It provides a future research agenda by operationalizing the most essential variables and indicators to be measured longitudinally. As teleworking is being utilized increasingly by more organizations and industries, and by so radically changing the nature of how companies function and teams collaborate, a vigilant study is required and long overdue to map the changing terrain of workplaces.

3.1 Result

This section provides a concise summary of the data's findings and analysis. Demographic characteristics and objectives were used to categorize the outcomes. A table presenting the outcomes and an explanation of those conclusions has been included in the objectives.

Sr. No.	Demographic Variables	Characteristics	N	%
1	Age	25 Years - 34 Years	65	40.625
		35 Years - 44 Years	37	23.125
		Above 45 Years	30	18.75
		Below 24 Years	28	17.5
2	Gender	Female	71	44.375
		Male	89	55.625
3	Educational Qualification	Bachelor's Degree	62	38.75
		Diploma	45	28.125
		Doctorate	27	16.875
		Master's Degree	26	16.25
4	Marital Status	Divorced/Separated	47	29.375
		Married	61	38.125
		Single	52	32.5
5	Job Role	Administrative	49	30.625
		Intern/Trainee	29	18.125
		Manager	6	3.75
		Senior Manager	28	17.5
		Technical Staff	48	30
6	Industry Type	Consulting	31	19.375
		Education	28	17.5
		Finance	33	20.625
		Information Technology (IT)	39	24.375
		Manufacturing	29	18.125



7	Years of Experience Work	1-4 Years	40	25
		5-7 Years	39	24.375
		8-11 Years	31	19.375
		Less than a Year	29	18.125
		10 Years and above	21	13.125
8	Employment Type	Full-time	103	64.375
		Part-time	57	35.625

Table 1: Demographic Profile

Demographics supply the heterogeneity of the respondents on most key traits. Maximum percentage of the participants are 25-34 years (40.63%), followed by 35-44 years (23.13%), expressing majority of young and middle-aged people. Gender divide expresses relatively higher percentage of males (55.63%) compared to females (44.38%). Educationally, the majority are Diploma (28.13%) or Bachelor's degree (38.75%) holders, with lesser proportions of postgraduate degree holders like Doctorate (16.88%) or Master's (16.25%). Marital status is also dispersed in a similar way with married (38.13%) being the largest share, followed by large numbers which are single (32.5%) or divorced/separated (29.38%).

Occupational groups and industry types reflect widespread occupational and sector dispersal. The biggest workgroups are administrative and technical staffs at 30.63% and 30% respectively, senior managers at a lower percentage (17.5%), and managers at 3.75%. The respondents work in various industries with IT (24.38%) and finance (20.63%) industries being the pioneer industries followed by consulting, manufacturing, and education. Experience varies ranging from having the majority of employees with experience between 1 and 7 years (49.38%). Types of employment are the most common as full-time (64.38%), but a significant minority as part-time (35.63%). This series of demographic distribution is reflective of a representative sample in terms of age, level of education, occupation, industry, and employment status.

H1: Remote work has a significant effect on employee performance.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.103	.223		4.939	.000
	Remote Work	.668	.053	.785	12.556	.000
	R ²	.617				
	F-Stat.	157.647				0.000

a. Dependent Variable: Employee performance

Table 2: Coefficient

Interpretation-

According to the model summary, there is a strong positive correlation (R = 0.785) between the predictor variable Remote Work and the dependent variable, Employee Performance. The R Square value of 0.617 indicates that 61.7% of the variance in employee performance is explained



by remote work. This substantial explanatory power suggests that remote work is a significant predictor of employee performance. The Adjusted R Square closely aligns with this, confirming the robustness of the relationship. The estimate standard error was not provided in this summary but would characterize the average deviation of observed data points from the fitted regression line, further informing the model's predictive accuracy.

The coefficients table shows that the unstandardized coefficient (B) for Remote Work is 0.668 with a standard error of 0.053, implying that for each unit increase in remote work, employee performance increases by 0.668 units on average. The standardized coefficient (Beta) of 0.785 confirms the strong effect size. The t-value of 12.556 with a significance level (p-value) of 0.000 indicates that Remote Work is a statistically significant predictor of employee performance at conventional significance levels. The high F-statistic of 157.647 (p = 0.000) further confirms that the overall regression model is statistically significant in explaining employee performance variation.

H2: Remote work significantly affects team dynamics and interpersonal relationships.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.483	.240		6.170	.000
	Remote Work	.599	.059	.713	10.063	.000
	R ²	.808				
	F-Stat.	101.263				0.000

a. Dependent Variable: Team dynamics and interpersonal relationships

Table 3: Coefficient

Interpretation

The ANOVA results show that the regression model is statistically significant, as indicated by the F-value of 101.263 and a p-value of 0.000, which is well below the conventional threshold of 0.05. This signifies that the predictor variable, Remote Work, has a statistically significant impact on the dependent variable, Team Dynamics and Interpersonal Relationships. Although the model explains a substantial portion of the variance with an R Square of 0.808, indicating that 80.8% of the variation in team dynamics and interpersonal relationships is accounted for by remote work, the significant relationship is not due to chance. This underscores that remote work plays a meaningful role in influencing these organisational outcomes.

The coefficients table confirms this significant influence, with an unstandardized coefficient (B) of 0.599 and a standard error of 0.059, meaning that for every unit increase in remote work, there is an average increase of 0.599 units in team dynamics and interpersonal relationships. The standardised coefficient (Beta) of 0.713 further indicates a strong effect size. The t-value of 10.063 paired with a p-value of 0.000 shows that this relationship is statistically significant at conventional levels, affirming that remote work positively affects team cohesion and interpersonal relations within the workplace.

H3: Remote work has a significant influence on organisational culture.



Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.483	.240		6.170	.000
	Remote Work	.599	.059	.713	10.063	.000
		.711				
		101.263				0.0000

a. Dependent Variable: Organizational culture

Table 4: Coefficient

The table of coefficients confirms that Remote Work has a statistically significant and positive impact on Organizational Culture. The unstandardized coefficient ($B = 0.599$) indicates that for every one unit increase in remote work, organizational culture improves by 0.599 units on average, assuming other factors remain constant. The standardized coefficient ($Beta = 0.713$) reflects a strong standardized effect size, suggesting that remote work is a substantial predictor of positive changes in organizational culture. The high t-value of 10.063 and a p-value of 0.000 firmly establish the statistical significance of this relationship.

Additionally, the constant value of 1.483 represents the expected level of organizational culture when remote work is absent. The model explains a significant portion of the variance in organizational culture, with an R-squared value of 0.711, indicating that 71.1% of the variability is accounted for by remote work. The corresponding F-statistic of 101.263 with a p-value of 0.000 further confirms the overall model's statistical significance. Collectively, these results affirm that remote work positively influences organisational culture, making it a vital factor for fostering a productive and cohesive work environment.

3.2 Findings and Discussion

Work performance by the teleworker has been purported to be affected by participation, autonomy, pleasure, and reward (Lockwood, 2007; Dixit & Singh, 2020). Home work was discovered to have advantages concerning how it enabled work performance in the sense of time gained from commuting and possessing an elastic timetable (Azarbouyeh & Naini, 2014). But most importantly, its impact on the psychological welfare and safety of the worker is of concern. On the power performance of the empirical results, teleworking had poor power performance but good performance ($\beta = 0.252, p < .001$) ($R^2 = 0.617$), but for other factors that were unable to be utilised as controls. (Wart et al., 2019), Others confirm that teleworking has a good positive effect on performance, but not powerfully in the sense of delivering the business. Remote work is not regarded as ideal when there is no digital support mechanisms and the consequential supporting role of the supervisors (Wang et al., 2021). Based on this research, which is founded on Joos et al. (2020), where global workforce flexibility is put forward as the solution, this research is different from the research in that it views the performance effect as the parameter to be measured. Thus, - if hypothesis H1 holds true, telecommuting can be assumed to optimise performance alongside engagement and well-being policies. Telecommuting has also been termed as the impetus for the revolution of traditional team dynamics, whose dynamics undermine team members' interdependence, cooperation, and information sharing (Hafermalz & Riemer, 2021; Subel et al., 2022).



While in one sense it grants freedom and freedom, in another sense it erodes human relationships essential to teamwork. The regression analysis result suggests that telework significantly and moderately impacts interpersonal relationships and teamwork ($\beta = 0.713$, $p < .001$, $R^2 = 0.808$). It is thus understandable that work while virtual materials for teamwork by way of utilization of computerized media; it also necessitates planning of teamwork so that the cohesiveness of the team would be maintained as well as the degree of commitment. Bathini & Kandathil (2019) demonstrate a skeletal hyperbolic job script, whereas in the present paper it has been observed that team work can be done only with a good backup on the virtual platform. From Jooss et al. (2020) international research, to the assumption in favor of greater flexibility as facilitation of collaboration, this research is grounded on evidence that were collected and argues communication between teams requires active participation of leadership in virtual environments. H2 is therefore confirmed and teleworking greatly impacts team dynamics, negative or positive depending on style of management and communication infrastructure of an organization. Organizational culture deeply rooted in bodies' presence, ritual, and values is influenced considerably by teleworking. Its vision is to envision telework as a long-term cultural transformation where virtual engagement transcends mass human rituals and asynchronous individual work is the norm (Dutta, 2022; Oleksa-Marewska & Tokar, 2023).

There is a moderate and high interdependence between telework and organizational culture in this research study ($\beta = 0.599$, $p < .001$, $R^2 = 0.711$), and it is the strongest of all the variables examined. Both employment identification and solidarity and communication practices becoming dynamic through telework were evidenced by this. This is in line with Fedakova (2017) and Mattarelli et al. (2024), who share the view that agile context gives rise to innovative and rich cultures provided that one is prudent regarding digital participation and leadership. In contrast to this, our study envisioned a construction model of culture in which everyday space and virtual space were both valued and envisioned an online-first construction model based on virtual inclusivity, digital rituals, and open leadership. H3 is thus strongly supported: telework has a significant influence on organizational culture, and strategy must be used to construct culture so that belonging, trust, and shared purpose can be constructed.

4.1 Conclusion

Lastly, the overall thesis of the research is telework's capacity to modify employees' performance, collaboration and organisational culture.

Research summarizes that telework, as much as it is tailored and thus making a contribution towards productivity, has a minimal negative effect on performance but, on the contrary, puts an end to further improvement in positive working relations and workers' welfare.

Such work is accompanied by extremely high job satisfaction, self-management, and the capacity to separate work and personal life.

Statistically, all of the correlations were significant, i.e., organizational culture and teamwork, and thus a need is there to come up with a new remote working policy. The organizations then establish a structure suitable for the case and which will facilitate communication, recognition, and psychological well-being that will endure remote work but still rely on a productive and committed workforce.

Firms should strengthen the infrastructure of remote work and adequate digital support for promoting employee performance and dynamics in team management.



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