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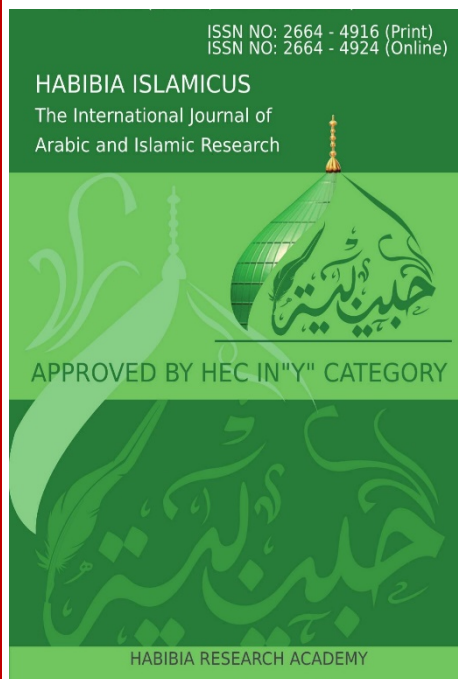
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TOPIC:

“REMOTE REVOLUTION: EXAMINING THE NEXUS OF WORK FROM HOME ENABLER, WORKFORCE AGILITY, AND CHARACTERISTICS IN SHAPING MODERN ORGANIZATIONAL LANDSCAPE”, THE ROLE OF LARGE HRM.

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**“REMOTE REVOLUTION: EXAMINING THE NEXUS OF WORK FROM HOME ENABLER, WORKFORCE AGILITY, AND CHARACTERISTICS IN SHAPING MODERN ORGANIZATIONAL LANDSCAPE”
THE ROLE OF LARGE HRM.**

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ABSTRACT:

The objective of this study is to examine the influence of remote work on organizational performance (OP), specifically focusing on the function of large human resource management (LHRM) and workforce agility (WA). Additionally, we will explore the characteristics of remote work and its impact on organizational performance, with the assistance of work-from-home enablers (WFHE), and analyze the impact of remote work on HR practices, specifically focusing on remote worker employee engagement, productivity, and organizational performance. The study employed a quantitative research approach and utilized a self-administered questionnaire for data collection. The research employs a deductive research methodology. A total of 315 participants successfully completed the survey. Before the statistical analysis, the data screening process was carried out using SPSS. The data analysis and hypothesis testing were conducted using SPSS and PLS-SEM. The study contains certain limits that should be acknowledged. Initially, the extent to which firms supported their employees by furnishing them with the necessary work-from-home resources remains ambiguous. Further, the concepts of flexible workforces and adaptable workforces are closely related and can be used interchangeably. Empirical research has shown that implementing large-scale HRM practices such as Agile Work, Lean, and Resilient HRM can have an indirect but positive impact on organizational performance by promoting remote work. The implementation of agile work methodologies offers numerous benefits to both enterprises and individuals, especially those who have their own dedicated workspace. Training, new technical tools for doing duties, and boosting employee communication are all examples of innovative techniques and procedures that organizations and the HR department in particular should be seeking out and developing. This research addresses a gap in the existing literature by examining the external business factors that influence and moderate the relationship between remote work and HR practices. Specifically, it focuses on the impact of remote work on employee engagement, productivity, and organizational performance.

KEYWORDS: Remote work (RW), work from home enablers (WFHE), workforce agility, large HRM (LHRM), organizational performance (OP), Remote work (RW)

Companies are subject to constant change and must adapt in order to survive. The success of a company depends on how business and human resource management (HRM) can respond to changes in the work environment (Rotea et al., 2023). A growing shift towards work from home (WFH), or telework, with potential benefits such as employee retention, job satisfaction, higher employee productivity, and enhancement of overall organizational performance, can be observed. In today's global market, enterprises face intense competition (Niaz, 2020). Rapid innovation and technological advancements, market fragmentation, and heightened customer demands for personalized products have created

a dynamic and swiftly changing business environment (Rotea et al., 2023). The concept of agility has emerged as the prevailing and widely embraced solution for navigating uncertain and unpredictable business environments.

Extensive research has been conducted on the advantages of remote work, with multiple studies specifically examining equipment, productivity, work-life balance, scheduling flexibility, and reduced commuting time (Campo et al., 2021). In a dynamic world characterized by constant change, organizations must possess adaptability in order to remain viable. The success or failure of an organization relies on the ability of its HRM and business strategies to effectively adapt to evolving workplace dynamics (Demo et al., 2022). Telework, commonly referred to as work-from-home (WFH), is a growing trend that can lead to enhanced productivity, job satisfaction, employee retention, and organizational success (Caraianni et al., 2022).

The rise of WFH is bringing about significant changes for both workers and organizations. These changes include the adoption of new leadership styles, physical isolation from colleagues, and increased challenges in communication and collaboration (Kohont & Ignjatović, 2022). Employees who have a limited tolerance for uncertainty may suffer from anxiety and a decline in their overall well-being due to these adverse consequences (Jacob et al., 2020). Therefore, it is imperative for management, specifically HRM, to discover methods of assisting remote workers as they adjust to new situations and handle uncertainty (Gigauri, 2020). In the absence of adequate assistance for these difficulties, employees may experience a sense of isolation or dissatisfaction in their job, thereby jeopardizing the long-term viability of their organizations.

Numerous studies have been conducted to examine the advantages of implementing work-from-home policies for both firms and individuals. The research has mostly examined factors such as work-life equilibrium, efficiency, adaptable scheduling, and reduced travel time. In such circumstances, it becomes challenging to determine the appropriate actions that human resources should take to ensure the success of remote workers, particularly during times of crisis. Examples of potential aims in this context include increased employee autonomy and flexibility, as outlined by Fenton-O'Creevy et al. (2007).

In periods of heightened uncertainty, such as the COVID-19 pandemic, it is imperative for human resource management to support the organization in adjusting to change and fostering employee resilience by encouraging the development of flexible abilities. The field of dynamic capacities encompasses several theories and approaches that center around a company's and its workers' capacity to effectively adjust and respond to a continuously changing and uncertain external environment. Agility can be defined as the capacity to promptly and efficiently react to new circumstances and unforeseen obstacles (Overby et al. 2006). Agility is built around the principles of responsiveness, perception, and change, which in turn lead to competitive advantages. In this context, adaptability, which has multiple interpretations, has become even more crucial for the survival of enterprises in the face of the COVID-19 dilemma. Based on the research conducted by Dyer and Shafer (2003), Griffin and Hesketh (2003), Samukadas and Sawhney (2004), and other scholars, it has been found that employees who exhibit agile behaviors and possess

agile capabilities have the ability to effectively collaborate in teams to resolve problems, adjust to unfamiliar circumstances, independently overcome obstacles, and demonstrate resilience in the face of uncertainty. The advantages of having flexible organizational and personnel capacities lie in their capacity to adjust to changing circumstances and handle unpredictability. However, it is worth noting that most research in this area focuses on traditional work environments rather than remote work (Al-Omouh et al., 2022). The study conducted by Caraianni et al. (2022) examines the impact of agile strategies on work organization and workforce adaptability in companies that have implemented agile methodology. This study aimed to investigate the impact of an agile strategy on workforce agility by examining different approaches to managing employees (Saha et al., 2017). Morgeson and Campion (2003) propose that work design theory and research identify certain organizational features that can have a major impact on worker performance in agile businesses.

2. Literature review and hypothesis development:

2.1 Theoretical review

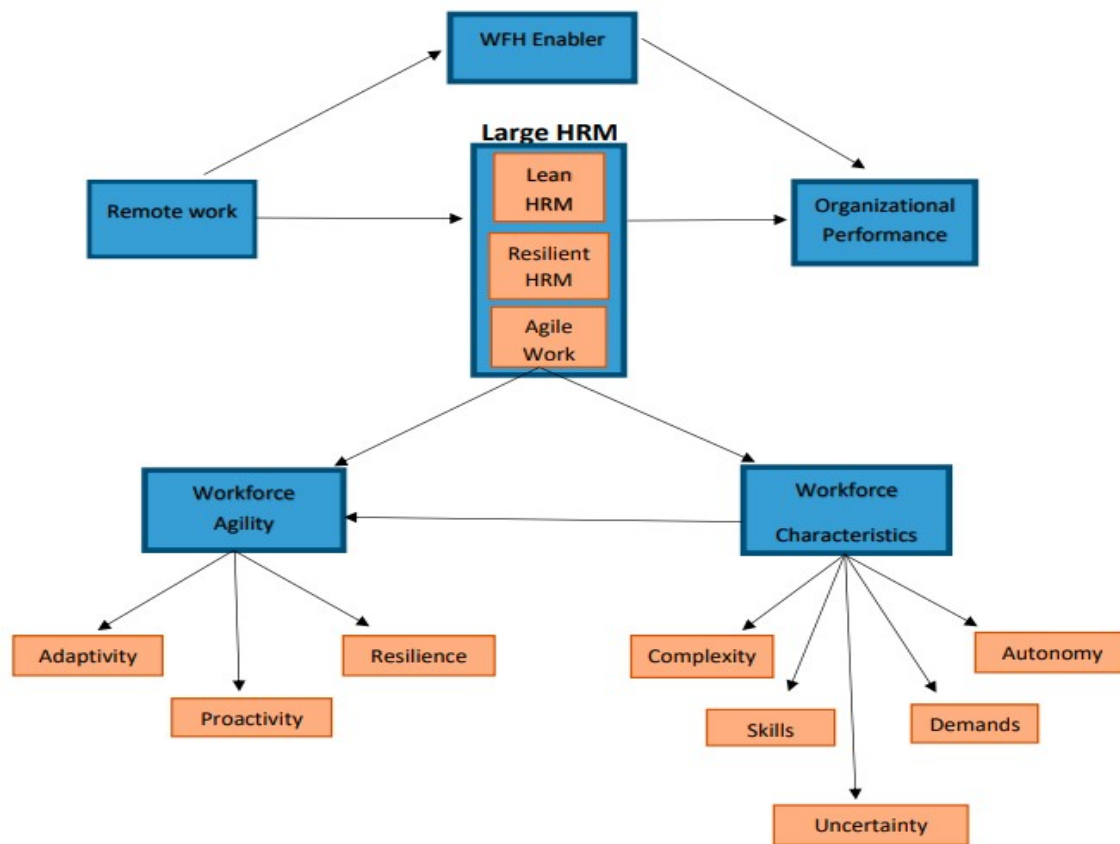
Employees at remote-operating enterprises have a unique arrangement where they are not obligated to commute or travel to a physical work site, such as an office, warehouse, or store. Contemporary information and communication technologies, along with advanced digital technology, empower employees to operate remotely at any given time. The significant popularity that working from home (WFH) has gained is attributed to this (Hill et al., 2008). Remote work policies are work policies that provide employees with the flexibility to carry out their responsibilities from any location and at any time. Employees can effectively carry out their responsibilities by exploiting the internet-connected infrastructure of the firm (Breu et al., 2002). The resource-based theory (RBV) of management posits that the performance of an organization is primarily influenced by its resources and capabilities (Galbreath, 2005). The aforementioned capabilities refer to the intellectual capacity, talents, or tangible or intangible assets possessed by individuals (Galbreath, 2005). These are difficult for competitors to replicate. The workforce and employees are highly regarded as the most valuable assets of a firm due to their unique skills, expertise, and competencies (Gegerfelt & Sandstrom, 2023). The concept of maintaining competitiveness through adaptability is fundamental to this topic. Other ideas related to the development of dynamic capabilities encompass organizational and corporate agility. By prioritizing individuals and their roles, adaptations of these concepts expand the range of dynamic possibilities to incorporate the workforce as a valuable resource for a firm.

This study consolidates these notions under the category of "agile work." The framework presented in this study consists of three components: WFH success, WFH facilitator, and agile labor. The assessment of employee productivity and satisfaction with remote work is seen as a measure of the success of working from home (WFH). The level of support services given for working from home (WFH) is determined by the WFH enabler (Connor, 2002). The significance of a diversified and adaptable workforce in fostering corporate agility is highlighted by the strategic modifications in agility and human resource management (Connor, 2002). These modifications in agility and human resource management give equal importance to the pressing need for reallocating resources and making changes in processes. Further inquiries can be conducted to examine the concrete effects of workforce agility on an organization's ability to quickly adjust to change. Organizations employ three separate methods of human resource management (HRM) in order to optimize their human capital: agile HRM, resilient HRM, and lean HRM. These approaches aim to enhance the efficiency

and effectiveness of HRM practices. The theoretical framework that forms the basis of our research is depicted in Figure 1. The success of working from home (WFH) is closely linked to agile work due to several factors. The autonomy of working from home may have significant constraints and drawbacks for particular persons (Fossas Olalla, 2000). Furthermore, given that remote work requires the acquisition of new skills together with heightened personal responsibility and initiative, WFH might be characterized as "challenging." Considering its incorporation into agile work, this could be beneficial in the present professional environment. Agile workers are capable of working independently because they possess a strong inclination towards autonomy, have the ability to adapt their job design to their needs and maintain control of their duties (Gigauri, 2020).

Employees can strategize their duties and can also engage in proactive communication or team-building activities. As a result, productivity is enhanced when there are fewer interruptions and uninterrupted interchange of information, even if coworkers are physically distant (Fonner and Roloff 2010). Therefore, we suggest that the work-from-home (WFH) setting is beneficial for agile personnel and improves the overall success of working from home. Thus, adopting an agile approach can be beneficial in attaining work-from-home objectives.

Figure:1 Conceptual model of the research



2.2 Hypothesis development:

Remote Work enhances Organizational performance.

A study conducted by Lamers et al. demonstrated a positive relationship between remote work and the productivity of employees, as well as the overall effectiveness of organizations during the COVID-19 pandemic. The research findings supported the idea that remote work can either improve or impede organizational performance through two main pathways. The first pathway is a direct channel that affects organizational performance by influencing the efficiency, motivation, and knowledge creation within the workforce. The second pathway is an indirect channel where remote work allows for cost savings, freeing up resources for initiatives aimed at enhancing productivity through innovation and organizational restructuring (Lamers et al., 2015).

Hypothesis (H1): Remote Work Enhances Organizational Performance

The mediators' impact on Remote Work and Organizational Performance.

HRM plays a vital role in mediating the relationship between working from home and the performance of an organization. Tactically selected human resource management techniques have the potential to enhance the job performance of employees, thereby promoting enhanced organizational outcomes. Research highlights the importance of Large HRM in influencing the performance of an organization, with a target on job performance as an analytic factor that is necessary for overall success (Belout & Gauvreau, 2022).

In addition, the ability of organizations to modify HRM strategies in order to enhance remote workability and raise a strong international culture is increasingly important in today's global business landscape (Panwar et al., 2017). Providing training that covers both technical expertise and skills related to working from home can enhance the performance of workers and drive organizational achievements (Paauwe, 2004). The correlation between Remote Work and Organizational Performance can potentially be mediated by Lean HRM and Resilient HRM practices (Gu et al., 2023). The primary focus of Lean HRM lies in enhancing efficiency and reducing wastage, whereas Resilient HRM places emphasis on adaptability and the well-being of employees, both of which can have an impact on the outcomes of an organization. According to research findings, the implementation of Lean practices has the potential to positively affect organizational performance by improving operational efficiency and effectiveness (Bevilacqua et al., 2016). Resilient HRM focuses on creating a supportive work environment that fosters employee resilience and engagement, which can contribute to overall organizational success. Therefore, the combination of Lean HRM and Resilient HRM practices can act as mediators between Remote Work and Organizational Performance, ensuring that employees are efficient, adaptable, and well-supported in a remote work setting, ultimately influencing the organization's overall performance positively (Cooper et al., 2014). Research findings also suggest that organizational performance can be significantly improved through the implementation of remote work flexibility, particularly when it is backed by appropriate organizational policies and strong workforce agility. The aforementioned findings indicate a favorable impact of workforce agility on organizational performance (Garza-Reyes et al., 2018). Likewise, a positive correlation exists between organizational performance and Remote work (O'Connor, 2022).

Hypothesis (H2): Work from Home Enabler and Large HRM (**Lean HRM, Resilient HRM, Agile work**) Mediates the Relationship between Remote Work and Organizational Performance.

Organizational Performance is Moderated by Remote Work, WFH Enablers, and Large HRM. The combined impact of remote work, work-from-home enablers, and strong Human Resource Management (HRM) strategies undeniably influences organizational performance. In the present fiercely competitive global market, remote work has emerged as an essential instrument for achieving organizational effectiveness (Giumetti & Kowalski, 2022). Effective human resource management (HRM) practices play a crucial role in effectively navigating the challenges and embracing the opportunities that arise from remote work (Hamadamin & Atan, 2019). The influence of remote work on the culture within organizations is of great significance, as it brings about a variety of possibilities and obstacles. This type of work arrangement can lead to favorable changes such as increased adaptability and inclusiveness. However, it can also introduce challenges pertaining to trust, communication, and the balance between work and personal life. Research has shown that remote work has a positive impact on employee commitment and loyalty toward their organizations, ultimately resulting in enhanced effectiveness (Kowalski & Ślebarska 2022). Work-from-home Enablers have a notable impact on promoting remote work. These facilitators encompass considerations for safety as well as the commitment of organizations, both of which contribute to the development of a work-from-home culture and enhance employee satisfaction (Bevilacqua et al., 2016). Moreover, the relationship between HRM practices and organizational performance can be mediated by effective HRM practices through their influence on employee competencies. In addition, the significant enhancement of organizational performance has been found through remote work flexibility, where organization policy and top management support play crucial roles in this relationship (Connor, 2002). Furthermore, the impact of remote work on HR practices poses challenges in maintaining organizational culture, highlighting the importance of cohesive team spirit and shared values in supporting remote HR management (Haque, 2023) In conclusion, the combined effect of remote work, work-from-home enablers, and Large HRM practices can significantly enhance organizational performance by fostering employee engagement, facilitating communication, and adapting recruitment strategies to the changing work landscape (Ng et al., 2022).

Hypothesis (H3): Organizational Performance is moderated by the Combined Effect of Remote Work, Work from Home Enabler, and Large HRM.

Workforce Characteristics have a significant positive impact on organizational performance

Human capital, which comprises workforce characteristics assumes an important function in theories surrounding the expansion of a company. It represents a vital part capable of promoting the advancement and victory of a company. Five essential elements of workforce characteristics that significantly influence employee performance are Complexity, Autonomy, Skills, Demands, and uncertainty (Morgeson & Campion, 2003) These components have been recognized as crucial extent of workforce Characteristics that remarkably impact employee performance both which are working remotely and from

office (Smith & Ruiz, 2020). These factors have been accepted as critical aspects of work organization that have a considerable influence on the productivity of remote workers. The demand aspect concerns to the mental and physical efforts required by an individual to successfully bring out their work responsibilities. A positive work environment not only improves remote work and the well-being of the employees but also plays a role in the growth and productivity of the organization (Radu, 2023).

Hypothesis (H4): Workforce Characteristics (Complexity, Autonomy, Skills, Demands, and uncertainty) have a significant positive impact on organizational performance.

Workforce Agility positively corresponds with Organizational Performance: The positive impact of workforce agility on organizational performance context is evident from the multitude of benefits it brings. Recent studies have consistently highlighted the correlation between the agility of employees and the overall performance of the organization. This agility leads to several advantageous outcomes such as the delivery of high-quality and intelligent services, a steep learning curve, and achieving an optimal scale of operations. Furthermore, studies have indicated that a flexible workforce is essential for improving managerial decision-making and successfully handling organizational crises. Key components of workforce agility include employees' adaptability, proactivity, and Resilience to take on new tasks. These traits eventually give the company a strategic competitive edge. Workforce adaptability is especially important for entrepreneurial organizations, even if research in this field is still in its early stages. Work satisfaction, contextual performance, adaptable performance, and overall organizational performance are all mediated by it (Pokojski et al., 2022).

Hypothesis (H5): Workforce agility has a strong positive impact on organizational performance

WFH Enablers and Large HRM Mediates RW and Workforce Characteristics

Agile work emphasizes high job demands and skill variation, which may differ from other forms of work and might be difficult for individuals who are not accustomed to these expectations. Thus, it is advised to have organizational assistance (Chakraborty et al., 2023). Work-from-home (WFH) enablers include technical requirements, technical support, and training, an appropriate leadership style such as management by objectives, a supportive culture and supervisor trust, opportunities for participation, and the ability to plan and complete tasks independently.

On the other hand, it may also be stated that agile workers are more responsive in addition to being especially dependent on assistance (Stoker et al., 2021). One such would be autonomy, which is praised as both a helpful tool and a feature of agile work. Agile workers place a high value on involvement in decision-making processes and actively want to engage in them. They also rely on management by objectives from superiors. According to other research, people who work in agile organizations are likely to possess an "enabling leadership style" that fosters adaptivity and is necessary for dynamic work contexts. Therefore, it may be inferred that workers who practice agile work are more open to assistance and, as a result, positively influence WFH enablers' actions (Jose, n.d.).

Hypothesis (H6): Work from Home Enabler and Large HRM mediates Remote Work and Workforce agility on organizational performance.

Remote Work Dynamics: Mediating Organizational Performance through WFH Enabler and Large HRM

The relationship between remote work, workforce agility, workforce characteristics, work-from-home enablers, and HRM on organizational performance has been examined in various research studies. Research has demonstrated that these elements are interconnected and have a significant impact on the outcomes of organizations. The relationship between remote work, adaptability, proactivity, resilience, complexity of skills, demand, autonomy, uncertainty, work-from-home facilitators, and human resource management on organizational performance is multifaceted and has been investigated in various studies. Research on nurturing adaptability and resilience in employees in remote work environments emphasizes the importance of adaptability and self-direction for success. Employees who possess adaptability, proactivity, and resilience can effectively navigate the complexities of remote work, which can have a positive impact on organizational performance (Kohont & Ignjatović, 2022). Studies on the influence of working from home on autonomy and the core self highlight how autonomy in remote work environments can affect proactivity and self-regulation. These characteristics are crucial for employees to thrive in remote work environments and contribute to the success of the organization.

Furthermore, investigations into the characteristics of agile work and the intervening influence of supportive HRM practices indicate that the effectiveness of work-from-home facilitators can be influenced by gender. In particular, female employees may display greater receptiveness towards these practices, thereby impacting the translation of adaptively, proactivity, resilience, and other skills into organizational performance (Fugate & Kinicki, 2008). Hence, it is essential for organizations aiming to enhance their performance in a remote or hybrid work setting to consider the intricate interplay between remote work dynamics, employee skills such as adaptivity, proactivity, resilience, demand for autonomy, uncertainty, and the support offered by work from home facilitators and HRM practices (Fugate & Kinicki, 2008).

Hypothesis (H7): Remote Work, Workforce agility and Workforce Characteristics mediate by Work from Home Enabler and Large HRM on organizational performance.

3. Research methodology

Measurements:

The research approach for this study depends on regression investigation, a methodological tool that considers a more inside-and-out assessment of the relationships between variables. The sample size collected for this research work consists of 325 respondents who filled out the questionnaire which includes IT, HR, Marketing, Finance, customer service, call centre, and more who are working remotely from the manufacturing company. A total of 315 respondents completed the survey. The response rate was 97%. Before the statistical analysis, the data screening was conducted through SPSS. After analyzing the result of data screening, the completed responses are 299. A quantitative survey was conducted with the five points Likert scale. 1. Strongly Disagree 2. Disagree 3. Neither agree nor disagree 4.

Agree 5. Strongly agree. A Convenience sampling system will be utilized to ensure the presence of a representative test. Depiction considers the consideration of people from each division to give a total and exact picture of the workforce taking part in remote work in manufacturing associations. That well-thought-out poll that was used for the review followed the steps in the "table for questionnaire development." Workforce Agility, WFH Enablers, Agile Work, and Organisational Performance are just some of the many topics that this tool will cover. The robust tool used in this questionnaire makes it possible to collect quantitative data in a planned and consistent way (Liu et al., 2020). The focus of the members' experiences is on organizational outcomes and the intricate dynamics of remote work techniques. Afterward additional systematic appearance at how the variables relate to each other, each query on the questionnaire was carefully changed to match the results of the study. This systemic technique focuses on the correctness and reliability of the data collected while also showing the general efficiency of the review results.

Table 1 Variable operationalization

S.No	Variables	Sources	No Items	Composite Reliability
1	Remote work (Independent)	(Panaras, 2023).	12	0.847
2	Work From Home Enabler (Mediator)	(Muduli, 2017)	4	0.581
		(Nakrošienė Et Al.,2019).	2	
3	Large HRM (Mediator)	(Alipour, 2022)		
	A) Lean HRM		4	0.748
	B)Agile HRM		3	0.813
	C) Resilient HRM		3	0.786
4	Organizational Performance (Dependent)	(Chatterjee Et Al.,2022)	3	0.91
5	Workforce Agility	(Alavi Et Al.,2014)		
	A) Adaptively	(Alavi Et Al.,2014)	10	0.93
	B) Proactivity	(Alavi EtAl.,2014)	7	0.95
	C) Resilience	(Alavi Et Al.,2014)	8	0.91
6	Workforce Characteristics			
	A)Complexity	(Maximilian Et Al., 2021)	3	0.82
	B) Autonomy	(Jenkins Et Al.,1975)	3	0.96
	C) Skills	(Jenkins Et Al.,1975)	3	0.978
	D) Demand	(Jenkins Et Al.,1975)	2	0.879
	E)Uncertainty	(Jenkins Et Al.,1975)	4	0.915(.921)

Source: author estimation

4. Data analysis and descriptive of the results:

This chapter provides the findings and a discourse that either validates or refutes the hypothesis formulated about the study's aims.

4.1 Descriptive statistics:

A descriptive study of the demographic features of the respondents was conducted using SPSS and shown in table 1. The following elements are included in the demographic profile. The sample comprised 299 employees, with 55.5% being female and 44.5% male. There are four age categories. 33% of the population were aged 20-29, 31% were aged 30-39, 25% were aged 40-49, and 11% were over 45 years old. The participants' marital statuses are distributed as follows: 51.5% unmarried, 40.1% married, and 8.4% divorced. Differences in participants' vocations, personal lives, and work-life balance can influence

their attitudes and actions towards workforce adaptation and remote work, which can be identified by their employment status. According to the data, middle management makes up 39.5% of participants, while line management roles account for 21.4%. Only 6.4% of the population is part of upper management, while the remaining 32.8% are classified differently.

Table 2: *Descriptive statistics of participants*

Demographics		Frequency	Percent
Gender	Male	166	55.5
	Female	133	44.5
	Total	299	100.0
Age	20-29	135	45.2
	30-39	164	54.8
	Total	299	100.0
Marital status	Married	120	40.1
	Single	154	51.5
	Divorce	25	8.4
Designation	Total	299	100.0
	Upper Management	19	6.4
	Line Management	64	21.4
Sector	Middle Management	118	39.5
	Other	98	32.8
	Total	299	100.0
working Years	Manufacturing sector	191	63.9
	Other	108	36.1
	Total	299	100.0
Remote working	Less than 5 years	175	58.5
	5-10 years	73	24.4
	11-15 years	51	17.1
Duration	Total	299	100.0
	less than 25%	118	39.5
	Between 25% - 50%	101	33.8
Duration	Between 51%-75%	73	24.4
	More than 75%	7	2.3
	Total	299	100.0
Duration	Once a week	161	53.8
	Twice a week	57	19.1
	Three or four days in a week	61	20.4
Duration	Five days a week	20	6.7
	Total	299	100.0

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The participants' marital statuses are distributed as follows: 51.5% unmarried, 40.1% married, and 8.4% divorced. Differences in participants' vocations, personal lives, and work-life balance can influence their attitudes and actions towards workforce adaptation and remote work, which can be identified by their employment status. According to the data, middle management makes up 39.5% of participants, while line management roles

account for 21.4%. Only 6.4% of the population is part of upper management, while the remaining 32.8% are classified differently. Analysis of work-from-home frequency among participants shows that 53.8% work remotely once a week, 19.1% twice a week, 20.4% three or four days a week, and 6.7% five days a week. The extent to which remote work is adopted might impact elements including employee well-being, collaborative dynamics, and communication patterns. It is crucial to have a thorough grasp of these patterns to evaluate the impact of telecommuting arrangements on organizational productivity and employee happiness.

4.2 Analytical approach:

To analyze the data reliability and validity, Cronbach’s alpha, factor analysis, component matrix, and average variance are calculated. Finally, to check the proposed hypotheses, PLS-SEM was utilized to assess the direct, mediation, and moderation effects. These techniques used by the recent studies to analyze models similar in nature in the area of business and

Social science research.

Cronbach’s alpha value of variables

Cronbach's Alpha values exceed the recommended threshold of 0.7 for acceptance (Nick, 2007). The instrument's internal consistency has been demonstrated, leading to its approval for dissemination in research (Abbas, 2019). The Kaiser-Meyer-Olkin test (KMO) and Cronbach's alpha validity and reliability tests were employed to reveal further insights in the inferential statistics (Abbas, 2019).

Table 3: *Cronbach’s alpha value of variables*

S.no	Variable	No of item	Cronbach’s alpha
1	Remote work (RW)	12	0.889
2	Work from home enabler (WFHE)	6	0.800
3	Large HRM(LHM)	4	0.783
4	Resilient HRM	3	0.718
5	Agile HRM	3	0.528
6	Organization performance	3	0.664
8	Adaptively(ADP)	10	0.810
9	Proactivity(PRO)	7	0.763
10	Resilience(RSL)	8	0.817
11	Complexity(CMP)	3	0.631
12	Autonomy(AUT)	3	0.656
13	Skills(SK)	3	0.336
14	Demand(DEM)	2	0.743
15	Uncertainty(UNC)	4	0.746

Source author estimation

Seven distinct hypotheses were formulated in response to the current investigation and evaluated through correlation analysis in SPSS software.

4.3 Correlation analysis:

In order to examine the associations among numerous variables, statisticians utilize the method called correlation. Additionally, correlation analysis can be employed in Table 3, to ascertain whether two or more variables exhibit a positive or negative association, as stated by (Niaz, 2020). An acceptable correlation, as defined by the standard, is one that is situated within the interval denoted by the symbol (0.3 to 0.7) (Creswell, 2013). It is unacceptable in the absence of such a circumstance (Niaz, 2020).

Table 4: correlation analysis

	Variance	Total Correlation	Cronbach’s alpha	P-values
RW	1179.480	.597	0.889	< 0.001
WFHE	1193.830	.543	0.800	< 0.001
LHRM	1196.428	.458	0.783	< 0.001
AHRM	1191.125	.526	0.718	< 0.001
RHRM	1185.228	.593	0.528	< 0.001
OP1	1193.660	.463	0.664	< 0.001
PRO	1186.074	.658	0.810	< 0.001
ADP	1200.577	.453	0.763	< 0.001
RSL	1200.148	.362	0.817	< 0.001
CMP	1197.611	.443	0.631	< 0.001
AUT	1189.128	.555	0.656	< 0.001
SK	1195.516	.509	0.336	< 0.001
DM	1196.183	.504	0.743	< 0.001
UNC	1196.123	.593	0.746	< 0.001

Source: author estimation

Below is a table displaying the findings of a correlation analysis that was conducted between all of the study articles' included variables. The data shows that all of our independent factors, moderating variables, and dependent variables are significantly related to one another. Except for one, at 0.48, all of the correlation values (r) are greater than 0.5, indicating a rather strong association.

Table 5: items total statistics

	Scale Mean if Deleted	Item Scale Variance if Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Deleted
RW1	268.77	1179.480	.597	.960
RW2	268.45	1188.658	.572	.960
RW3	268.45	1192.437	.541	.960
RW4	268.64	1193.908	.484	.961
RW5	268.62	1189.331	.566	.960
RW6	268.46	1194.249	.489	.961
RW7	268.34	1200.144	.412	.961
RW8	268.40	1197.670	.460	.961
RW9	268.45	1186.558	.561	.960
RW10	268.57	1190.970	.550	.960
RW11	268.53	1188.445	.626	.960
RW12	268.59	1190.309	.487	.961
WFHE1	268.57	1193.830	.543	.960
WFHE2	268.76	1198.640	.392	.961

WFHE3	268.47	1189.941	.593	.960
WFHE4	268.63	1186.341	.626	.960
WFHE5	268.56	1197.315	.467	.961
WFHE6	268.64	1195.105	.463	.961
LHRM1	268.75	1196.428	.458	.961
LHRM2	268.58	1186.916	.597	.960
LHRM3	268.65	1190.619	.568	.960
LHRM4	268.48	1192.452	.526	.960
AHRM1	268.57	1191.125	.526	.960
AHRM2	268.71	1192.484	.508	.961
AHRM3	268.70	1195.776	.481	.961
RHRM1	268.72	1185.228	.593	.960
RHRM2	268.53	1198.230	.503	.961
RHRM3	268.68	1200.184	.364	.961
OP1	268.51	1193.660	.463	.961
OP2	268.59	1188.559	.571	.960
OP3	268.47	1188.075	.558	.960
PRO1	268.45	1186.074	.658	.960
PRO2	268.40	1200.496	.490	.961
PRO3	268.52	1196.573	.574	.960
PRO4	268.48	1207.157	.343	.961
PRO5	268.50	1195.714	.508	.961
PRO6	268.80	1189.904	.497	.961
PRO7	268.58	1196.768	.495	.961
PRO8	268.57	1193.938	.543	.960
PRO9	268.65	1188.383	.606	.960
PRO10	268.66	1200.340	.394	.961
ADP1	268.44	1200.577	.453	.961
ADP2	268.27	1195.193	.533	.960
ADP3	268.37	1199.617	.492	.961
ADP4	268.36	1196.647	.505	.961
ADP5	268.63	1186.543	.594	.960
ADP6	268.72	1190.055	.554	.960
ADP7	268.47	1202.136	.471	.961
RSL1	268.82	1200.148	.362	.961
RSL2	268.83	1190.527	.477	.961
RSL3	268.69	1187.328	.559	.960
RSL4	268.61	1192.547	.571	.960
RSL5	268.94	1199.530	.366	.961
RSL6	268.70	1198.186	.421	.961
RSL7	268.67	1204.491	.360	.961
RSL8	268.84	1189.540	.565	.960
CMP1	268.71	1197.611	.443	.961
CMP2	268.52	1197.814	.520	.961
CMP3	268.65	1195.986	.473	.961
AUT1	268.55	1189.128	.555	.960
AUT2	268.94	1198.178	.402	.961
AUT3	268.56	1192.382	.579	.960
SK1	268.60	1195.516	.509	.961
SK2	269.06	1213.825	.152	.962
SK3	268.49	1194.526	.516	.960
DM1	268.65	1196.183	.504	.961
DM2	268.38	1193.155	.568	.960
UNC1	268.52	1196.123	.593	.960
UNC2	268.67	1206.785	.289	.961
UNC3	268.60	1199.476	.454	.961

UNC4	268.53	1188.566	.602	.960
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Source: author estimation

Each and every correlation value follows this pattern. This not only proves our theory is right, but it also shows that the variables are significantly related to one another. There is no negative sign in the R-values, according to the correlation results. This leads us to believe that the variables are significantly positively correlated since most replies fall into the "strongly agreeing" category. This proves that our theory is right. Each variable or construct's potential contribution to the total variance is shown in the table.

Table 5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	%	ofCumulative	Total	%	ofCumulative	Total	%	ofCumulative
1	19.986	28.150	28.150	19.986	28.150	28.150	8.107	11.418	11.418
2	6.989	9.844	37.994	6.989	9.844	37.994	7.978	11.237	22.655
3	4.566	6.431	44.424	4.566	6.431	44.424	3.903	5.497	28.152
4	3.236	4.558	48.983	3.236	4.558	48.983	3.893	5.484	33.635
5	3.072	4.327	53.309	3.072	4.327	53.309	3.886	5.474	39.109
6	2.875	4.049	57.358	2.875	4.049	57.358	3.861	5.437	44.546
7	2.428	3.419	60.778	2.428	3.419	60.778	3.262	4.595	49.141
8	2.138	3.012	63.789	2.138	3.012	63.789	3.063	4.314	53.455
9	1.929	2.716	66.506	1.929	2.716	66.506	2.841	4.001	57.456
10	1.804	2.541	69.047	1.804	2.541	69.047	2.793	3.934	61.389
11	1.659	2.337	71.384	1.659	2.337	71.384	2.516	3.543	64.932
12	1.534	2.160	73.544	1.534	2.160	73.544	2.293	3.230	68.162
13	1.379	1.942	75.486	1.379	1.942	75.486	2.223	3.131	71.292
14	1.317	1.855	77.342	1.317	1.855	77.342	2.200	3.098	74.391
15	1.217	1.713	79.055	1.217	1.713	79.055	2.041	2.875	77.266
16	1.160	1.634	80.689	1.160	1.634	80.689	1.829	2.576	79.841
17	1.074	1.513	82.202	1.074	1.513	82.202	1.676	2.360	82.202
18	.929	1.308	83.510						
19	.918	1.294	84.804						
20	.851	1.199	86.002						
21	.763	1.074	87.077						
22	.689	.971	88.048						
23	.660	.929	88.977						
24	.594	.837	89.814						
25	.533	.751	90.565						
26	.514	.723	91.288						
27	.459	.646	91.934						
28	.427	.602	92.536						
29	.402	.567	93.103						
30	.386	.544	93.647						
31	.364	.513	94.159						
32	.351	.494	94.653						
33	.339	.477	95.131						
34	.298	.420	95.551						
35	.284	.401	95.951						

36	.262	.369	96.321
37	.234	.330	96.650
38	.214	.301	96.951
39	.197	.277	97.229
40	.185	.261	97.490
41	.183	.258	97.747
42	.162	.229	97.976
43	.145	.204	98.180
44	.137	.193	98.373
45	.130	.183	98.555
46	.112	.158	98.713
47	.098	.138	98.851
48	.094	.132	98.983
49	.080	.113	99.097
50	.079	.111	99.208
51	.073	.102	99.311
52	.064	.090	99.401
53	.056	.079	99.480
54	.047	.067	99.547
55	.047	.066	99.613
56	.041	.058	99.670
57	.036	.051	99.721
58	.031	.044	99.765
59	.028	.039	99.804
60	.026	.037	99.841
61	.022	.031	99.872
62	.019	.026	99.899
63	.018	.025	99.923
64	.015	.021	99.944
65	.012	.016	99.961
66	.010	.014	99.975
67	.006	.009	99.984
68	.005	.007	99.990
69	.003	.004	99.994
70	.003	.004	99.998
71	.001	.002	100.000

Source: author estimation

The statistical measure of variance shows how far apart the data points are from the mean. The value of each variable's capture of variability is shown in the following table. Every one of the variables—RW, WFHE, LHRM, AHRM, RHRM, OP1, PRO, ADP, RSL, CMP, AUT, SK, DM, and UNC.shows a lot of variation, which means that these variables

accurately reflect the dataset's variability. A high degree of correlation exists between all of the variables, suggesting that there are significant relationships between them and the ones that follow. The internal consistency and measurement scale reliability are both good, as shown by the consistently high Cronbach's alpha values (almost equivalent to 1) for all variables. There is a statistically significant association between the variables when their p-values are less than 0.001. An extreme amount of certainty is on display here. The research variables seem to be reliable, based on the data in the table, since they capture a lot of variability and have high relationships with loads of other parameters.

4.4 Test of normality:

Conducting a normality test entails analyzing the data to ascertain if they adhere to a normal distribution before proceeding with the comparison test (Shapiro et al., 1968). The Kolmogorov-Smirnov test is being conducted since the sample size is 299, which exceeds fifty. Both variables have a significance level below 0.05, indicating that the data does not adhere to a normal distribution. A non-parametric test will be conducted based on this finding (Shapiro et al., 1968).

Table6: Normality table

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	p-value	Statistic	df	p-value
RW1	.231	299	.000	.877	299	.000
RW2	.219	299	.000	.845	299	.000
RW3	.246	299	.000	.837	299	.000
RW4	.236	299	.000	.870	299	.000
RW5	.241	299	.000	.871	299	.000
RW6	.252	299	.000	.841	299	.000
RW7	.263	299	.000	.815	299	.000
RW8	.241	299	.000	.835	299	.000
RW9	.251	299	.000	.824	299	.000
RW10	.251	299	.000	.858	299	.000
RW11	.282	299	.000	.840	299	.000
RW12	.268	299	.000	.840	299	.000
WFHE1	.285	299	.000	.847	299	.000
WFHE2	.255	299	.000	.878	299	.000
WFHE3	.225	299	.000	.849	299	.000
WFHE4	.296	299	.00	.847	299	.000
WFHE5	.269	299	.000	.856	299	.000
WFHE6	.260	299	.000	.865	299	.000
LHRM1	.259	299	.000	.879	299	.000
LHRM2	.296	299	.000	.818	299	.000
LHRM3	.267	299	.000	.861	299	.000
LHRM4	.265	299	.000	.832	299	.000
AHRM1	.281	299	.000	.843	299	.000
AHRM2	.302	299	.000	.821	299	.000

HABIBIA ISLAMICUS VOL 8 ISSUE 2 (2024)			"REMOTE REVOLUTION: EXAMINING ...			
AHRM3	.263	299	.000	.866	299	.000
RHRM1	.257	299	.000	.873	299	.000
RHRM2	.297	299	.000	.828	299	.00
RHRM3	.263	299	.000	.865	299	.000

Source: author estimation

The findings of this investigation are displayed in Table 7, where it is evident that the composite reliability coefficient for the specified variable exceeded 0.7. Russell (1978) introduced the notion of convergent validity, which he defined as the measurement of the extent to which the data itself contradicts itself or the extent to which the items of a variable represent a latent variable. Cross-loadings and the average variance extracted (AVE) are employed during the assessment of the data set to ascertain the establishment of convergent validity. Hair Jr. et al. (2014) established a threshold for the evaluation of AVE at 0.5 or higher. However, for factor loadings, 0.6 or higher is considered the optimal value.

Table 7: Correlation table

	Scale mean	Scale variance	Total correlation
RW1	268.77	1179.480	.597
RW2	268.45	1188.658	.572
RW3	268.45	1192.437	.541
RW4	268.64	1193.908	.484
RW5	268.62	1189.331	.566
RW6	268.46	1194.249	.489
RW7	268.34	1200.144	.412
RW8	268.40	1197.670	.460
RW9	268.45	1186.558	.561
RW10	268.57	1190.970	.550
RW11	268.53	1188.445	.626

RW12	268.59	1190.309	.487
WFHE1	268.57	1193.830	.543
WFHE2	268.76	1198.640	.392
WFHE3	268.47	1189.941	.593
WFHE4	268.63	1186.341	.626
WFHE5	268.56	1197.315	.467
WFHE6	268.64	1195.105	.463
LHRM1	268.75	1196.428	.458
LHRM2	268.58	1186.916	.597
LHRM3	268.65	1190.619	.568
LHRM4	268.48	1192.452	.526
AHRM1	268.57	1191.125	.526
AHRM2	268.71	1192.484	.508
AHRM3	268.70	1195.776	.481
RHRM1	268.72	1185.228	.593
RHRM2	268.53	1198.230	.503
RHRM3	268.68	1200.184	.364
OP1	268.51	1193.660	.463
OP2	268.59	1188.559	.571
OP3	268.47	1188.075	.558
PRO1	268.45	1186.074	.658

PRO2	268.40	1200.496	.490
PRO3	268.52	1196.573	.574
PRO4	268.48	1207.157	.343
PRO5	268.50	1195.714	.508
PRO6	268.80	1189.904	.497
PRO7	268.58	1196.768	.495
PRO8	268.57	1193.938	.543
PRO9	268.65	1188.383	.606
PRO10	268.66	1200.340	.394
ADP1	268.44	1200.577	.453
ADP2	268.27	1195.193	.533
ADP3	268.37	1199.617	.492
ADP4	268.36	1196.647	.505
ADP5	268.63	1186.543	.594
ADP6	268.72	1190.055	.554
ADP7	268.47	1202.136	.471
RSL1	268.82	1200.148	.362
RSL2	268.83	1190.527	.477
RSL3	268.69	1187.328	.559
RSL4	268.61	1192.547	.571
RSL5	268.94	1199.530	.366

RSL6	268.70	1198.186	.421
RSL7	268.67	1204.491	.360
RSL8	268.84	1189.540	.565
CMP1	268.71	1197.611	.443
CMP2	268.52	1197.814	.520
CMP3	268.65	1195.986	.473
AUT1	268.55	1189.128	.555
AUT2	268.94	1198.178	.402
AUT3	268.56	1192.382	.579
SK1	268.60	1195.516	.509
SK2	269.06	1213.825	.152
SK3	268.49	1194.526	.516
DM	268.65	1196.183	.504
DM2	268.38	1193.155	.568
UNC1	268.52	1196.123	.593
UNC2	268.67	1206.785	.289
UNC3	268.60	1199.476	.454
UNC4	268.53	1188.566	.602

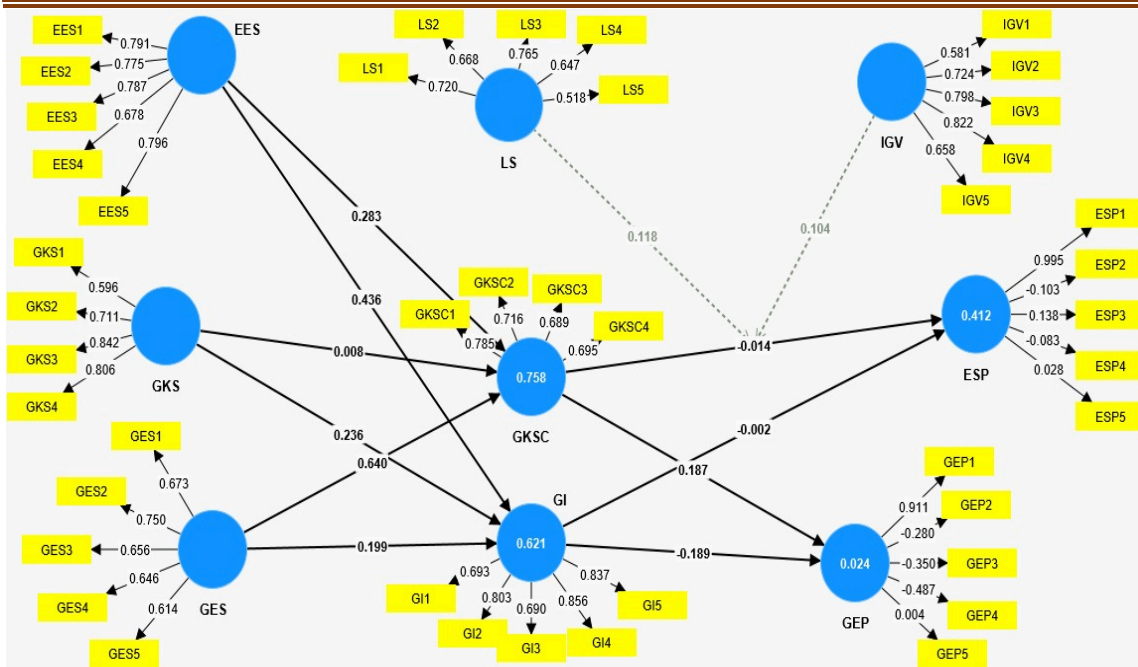
Source: author estimation

The scale standard mean column displays the average response rate for each item on the scale. Item RW1 has a scale mean of 268.77, representing the average score of respondents on this item. Scale variance measures the dispersion of scores around the mean of each question. High variance values indicate greater response variability. Item WFHE2 demonstrates a scale variation of 1198.640, indicating a significant amount of variability

in the scores given by participants for this question. Correlation of the entire set of corrected items, The correlation column displays the correlation coefficient between each item and the total score of the scale after removing that item. It shows the relationship between the total score on the scale and the scores of each specific item. Higher values indicate stronger associations. The item PRO1 has a high positive association with the entire scale score, as shown by the corrected item total correlation of 0.658. The aforementioned statistics offer vital insights into the performance and features of the items in the scale by assessing the distribution and reliability of responses for each question.

Table 8: hypothesis testing analysis

	Path coefficients	F-Statistic	p-value	Decision
H1	0.791	0.074	0.005	Supported
H2	0.773	0.539	0	Supported
H3	0.592	0.34	0.056	Supported
H4	0.503	1.675	0	Supported
H5	0.325	1.488	0.001	Supported
H6	0.322	0.072	0.001	Supported
H7	0.399	0.89	0.01	Supported



Source: author estimation

4.7 Discussion:

The findings and ideas from the findings form the basis of research projects that aim to do further research on the subject. This study aims to dissect the relationship between Work-from-home (WFH) characteristics in manufacturing companies and organizational characteristics, specifically workforce agility. The objective of this study is to make sense of the diverse dynamics that oversee remote work within these organizations and to perceive the critical factors that influence their ability to adjust to the propelling thought of work, among other things. This study proposes a mediating relationship between agile work and the effectiveness of WFH (Orlikowski & Barley, 2001). Further, the study framework permits the discovery and incorporation of possible theories regarding the agility, adaptability, and flexibility of WFH employees. Findings show that companies with agile working practices are better able to support their employees through HRM initiatives and also do better when employees are allowed to work remotely (Fossas Olalla, 2018). One way to look at it is that WFH enablers mediate the effect of agile work on WFH success. In summary, the favorable results consistent with these theories underscore the necessity for strategic interventions, motivating behaviours, and flexible approaches to improving organizational efficiency in the current remote work environment, which is characterized by its dynamic nature. The adaptable schedules of agile professionals may be related to this. When it comes to the offered enablers, female employees are typically more tolerant of them, and this tolerance is strongly correlated with gender (Garza-Reyes et al., 2018). This allows for the demonstration of more potential enabling applications through HRM (Jackson, 2003). The third premise was also validated: with management's help and facilitation, WFH may achieve better results. Employee success with agile work is evident

at WFH, but assistance is still crucial. Previous qualitative research has provided some evidence of this effect, and quantitative discovery of it is not out of the question (Russell & Grant, 2020). This theory is supported by the evidence that WFH facilitators partially mediate the relationship between agile work and the success of WFH (Russell & Grant, 2020). Consequently, HRM enablement should be expanded upon since it elucidates, at least partially, the relationship between agile work and the success of remote work.

5. Conclusion:

The results of the subsample analysis showed that the participants' job experiences influenced the model's predictions. Skilled employees can reap the benefits of remote work in two ways: first, through agile work, and second, through work-from-home enablers. For less experienced employees, the effects of agile work are different since WFH facilitators completely reduce their impact. It was found that participants' job performance was positively affected by working remotely. Results showed that participants' job performance was positively affected by remote work, which is in line with most previous investigations. A logical explanation for this occurrence would be that people are more productive when they can work remotely and have fewer interruptions. It is obvious that workers perform better when given more leeway in their schedules. Further analysis revealed that working remotely also increased job satisfaction

5.1 Limitations and future recommendations:

Like many other studies, this research study also has some limitations which are presented here Along with future research recommendations. Firstly there is a need for improvement in human resource management strategies that try to improve remote workers' chances of success, such as programs that encourage employees to believe in their own abilities and take charge of their own work. Secondly, If the survey had only included people who willingly used WFH, the results might have turned out differently. Thirdly it is reasonable to classify agile work into these three areas in order to shed more light on the collected data and metrics. It would also be possible to further divide the current mediator or bring in more mediators in a similar spirit.

Even though there were many limitations to this study, the results nonetheless indicate promise. Furthermore, companies must prioritize labor regulations and procedures that assist workers in improving their well-being, achieving a better work-life balance, and finding joy in their work. Some have speculated that this will lead to more involvement from workers in the companies. A growing number of firms are embracing remote work, so it's important to study how it affects work performance and other key performance indicators. To conclude, as the literature analysis did not cover every angle of this subject, future studies could look into what factors affect workers' decisions to work remotely and how it translates into productivity. Companies can learn more about their workers' performance on the job thanks to the dissertation's conclusions. Training, new technical tools for doing duties, and boosting employee communication are all examples of innovative techniques and procedures that organizations and the HR department in particular should be seeking out and developing.

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