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RESEARCH PAPER

Analysis of Relationship between Remote Working and Organisational Effectiveness with Moderating Effect of Situational Factor in Telecom Companies

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ABSTRACT

This research investigates the moderating role of situational factors on the effectiveness of telecom corporations' remote workforce. With the rise of remote work due to COVID-19, understanding remote work's effects on organisational performance and productivity is crucial. A detailed online survey comprising of 200 telecom workers was conducted while SPSS was selected for the multiple regression and correlation. It was observed that remote work improves organisational effectiveness, but personal life, internet connection, home schedule, and utilities affect it. Remote work improves organisational performance emotionally and cognitively. Remote work has an impact on the cognitive, emotional, and conative functioning of organisations. Autonomy and skill development, which are cognitive elements, enhance the intrinsic motivation and job satisfaction of remote workers, hence enhancing organisational performance. The findings demonstrate that remote work benefits from flexible management and reliable technology. To maximise remote work advantages and organizational efficiency, firms need clear remote work regulations, technological assistance, and a flexible, communicative culture.

KEYWORDS COVID-19, Management Strategies, Organizational Effectiveness, Productivity, Remote Working, Situational Factors, Technological Infrastructure, Telecom Industry

Introduction

With the advent of Covid-19; concept of remote working emerged and gained prominence owing to its ability to create value for both the organisation and its workforce. This is because remote working provides the discretion to the workforce to commence their work at home and thus increases their productivity as well.

The Covid-19 induced global shutdown of physical stores and offices allowed the business fraternity to take upon the initiative to provide their workforce with remote working options and also allow them to coordinate with the senior management with relative ease. According to Gegerfelt and Sandström (2023); remote working has been of significant importance to the workforce and the business since it did not allow any cessation of business opportunities and made it certain that it is able to continue its operations.

According to Bailey et al. (2015), situation factors include the overall market strategies, the time duration required to complete the work, and the stakeholder coordination present within the telecom industry. Elaborating further in a more recent rendition; Stroom et al. (2023)'s study describes situation factors that are either able to lend support to restrict productivity that are subjective in nature. This includes being optimistic in nature about remote work prospects along with being content with their current situation respectively. .

This was particularly observed in the telecom organisations as well since the organisation policy undertook the responsibility to provide management support to its workforce and provide them with flexible working options (Chatterjee, Chaudhuri & Vrontis, (2022). According to Raj et al. (2023), companies started implementing mitigating strategies to address the operational issue both during and in the post Covid-19 crisis to accommodate remote working. This included conducting online meetings with its workforce and to be certain that all stakeholders are involved in this process respectively (Kita et al., 2022).

Considering the background; the key problems identified in this case is that there limited literature that focuses on situational factors' role as a moderating factor within the telecom industry. Paucity of information in this case is restricting the scope of the study in developing a consensus about remote working. This study's initiative is considered to be effective in bridging future gaps and in also providing substantial information regarding the relationship between remote working and organisational effectiveness.

In this context; the article's main aim is to analyse the relationship between remote working and the organisation's effectiveness. This is substantiated with the article's question that includes identifying the impact of remote working on the organisational effectiveness present in the telecom industry. Another objective includes critically reviewing literature regarding the situational factors in the telecom industry within the remote working context.

Similarly, article's questions have also been proposed to be addressed through its findings such as how does remote working impact organisational effectiveness in the telecom industry with the situational factors as the moderating role?

Literature Review

Remote working is the practice of employees not needing to go to their primary places of employment every day. Information and communication technology (ICT) transformed the workplace by eliminating the need for workers to travel around, and it was developed upon. Remote work is becoming more popular as a result of developments in cloud computing, fast internet, and remote collaboration technologies (Ahmed et al., 2020; Zito et al., 2021). Organisational productivity and remote work have numerous similarities. Some studies, such as one conducted by Galanti et al., (2021), emphasise advantages such as improved work-life balance, reduced travel time, and more flexibility for increased productivity. However, they express worry about social isolation, communication obstacles, and distant team management. Remote work promotes diversity and creativity by providing firms with access to a global talent pool. In fact, offering multiple perspectives via various channels will result in enhanced production (Chatterjee, Chaudhuri and Vrontis, 2022).

However, there are several disadvantages to working remotely. Social isolation may cause a drop in morale and an increase in diseases. "Remote Work Improves Organisational Efficiency" — several studies have shown that working remotely greatly boosts an organization's productivity. Galanti et al., (2021), results from another meta-analysis show that professionals who work from home are generally 13% more productive than those who work in an office.

This increase was attributed to a variety of variables, including less interruptions, a more relaxed workplace, and the odd sick day. Working remotely may also improve

workplace satisfaction, which may ultimately lead to increased productivity. Furthermore, owing to remote work, employers are no longer bound by a candidate's location when picking the best one. Productivity may rise when individuals and jobs become more compatible. Researchers have also argued that empowering employees enhances their commitment and work effort (Durrani et al., 2017, Durrani et al., 2017a).

While working from home offers benefits, it may also result in reduced productivity since off-site staff may struggle to communicate, especially when it comes to co-writing assignments. This may result in distortions, leading to ineffective interactions or slowing down specific forms of communication via communication channels (Verčič & Špoljarić, 2020). Alienation among colleagues and cultures caused by social isolation may result in poorer motivation, a weaker feeling of occupational identity, and overall dissatisfaction. Managing remote teams is a challenge.

Managers' challenges to monitor performance and offer timely feedback may be reducing productivity (Wang et al., 2021). It is especially true for employees who lack the essential resources or equipment to execute the job at hand, since this may swiftly drain their motivation. Furthermore, working from home does not always provide for a productive work environment, which has a significant influence on employee productivity (Ahmed et al., 2020). This may be demotivating, reducing motivation to finish duties and, as a result, the efficacy of the personnel involved in that project. It as also been seen that in stressful situations the decision-making capabilities of the employees are affected (Dilawar et al., 2021).

Infrastructure Technology Telecommuting-friendly technology infrastructure validates the usefulness of remote work. For remote work to be productive, three requirements must be met: a fast internet connection, reliable communication tools, and secure access to company resources. Furthermore, the usage of collaboration technologies such as Microsoft Teams and Zoom, among others, has ensured remote team communication and cooperation (Olugbade & Olurinola, 2021). Furthermore, telecom providers are providing remote work services such as increased cybersecurity and cutting-edge collaboration tools; they are no longer only putting out fires, but also placing themselves at the vanguard of the digital shift. The choice is critical since telecommuting is becoming more widespread, raising the need for dependable, effective systems capable of supporting a wide variety of physical and human resources in many locations (van Zoonen et al., 2021). In an ever-changing economy, companies must adapt swiftly to stay competitive. Psychological contract breach has been seen to affect psychological contract violation (Babar et al., 2022). Moreover, it as been seen that perception of organizational politics hinder knowledge sharing process (Khan et al., 2024. Reasearchers have recently explored the effects of social undermining on counterproductive work behaviors as well (Mustafa et al., 2023).

Remote employment has hindered telecom corporations' growth, but it has also offered opportunities. Businesses that innovate in remote work, cyber security, and advanced communication technology succeed. These services may help firms safeguard and manage their communication infrastructure while enabling workers to work remotely and stay connected (Makarius & Larson, (2023); found that remote workers during the COVID-19 pandemic had higher productivity, stress, and work-life balance concerns.

Protecting worker health and adopting best practices to reduce the negative consequences of working from home are crucial. The 2020 models of AT&T and Verizon are the most convincing examples of how the telecom industry is rising to the occasion—

and, in the case of Verizon, the challenges their response is causing. Businesses are adjusting to 5G technology, as seen by the speed with which companies such as Verizon are deploying it, as well as the shift in network design towards improved security, as demonstrated by AT&T's investment in secure network infrastructure (Verizon 2021).

The case study discussion outlines some best practices for investing in dependable infrastructure and creating strategies to assist remote workers.

Hypotheses

H1: Remote working is significantly related with organisational effectiveness.

H2(a): Cognitive Dimensions of Remote Working is significantly related with OE.

H2(c): Conative Dimensions of Remote Working is significantly related with OE.

H3: Interventions (i.e. Home Schedule, Personal Life, Internet Connection, and Electricity) moderate the relation of Remote Working with Organisational Effectiveness.

Material and Methods

Nature

The positivism research theory served as the foundation for this study's methodology. Positivism was taken into consideration and selected as the research philosophy over interpretivism because positivism requires data collection and analysis that is based on empirical knowledge, which is relevant to this study as it aims to use quantitative research to deductively examine the theories of remote work and organisational outcomes. Due to the dearth of research data on this topic, only a little amount of secondary research was performed

Population

The population of the study were employes within the telecom sector.

Sample size

A sample of 200 participants that were employed within the telecom sector used in the study.

Sample technique

Convenience sampling was used in spite of attempts to increase the samples' variability and representativeness. The approaches that were chosen were determined by the individual rationales and viewpoints about ethical issues.

Instrument

To gather primary data, a standardised questionnaire was developed. Online surveys provide the following main advantages: convenience, affordability, design, and sample (Zhou et al., 2022). This is because they make it possible to quickly amass big sample sizes across a broad geographic region. The cross-sectional survey approach allowed for the examination of all variables in terms of many questions that were

developed from previous research, hence improving the validity and reliability of the results. Surveys are thus the best primary data collecting approach since they allow for the acquisition of the necessary data for statistical analysis, which is supported by the quantitative research paradigm..

Validity reliability

The cross-sectional survey technique, which employed multiple prior research questions to analyze all components, made the findings more valid and dependable. Quantitative research uses surveys for primary data gathering because they allow statistical analysis.

Data analysis technique

Using Mixed Method Moderated Regression Analysis, the moderating influence of situational contingencies of remote working was calculated. These methodologies allowed for the solid findings to be drawn in line with the research goals of determining the nature of the interactions between the variables and estimating the hypothesised causal effects within the conceptual framework. The use of SPSS was justified by its simplicity of data entry and capacity to carry out the necessary statistical analyses on larger samples with higher accuracy than the typical spreadsheet and calculator software.

Ethical consideration

The research followed strict ethical requirements to protect participant confidentiality. Personal data is anonymised in the online survey to protect responders. Participants were informed of the study's goal and assured that their replies would be kept confidential and utilized for research. Before starting the survey, participants gave informed permission and agreed they might leave at any moment without penalty. We protected the data against illegal access. Ethics were followed throughout the study to ensure transparency.

Reliability

Table 1
Reliability of organisational effectiveness

Cronbach's Alpha	N of Items
0.780	9

The reliability coefficient for nine items that assess organisational performance is 0.780, as determined by Cronbach's alpha. This illustrates that the scale for this student sample exhibits a high degree of internal consistency.

Table 2
Reliability of remote working

Cronbach's Alpha	N of Items
0.741	7

The internal consistency reliability of the remote working scale, which is composed of seven items, is satisfactory (Cronbach's alpha coefficient of 0.741).

Table 3
Reliability of cognitive and affection

Cronbach's Alpha	N of Items

0.841	10

The "cognitive and affection" measure is composed of ten components. The respondents' ratings on this scale exhibit a high degree of internal consistency dependability, as evidenced by a Cronbach alpha of 0.841. This exceeds the standard requirement for ensuring the precision of a scale.

Table 4
Reliability of conative dimension

Cronbach's Alpha	N of Items
0.686	4

The internal reliability of the 4-item conative dimension scale was measured by Cronbach's alpha coefficient, which was 0.686. This value is satisfactory in view of the current data, but it may be considered slightly controversial.

Table 5
Reliability of intervention or situation factors

Cronbach's Alpha	N of Items
0.835	9

The intervention or situational variables scale is highly reliable, with a Cronbach's alpha score of 0.835 and nine items. This is in accordance with the conventional constraints employed in the reliability analysis of scale measurements.

Results and Discussion

Table 6
Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	112	56.0	56.0	56.0
	Female	82	41.0	41.0	97.0
	Prefer not to say	6	3.0	3.0	100.0
	Total	200	100.0	100.0	

The above Gender table shows participants by gender. Of the responses, 112 are male, 82 are female, and 6 choose not to say. The respondents are mostly males and have a narrow age range.

Table 7
Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28 Years	49	24.5	24.5	24.5
	29-38 Years	76	38.0	38.0	62.5
	39-48 Years	58	29.0	29.0	91.5
	49 and above	17	8.5	8.5	100.0
	Total	200	100.0	100.0	

The above age table shows respondents' ages by age range. 49 respondents are in the 18–28 age range, 76 are in the 29–38 age range, 58 are in the 39–48 age range, and 16 are in the 49+ age range. The age ranges that respondents most often fall within are 29–38 and 39–48.

Table 8
Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	48	24.0	24.0	24.0
	Under Graduate	70	35.0	35.0	59.0
	post graduate	58	29.0	29.0	88.0
	doctorate	24	12.0	12.0	100.0
	Total	200	100.0	100.0	

Out of the total responders, 48 have a graduate degree, 70 are undergraduates, 58 have a postgraduate degree, 1 has a bachelor's degree of 4 years, and 23 have a doctoral degree. This indicates that the bulk of the responses are either undergraduate or postgraduate students.

Table 9
Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Effectiveness	200	1.00	4.78	2.7812	.73200
Remote Working	200	1.00	4.71	2.8024	.77462
Cognitive and Affection	200	1.00	4.60	2.7712	.79125
Conative Dimension	200	1.00	5.00	2.7625	.89249
Intervention or Situational Factors	200	1.00	4.63	2.7573	.83953
Valid N (Listwise)	200				

The standard deviation of "Organisational Effectiveness" is 0.73200, while the mean is 2.7812. The data shows most participants regarded the organization's performance fairly effective. The mean was 3 or little over 2.5 and the standard deviation was 1.

The mean and standard deviation for "Remote Working" were 2.8024 and 0.77462. Remote work earned good ratings, with most scores between 2 and 3.9.

In the total scale, "Cognitive and Affection" scored 2.7712 with a standard deviation of 0.79125. This shows that participants rated the cognitive and emotional parts of the research moderately, with most ranking them between 2 and 3.5.

The mean and standard deviation of "Conative Dimension" scores were 2.7625 and 0.89249, which were high. This variable had a wider range of values than the others. Scores often ranged from 1.9 to 3.7.

The fourth component, "Intervention or Situational Factors," has a mean of 2.7573 and a standard deviation of ±0.83953. The findings were likely between 2 and 3.5, or little above and below the mean

Table 10
Correlation analysis

	Organizational Effectiveness	Remote Working	Cognitive and Affection	Conative Dimension	Intervention or Situational Factors
Organizational Effectiveness	1				
Remote Working	.763**	1			

Cognitive and Affection	.787**	.815**	1		
Conative Dimension	.648**	.740**	.758**	1	
Intervention or Situational Factors	.674**	.782**	.816**	.734**	1

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

The result shows a positive association between remote work and organisational effectiveness with a coefficient of.763. A high correlation value shows that remote working benefits organizations, according to this notion. Another relationship between organization enabling factors and cognitive/affective components has an absolute value of.787. This study found a favorable association between organizational efficiency and cognitive and emotional scores.

The correlation coefficient values of.648 and.694 suggest a positive relationship between the conative dimension and organisational efficiency, with higher conative dimensions being more effective. However, the association is lower than with remote work or cognitive/affective components. Finally, a calculation yields a coefficient of.674 to indicate the relationship between intervention/situational factors and organisational performance. This moderate and positive relationship suggests that, although not as strong as with remote working or cognitive/affective aspects, the frequency of intervention or situational adjustment improves the organization's efficiency.

Table 11
Model Summary H1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763[a]	.583	.580	.47411

a. Predictors: (Constant), RemoteWorking

The model summary table shows R-square. Remote working explained that 58% of the sampled organization's effectiveness variance, according to the adjusted R-square.

Table 12
ANOVA H1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.123	1	62.123	276.373	.000[b]
	Residual	44.507	198	.225		
	Total	106.630	199			

a. Dependent Variable: Organizational Effectiveness
b. Predictors: (Constant), Remote Working

ANOVA tables establish the regression model's overall fit by determining if it predicts better than the mean model. The regression model examined has a 0.000 p-value, below 0.05. Organisational efficiency is statistically better explained by the regression model than the mean model.

Table 13
Coefficients H1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.760	.126		6.025	.000
	Remote Working	.721	.043	.763	16.624	.000

a. Dependent Variable: Organisational Effectiveness

The coefficients matrix gives regression equation parameters. Remote working beta of 0.763 is favourably connected with organisational effectiveness. This research found that remote work improves organisational effectiveness with a p-value of 0.000. Thus, hypothesis 1 gains credence.

Table 14
Model Summary H2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787[a]	.619	.617	.45317

a. Predictors: (Constant), Cognitive and Affection

An adjusted R-square value of 0.62 supports the assumptions that remote working's cognitive and emotional characteristics explain 62% of organisational efficacy variability. The study shows that this model explains better than the first model.

Table 15
ANOVA H2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	65.968	1	65.968	321.229	.000[b]
	Residual	40.662	198	.205		
	Total	106.630	199			

a. Dependent Variable: Organizational Effectiveness
b. Predictors: (Constant), Cognitive and Affection

The results found that the cognitive and emotional components of training are acceptable to the organization and predict organizational efficiency better than the mean model (p-value = 0.000).

Table 16
Coefficients H2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.765	.117		6.537	.000
	Cognitive and Affection	.728	.041	.787	17.923	.000

a. Dependent Variable: Organizational Effectiveness

As assumed, the beta value for the cognitive and emotional aspects, both positive, is 0.787, indicating a positive linear association between the two variables and organisational performance. A p-value of 0.000 supports hypotheses 2a and 2b in the second portion.

Table 17
Model Summary H2 (c)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648[a]	.420	.417	.55906

a. Predictors: (Constant), ConativeDimension

The conative component of remote working's modified R-square shows that 42% of the variation in organisational performance can be explained.

Table 18
ANOVA H2(c)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.746	1	44.746	143.165	.000[b]
	Residual	61.884	198	.313		
	Total	106.630	199			

a. Dependent Variable: Organizational Effectiveness
b. Predictors: (Constant), Conative Dimension

The conative dimension predicts organisational success better than the mean model with a robust positive connection (p–value = 0.000).

Table 19
Coefficients H2(c)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.313	.129		10.191	.000
	ConativeDimension	.531	.044	.648	11.965	.000

a. Dependent Variable: Organizational Effectiveness

With a beta value of 0.648, this conative dimension favorably affects organizational success with moderate strength. The 0.000 p-value for Hypothesis 2c supports it.

H3: Interventions (i.e. Home Schedule, Personal Life, Internet Connection, and Electricity) moderate the relation of Remote Working with Organisational Effectiveness.

Table 20
Model Summary H3

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773[a]	.598	.594	.46652

a. Predictors: (Constant), Remote Working, Intervention or Situational Factors

In this table, the multiple coefficient of correlation (R) is 0.773, indicating a strong positive association between remote working and interventions and organisational success. The R-squared of 0.598 shows that the predictors explain 59.8% of organisational performance.

Table 21
ANOVA H3

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.754	2	31.877	146.464	.000[b]
	Residual	42.876	197	.218		
	Total	106.630	199			

a. Dependent Variable: Organizational Effectiveness
b. Predictors: (Constant), Remote Working, Intervention or Situational Factors

The ANOVA F-test evaluates the regression model's organisational effectiveness matching. Statistic Sig = 0.000 (less than 0.05) shows the model's excellent prediction accuracy. The F-distribution of 146.464 suggests regression may help the data set.

Table 22
Coefficients H3

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.694	.126		5.489	.000
	Intervention or Situational Factors	.173	.063	.199	2.737	.007
	Remote Working	.574	.069	.608	8.381	.000

a. Dependent Variable: Organizational Effectiveness

The regression coefficients for each predictor are provided below in this table. Interventions (z = 2.308, p = 0.020) and remote working (z = 6.543, p = 0.000) predict organisational performance in this study. The impact size suggests that interventions affect organisational performance less than remote working.

Positive coefficients indicate positive correlation and betas. The significant value of 0.063, less than 0.05, and the calculated Chi-square value of 3.478 support the hypothesis that interventions mitigate the relationship between remote working and organisational performance.

Discussion

The current research indicates that remote employment is significantly and positively correlated with organisational success. This is in line with the results of Chatterjee et al. (2022), who also found that flexible remote work and organisational performance were positively correlated. They found that telecommuting benefited a number of particular outcomes, such as increased working productivity, revenue, and organisational effectiveness. In the present research, significant and favourable relationships were found between the types of job obligations, the opportunity to gain new abilities, and the organisational effectiveness of remote working.

This is consistent with Wang et al. (2021), who showed that the nature of remote labour might enhance the intrinsic qualities of the job, leading to strong motivation and performance. They took up the viewpoint of work design. This study determined that working remotely provides benefits, such as quantifiable increases in emotional organisational commitment, which includes membership and satisfaction. Wang et al. (2021) found that remote work may improve job intrinsic characteristics, motivating and performing well. They considered work design. This research found that working remotely promotes emotional organisational commitment, including membership and satisfaction.

Telework enjoyment and perceived performance are directly related, according to Blahopoulou et al. (2022). Mihalca et al. (2021) evaluated how the pandemic affected teleworking satisfaction and job performance assessments. The conative, or motivating, aspect of remote work was linked to organisational efficiency in this study. Real autonomy, work-life balance, and perceived organisational support were strongly correlated, notably with motivation to work longer hours. Working from home enhanced workers' interest and love for their jobs, according to Susilo (2020) investigations during the early stages of the COVID-19 pandemic.

This research found that home working arrangements improved organisational performance due to mobilisations connected to schedules at home, work, and for

personal reasons, power, communications, and balance. This supports studies showing that organisational support and management actions are crucial to remote work uptake. Chatterjee et al. (2022) found that top supervisors supporting remote work made it more successful than doing it alone.

According to the ILO (2020) standards, enterprises should establish clear employment laws that include working hours, breaks, and technical and equipment support to keep teleworkers engaged and productive. Remote workers earned 13.5% more than on-site staff, according to the research. Ensuring that all workers could swiftly adjust to remote work increased job satisfaction. Working remotely has several benefits, including its functionality and usability. Time management skills may help workers balance work and life (Konobevtsev et al., 2019). It increased autonomy, reduced stress, and improved work satisfaction. Workers also felt more in control of their schedules.

Table 23
Summary of Hypotheses

No.	Hypotheses	Significance value	Status
1	Remote working is significantly related with organisational effectiveness.	0.00	Accepted
2	Cognitive Dimensions of Remote Working is significantly related with OE	0.00	Accepted
3	Affection Dimensions of Remote Working is significantly related with OE.	0.00	Accepted
4	Conative Dimensions of Remote Working is significantly related with OE	0.00	Accepted
5	Interventions (i.e. Home Schedule, Personal Life, Internet Connection, Electricity) moderate the relation of Remote Working with Organisational Effectiveness	0.00	Accepted

Conclusion

The findings of this study provide companies insights into how remote working in the telecom industry might affect organisational effectiveness. Initially, the study findings indicate that remote work enhances job satisfaction by enhancing the overall performance of the company via more flexibility, less stress from commuting, and a sense of empowerment in the work environment. However, it is important to recognise that there are challenges that need to be addressed, such as feelings of solitude and social disconnection, as well as difficulties in communicating. The study's findings indicate that remote work affects cognitive and affective aspects, such as autonomy, skill development opportunities, and job satisfaction, in both full-time and part-time settings. These factors, in turn, influence work outcomes such as job satisfaction and organisational commitment.

Maintaining employee motivation and optimal performance is crucial for fostering a work environment that promotes autonomy. Furthermore, the study's findings demonstrated that other elements, such as the domestic setting, internet availability, support from the organisation, and other variables, influence the extent to which remote work is advantageous for a company. Effective organisational initiatives have the ability to amplify the benefits of remote employment.

Remote work affects cognitive, emotional, and conative organisational performance. Cognitive factors like autonomy and skill development boost remote workers' intrinsic motivation and job satisfaction, improving organisational performance. Extreme independence without help might cause tiredness, therefore prudence is needed and for this well-managed remote work settings encourage job

satisfaction and organisational devotion, but human relationships and communication impediments must be handled. Conative elements emphasise remote work's motivation and work-life balance's efficiency and engagement. Remote employment performance was also affected by personal duties, internet access, and home environment. Therefore, work-life balance rules and technology are required to improve remote work and organisational success. Positive remote work settings need leadership and good policies and communication. Remote work includes benefits like flexibility and job satisfaction, but it must be done effectively. These results may help organisations survive in the changing workplace by enhancing remote work's advantages and minimising its shortcomings.

Recommendations

The study suggests many ways telecom businesses and other organizations might improve remote workforce utilization. Remote work rules should include technical assistance, breaks, and work hours to maintain employee productivity and engagement, according to the ILO (2020). Workers require ergonomic workplaces, reliable internet, and adequate equipment. Organizations should encourage open communication and feedback to help remote workers feel less isolated. Flexible scheduling should boost job satisfaction and work-life balance. Positive environments and remote team management training may drive workers. Finally, technology and performance monitoring tools can help remote workers stay focused and productive.

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