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## Impact of Remote Work on Organizational Culture and Employee Performance

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### Abstract

*This study explores the multidimensional influence of telecommuting on organizational outputs and its three main aspects: employee performance, team dynamics, and organizational culture. Due to the global rise of remote work adoption, knowledge about these ramifications has turned into one of the basics for good personnel management and organizational development. The empirical findings are based on three primary hypotheses: remote work is the principal factor in improving employee performance, has a clear impact on the dynamics of the team and interpersonal relationships, and changes the corporate culture. The researchers combined the quantitative and qualitative approaches in the mixed-methods research design to provide a thorough understanding of the topic. The pilot project was carried out among the workers in Bahrain who have experienced remote work mode of operation. A 200-strong sample was identified using a stratified random sampling technique, and data were collected through a structured questionnaire. The study used a descriptive and exploratory design that involved both measurable and context-specific elements. The authors' primary and secondary data sets were processed both in Microsoft Excel and SPSS, and the analytical tools employed the statistics of mean, standard deviation, and regression analysis. The study found a significant impact of remote work on employee performance, team dynamics, and organizational culture. Remote work accounted for 6.4% of variance, influenced 14% of variance in team dynamics, and 16.5% of cultural variation in organizational culture. The findings suggest strategies for improving remote work frameworks to enhance productivity and organizational unity.*

**Keywords:** Remote Work, Organizational Culture, Employee Performance.

### Introduction

In an era of swift technological progress, changing worker demographics, and increasing economic uncertainty, comprehending the factors that compel people to stay engaged, motivated, and productive is crucial. Employee engagement (EE) encompasses a profound emotional, cognitive, and behavioural connection between employees and their work, beyond basic motivation and job satisfaction (Karanika-Murray et al., 2015). Employee engagement is an essential element of organisational success that directly impacts performance, productivity, profitability, and overall business growth. An inviting atmosphere that promotes development and involvement markedly improves the retention of top-performing workers, rendering employee engagement a vital focus for organisations worldwide (Mozammel & Haan 2016). Worldwide, enterprises want to provide robust and creative work environments that ensure long-term profitability for their most precious asset: their personnel (Stor, 2024). Consequently, EE has garnered the attention of scholars and business executives as a crucial element of organisational success. EE provides insights into improving performance, decreasing turnover,

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and fostering comprehensive wellness (Rajashekar & Jain, 2024). Despite the critical importance of employee engagement (EE) for organisations globally, its levels are disturbingly low, presenting substantial obstacles to turnover intention, productivity, creativity, and overall corporate success (Singh, & Khan, 2025).

Remote work is a fundamental component of the modern corporate environment (Jooss, et al., 2020; Wang, et al., 2021). The phrase "remote work" denotes employees executing their job duties outside conventional office settings (Hill & Schmutz, 2020). For enterprises that span geographic boundaries and function across many time zones, remote work is essential for the seamless operation of nearly all organisational functions, including marketing, finance, and supply chain management (Hafermalz & Riemer, 2021; Jackowska & Lauring, 2021).

The current COVID-19 epidemic has intensified attention on the topic of remote work (Orsini & Rodrigues, 2020). To overcome the challenges posed by the pandemic, the majority of organisations have used remote working protocols to maintain productivity and reduce the danger of viral transmission (Bonacini, et al., 2021; Chong, et al., 2020). In reaction to Europe's second COVID-19 epidemic, organisations are recommended to adopt a remote work strategy including at least 50% of their workers (Aleem, et al., 2023).

The extensive use of remote work has resulted in substantial alterations in organisational work practices and their execution (Donnelly & Johns, 2021). Businesses and employers are being helped in their quest to create an intelligent working system by the widespread availability of powerful and user-friendly mobile devices and the advancement and proliferation of digital technologies, especially those that enable communication, collaboration, and social networking. The implementation of these new methods has led to a lasting alteration in organisational policy and, in certain cases, workplace culture. Google, for instance, permits 20 percent of its personnel to work remotely on a regular basis at any one moment. Likewise, Twitter and Facebook have made provisions for all workers to permanently engage in remote work, if their roles can be effectively performed from a distance and the employees are amenable to this arrangement (Mozammel et al 2021).

Human resource practices and communication approaches have been impacted by the significant technological advancements in the last decade. Efficiency has been greatly enhanced and a new industrial revolution has begun thanks to technology such as renewable energy, sensors, smart manufacturing, cloud and mobile computing, big data, and machine learning. The revolutionary potential of these technologies is recognised across several academic disciplines, compelling companies to comprehend and adjust to these developments to prevent disruptions (OlaAde et al., 2022). Work, characterised as the use of human, informational, and physical resources to generate products or services, is increasingly dependent on technology. This integration prompts essential enquiries for students of organisational psychology and behaviour, since the influence of technology on work and organisations has emerged as a primary issue (Akinyetun, 2016). The significant ramifications of these technological changes necessitate a comprehensive comprehension of their impacts. This comprehension is especially vital when remote labour, enabled by modern technology, emerges as a dominant and transformational operational paradigm (Ola-Ade et al. 2022).

The COVID-19 pandemic has instigated a significant alteration in the work environment, affecting industries globally. This transition is apparent in the Information Technology (IT) industry, where several entities have adopted permanent remote work configurations. This phenomenon is not limited to IT; it spans other industries, including social networking, e-

commerce, banking, and consulting. The epidemic necessitated a reassessment of conventional office-centric employment, highlighting the physical aspects of labour. Surveys demonstrate that remote workers display more productivity than their office-based peers, resulting in a growing acceptance of remote work as the 'new normal' (Dutta, 2022). This transformation is perceived as an opportunity for organisations to recruit talent internationally, therefore overcoming geographical constraints. The COVID-19 pandemic, marked by extensive lockdowns and social distancing protocols, has provoked an unparalleled transformation in worldwide work frameworks. Organisations driven by the need to adjust to the new normal have rapidly embraced remote work cultures. This transition is enabled by enhancements in Information and Communication Technology (ICT) and high-speed internet, enabling over fifty percent of office tasks to be performed remotely (Odunayo, & Fagbemide, 2024).

The objective of this research is to analyze how telework affects some of the most important aspects of organizational performance, namely employee performance, team processes, and organizational culture. With telework becoming an integral part of contemporary workplace practice, it is critical to know its effects so that organizations can continue to stay productive, cooperative, and united as a workplace. This research is important as it offers an understanding of how remote work reconfigures communication patterns, employee involvement, and the informal organization that characterizes workplace culture. Through the identification of both the advantages and difficulties inherent in remote work, the results can assist organizations in creating better remote work strategies, support systems, and policies that maintain performance as well as a positive organizational culture.

The paper is structured into eight sections. Section 1 contains the document's introduction. Section 2 provides a conceptual framework of the cases and prior studies. Section 3 outlines the research methodology and deals with Justification of remote works – the need to study. Section 4 was followed by an outcome of result with the hypothesis. Section 5 proceeds with the findings and discussion. Section 6 encompasses conclusions, implications, and recommendations. References have been incorporated.

## **Conceptual Framework**

### **a) Remote Work on Employee Performance**

Since employees would be spending less time travelling to and from work, it seemed like remote work may boost morale and output. It didn't take long for remote workers to start using different methods of collaboration, communication, and time management. Currently, it recognises that these alterations directly influenced employees' well-being and job satisfaction (Azarbouyeh, Naini, 2014). Research by the American Gallup Institute indicates that merely 33% of surveyed employees reported a satisfactory level of overall well-being (Raport MIT Solan, 2023). Conversely, the People at Work 2022: A Global Workforce View report (Richardson, Antonello, 2022) reveals that remote workers demonstrated greater job satisfaction than their office-based counterparts, despite reporting inferior mental well-being. These results indicate that the shift to remote work might improve productivity; however, it frequently compromises employees' well-being (Subel et al., 2022).

The concept of employee involvement appears to be equally appealing to organisations and the professional associations and consulting firms that advocate for it. The results of employee engagement are purported to align with the objectives of most organisations: individuals who exhibit increased productivity, profitability, safety, health, reduced attrition, decreased

absenteeism, and a greater propensity to exert discretionary effort (Brad Shuck et al., 2011). According to Lockwood (2007), employee engagement which includes active engagement, disengagement, and active disengagement, influences productivity and retention within an organisation. Employee engagement is enhanced in organisations where employees receive recognition for their commendable work, are closely aligned with the organization's aims and vision, and are immersed in an atmosphere of continual learning and growth. Engagement, in this context, refers to an employee's capacity to fully invest their entire self in their work. To facilitate this, three psychological conditions must be met: meaningfulness at work, which indicates whether the employee perceives value in their tasks; safety, which denotes whether the employee feels secure enough to perform without fear of reprimand; and availability, which refers to whether the employee feels both physically and mentally prepared to realise their full potential (Dixit, & Singh, 2020).

Consequently, performance may initially improve regarding supervisory oversight or time management; nevertheless, when well-being declines over time, it may thereafter diminish. Research indicates that the transition to a digital work environment has created an urgent need to tackle the excessive data influx, the disconnection from work, and the waning social interactions among employees due to isolation, resulting in decreased trust and a weakened sense of empowerment (Van Wart et al., 2019). While remote work offers increased liberty regarding time and location, it results in job intensification and an augmented workload for employees (Bathini, Kandathil, 2019). Remote work facilitates a convergence of professional and personal obligations, leading to disruptions in employees' personal lives (Cortellazzo et al., 2019; Gálvez et al., 2020); conversely, it provides enhanced flexibility for many employees in managing family responsibilities, allowing them to work from any location and at any time (Fedakova, 2017; Oleksa-Marewska, & Tokar, 2023).

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

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

### **b) Flexible Work Culture**

The importance of "flexible working practices (FWP)" has grown in today's dynamic and unpredictable world. Organisations must be able to adapt to changing work situations, as shown by the COVID-19 pandemic, which has highlighted the need of a FWC. Employees have more control over their work schedules, career paths, perks, and even the location of their workplace thanks to the FWC's flexible work scheduling options. The 1970s saw a rise in the popularity of flexible work arrangements, which were already ubiquitous in the West by the 1980s, and these arrangements may take many forms, including part-time work, shorter workweeks, and flexible scheduling. In affluent countries, the inflexible 8-hour and 40-hour workday is progressively yielding to more flexible schedules, granting employees more autonomy over their time (Lyness, et al., 2012).

A multitude of variables, particularly the increasing diversity of the workforce, propels the transition towards enhanced worker flexibility. Key factors influencing flexibility are the proliferation of single-parent and dual-income households, an ageing demographic, heightened elder care obligations, the participation of women in the workforce, diminishing gender disparities, and the promotion of a fairer society (Lyness et al., 2012). Employees report higher levels of job satisfaction and lower rates of turnover when given more leeway to decide how and when they work, according to studies. Workplace flexibility is increasingly favoured since it

enables rapid adaptation for employees and promotes sustainability, resulting in innovative models such as hot-desking and hybrid work. These techniques cultivate creativity by integrating social interactions and flexible surroundings (Mattarelli, et al., 2024). These changes were prompted by the COVID-19 pandemic; as many as 85% of persons in the 29-56 age bracket supported and wanted to continue having flexible work arrangements after the outbreak. Nonetheless, remote work has obstacles like technological constraints, the difficulty of managing professional and familial responsibilities, insufficient social support, and frequent domestic disruptions, all of which can diminish productivity (Barbieri et al., 2024). Systematic studies lack a comprehensive and contextual examination that adequately encompasses the historical, contemporary, and prospective dimensions of FWC (Yadav, & Bagri, 2025).

**H3:** Remote work has a significant influence on organizational culture.

## **Research Methodology**

This research aimed to employ a “systematic literature review (SLR)” and bibliometric analysis to examine virtual teams engaged in programming projects. The technique addressed the following elements to achieve this.

The research sought to investigate how remote work has impacted organizational culture and worker performance using a mix of descriptive and exploratory research methods. It utilized both qualitative and quantitative methods to have a balanced view of the topic. It was carried out in the Delhi NCR area and involved employees with remote work experience. A stratified random sampling design was adopted to provide representative diversity across various segments, and data were collected from a sample of 200 respondents. A structured Questionnaire was used to gather primary data, which was supplemented by secondary data culled from the appropriate literature and other sources. Employee performance, team dynamics, interpersonal connections, and organisational culture were the outcomes that were assessed in the research, with remote work serving as the influencing factor. In order to analyse the data and draw relevant findings, we used statistical approaches such as regression analysis, standard deviation, and mean in MS Excel and SPSS.

## **Justification of Remote Works – The Need to Study**

While some studies have touched on aspects of remote work, few have presented a comprehensive and detailed examination of how remote work uniquely affects organizational culture and worker performance. A concentrated review is necessary to identify the larger ramifications of remote work on workplace interactions, particularly with respect to teamwork collaboration, personal relationships, and general cultural transformation within organizations. The importance of taking a formal and systematic method—based on previous frameworks—is highlighted by the following considerations:

- It minimizes bias and subjective interpretation in selecting and evaluating relevant literature.
- It synthesizes findings across diverse studies, highlighting consistent trends and exposing conflicting results.
- It helps uncover gaps in existing knowledge, such as limited insights into how remote work affects informal communication, trust-building, and performance management.
- It establishes a foundation for future research by identifying key variables and metrics

With the growing acceptance of remote work across industries, as well as its far-reaching implications on the way teams operate and organizations conduct business, an in-depth exploration is both timely and warranted to map the shifting landscape of contemporary workspaces.

## 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	26 Years – 35 Years	75	37.50%
		36 Years – 45 Years	47	23.50%
		Above 46 Years	40	20%
		Below 25 Years	38	19%
2	Gender	Female	91	45.50%
		Male	109	54.50%
3	Educational Qualification	Bachelor's Degree	72	36%
		Diploma	55	27.50%
		Doctorate	37	18.50%
		Master's Degree	36	18%
4	Marital Status	Divorced/Separated	57	28.50%
		Married	71	35.50%
		Single	72	36%
5	Job Role	Administrative	53	26.50%
		Intern/Trainee	33	16.50%
		Manager	11	5.50%
		Senior Manager	42	21%
		Technical Staff	61	30.50%
6	Industry Type	Consulting	36	18%
		Education	33	16.50%
		Finance	43	21.50%
		Information Technology (IT)	54	27%
		Manufacturing	34	17%
7	Years of Work Experience	1–3 Years	50	25%
		4–6 Years	49	24.50%
		7–10 Years	31	15.50%

		Less than 1 Year	39	19.50%
		More than 10 Years	31	15.50%
8	Employment Type	Full-time	123	61.50%
		Part-time	77	38.50%

Table 1: Demographic Profile

**Interpretation** – The demographic profile indicates that the majority of the respondents belong to a very unevenly distributed group, the majority of whom are aged between 26 and 35 years (37.5%), followed by those aged 36–45 years (23.5%). Gender distribution reveals a small male majority (54.5%). According to the educational segment, the majority of the participants are holders of the bachelor's degree (36%), and then a significant minority are the holders of the diploma of the vocational type (27.5%). A fitting distribution of the marital status of the respondents is there, however, single individuals (36%) are more than those who are married (35.5%). Respondents are generally technical staff (30.5%) and office staff (26.5%), but few are in managerial positions. Professional sectors that are on the rise are IT (27%) and finance (21.5%). As to the experience, about half have been in the working world for less than 6 years, while 25% have had 1–3 years. The vast majority have full-time jobs (61.5%) denoting job stability among participants.

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

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.252 <sup>a</sup>	.064	.059	3.60125
a. Predictors: (Constant), Remote Work				

Table 2: Model Summary

**Interpretation** - According to the model summary, it is evident that there is a weak positive correlation ( $R = 0.252$ ) between the predictor variable Remote Work and the dependent variable. The quantity of R Square, 0.064, signifies that just 6.4% of the dependent variable's variance is caused by Remote Work. The small explanative value suggests that the variable provides the very limited predictive power. Adjusted R Square (0.059) adjusts for the number of predictors to a small degree and hence still confirms the weak relationship. The estimate standard error (3.60125) characterizes the extent of the average deviation of the observed data points from the fitted line. Thus, the model's prediction accuracy is also found to be low.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	174.519	1	174.519	13.457	.000 <sup>b</sup>
	Residual	2567.861	199	12.969		
	Total	2742.380	200			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Remote Work						

Table 3: ANOVA

**Interpretation** - The ANOVA table tells us that the regression model is statistically significant. This can be seen from the F-value of 13.457 and a p-value (Sig.) of .000, which is much smaller than the conventional threshold of 0.05. This, in turn, translates to the fact that Remote Work variable has a statistically significant influence on the dependent variable, Employee Performance. In particular, the model is reported to only account for a tiny chunk of the variance (as shown in the R Square), but the significance of the relationship between remote work and employee performance is not caused by chance, and remote work helps to some extent, despite being less in amount, in the prediction of performance outcomes.

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.879	1.176		7.552	.000
	Remote Work	.295	.080	.252	3.668	.000

a. Dependent Variable: Employee performance

Table 4: Coefficient

**Interpretation** - The table of coefficients indicates that Remote Work has a statistically significant and positive impact on Employee Performance. The unstandardized coefficient (B = 0.295) suggests that for every one unit increase in the remote work variable, employee performance will increase by 0.295 units, while keeping other factors unchanged. The standardized coefficient (Beta = 0.252) shows a moderate standardized effect size. The critical value of 3.668 and the p-value of (.000) clearly establish that this effect is statistically significant. Furthermore, the constant (8.879) is the predicted employee performance when remote work is absent. In general, remote work is a source of a positive impact on employee performance, even if the effect size remains moderate.

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

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.374 <sup>a</sup>	.140	.136	2.95870

a. Predictors: (Constant), Remote Work

Table 5: Model Summary

**Interpretation** - The summary of the updated model exhibits a more significant association between Remote Work and the depended variable as compared to the preceding model. A correlation coefficient (R = 0.374) confirms the existence of a moderate correlation. The R-Squared of 0.140 figure indicates that Remote Work accounts for 14% of the variability in the dependent variable, which means it is a significant improvement. The Adjusted R Squared (0.136) also considers the number of predictors contributing to the model and confirms its validity. The standard error of the estimate (2.95870) has also dropped which points to higher model accuracy. On the whole, Remote Work has a moderate and statistically significant effect on the dependent variable.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	282.222	1	282.222	32.239	.000 <sup>b</sup>
	Residual	1733.278	199	8.754		
	Total	2015.500	200			
a. Dependent Variable: Team dynamics and interpersonal relationships						
b. Predictors: (Constant), Remote Work						

Table 6: ANOVA

**Interpretation** - The ANOVA table shows that the regression model that investigates the effect of Remote Work on Team Dynamics and Interpersonal Relationships is of vital importance. The F-value of 32.239 with a p-value (Sig.) of .000 is a clear indication that the model is very much significant and the connection is capricious. This implies that Remote Work is a meaningful factor influencing team dynamics and interpersonal relationships. Even though the R Square value in the model summary indicates that only 14% of the variance is being explained, the independent variable is still statistically significant as this factor accepts the predictability of the change in the dependent variable.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.195	.966		7.449	.000
	Remote Work	.375	.066	.374	5.678	.000
a. Dependent Variable: Team dynamics and interpersonal relationships						

Table 7: Coefficient

**Interpretation** - In the coefficients table, Remote Work is seen to have a statistically significant and fairly strong positive effect on Team Dynamics and Interpersonal Relationships. The unstandardized coefficient (0.375) shows that if the score of remote work increases by one, the score of team dynamics and interpersonal relationships increases by 0.375 units, all other things being equal. The standardized coefficient (0.374) is quite substantial indicating a moderate effect size. The big t-value (5.678) and the very low p-value of .000 suggest that this is actually a very significant effect. The constant (7.195) is the expected score for team dynamics and relationships when remote work is not included.

**H3:** Remote work has a significant influence on organizational culture.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.406 <sup>a</sup>	.165	.160	3.03666
a. Predictors: (Constant), Remote Work				

Table 8: Model Summary

**Interpretation** - The model summary reveals a moderate positive connection between Remote

Work and the dependent variable. The correlation coefficient ( $R = 0.406$ ) is the source of the above determination. R Square of 0.165 implies that Remote Work is responsible for 16.5% of the variation in the dependent variable and, therefore, still important, but of a low impact. This has been further confirmed by the Adjusted R Square (0.160) after controlling for the number of predictors. And the standard error of the estimate (3.03666) seems to be an estimated deviation of actual values from the predicted value on the average.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	359.771	1	359.771	39.015	.000 <sup>b</sup>
	Residual	1825.824	199	9.221		
	Total	2185.595	200			
a. Dependent Variable: Organizational culture						
b. Predictors: (Constant), Remote Work						

Table 9: ANOVA

**Interpretation** - The ANOVA test is very interesting - the regression model that was used to research whether or not Remote Work has an effect on Organizational Culture is shown to be statistically significant. The F-test value of 39.015, which corresponds to p-value (Sig.) of .000, is a clear indicator that the model is very significant; meaning the relationship observed is not likely due to random factors. This confirms that Remote Work has an impactful influence on organizational culture. Additionally, the R Square value of 0.165 from the model summary together with the set of results suggests that although remote work accounts for a small fraction (16.5%) of the variance that is inherent in organizational culture, its impact is statistically strong and substantial.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.409	.991		7.473	.000
	Remote Work	.424	.068	.406	6.246	.000
a. Dependent Variable: Organizational culture						

Table 10: Coefficient

**Interpretation** - The coefficients table points out to us that Remote Work is strongly positively related to Organizational Culture. The unstandardized coefficient ( $B = 0.424$ ) explains that if the extent of remote work rises by one unit, the score of organizational culture increases by 0.424 units, given all other factors remain the same. The standardized coefficient ( $Beta = 0.406$ ) indicates a moderate effect size. The very high t-value (6.246) and the small p-value of .000 provide us with evidence that this is indeed a very strong statistically significant result. The constant term (7.409) is the score for the base organizational culture when we have no remote work.

## Findings and Discussion

The theoretical concept provides the information that an employee's performance while working

from home is influenced by engagement, autonomy, well-being, and recognition (Lockwood, 2007; Dixit & Singh, 2020). Remote work initially was thought to be beneficial in the sense that it raised the performance by saving the time of commuting and providing a flexible schedule (Azarbouyeh & Naini, 2014). However, in the long term, the impact of remote work on employee well-being and psychological safety becomes more important. Through empirical evidence, it has been confirmed that remote work has positive yet not high power performance ( $\beta = 0.252$ ,  $p < .001$ ) ( $R^2 = 0.064$ ) but other uncontrolled factors) (Wart et al., 2019). While some state, remote work has positive influence on performance but it is not enough to ensure that the business is efficient. It is suggested that remote work is not the best solution in the absence of digital support systems and the subsequent supportive role of the supervisors (Wang et al., 2021). This study, addicted to Joos et al. (2020), who consider the design of global workforce flexibility as a solution, differs by highlighting the performance outcomes as variables to be measured. Thus, hypothesis H1 is confirmed, one can say that the remote work only promotes performance until it is supplemented with engagement and wellness strategies.

Remote work is viewed as the change agent for the traditional team dynamics, reshaping the way team members work together, communicate, and exchange information (Hafermalz & Riemer, 2021; Subel et al., 2022). On the one hand, it allows freedom and adaptability; on the other hand, it leads to the disintegration of interpersonal relationships essential for effective teamwork. The regression findings show that remote work affects the team dynamics and interpersonal relationships moderately and significantly ( $\beta = 0.374$ ,  $p < .001$ ,  $R^2 = 0.140$ ). It thus follows that virtual work while it may improve team collaboration using digital tools; it also calls for the use of conscious measures for maintaining the team's cohesiveness and the level of commitment. Bathini & Kandathil (2019) only provide an intensified job narrative; in contrast, this paper explains that teamwork can only be facilitated by proper support in a remote setup. In the case of the Jooss et al. (2020) international study, which supports flexibility as the enabling factor of collaboration, the present study is based on the data collected and confirms that team interaction needs leaders' active involvement in the context of remote locations. Thus, H2 is supported and remote work is confirmed to have a significant impact on team dynamics, being beneficial as well as detrimental depending on the company's management style and communication infrastructure.

Organizational culture, deeply grounded in physical presence, rituals, and shared values, is very changed by remote work. The illustrated model sees remote work as a possible change to culture, in which digital communication takes over common human rituals and people work asynchronously as a usual practice (Dutta, 2022; Oleksa-Marewska & Tokar, 2023). The study identifies a moderate and significant interdependence between remote work and organizational culture ( $\beta = 0.406$ ,  $p < .001$ ,  $R^2 = 0.165$ ), which is the highest across the entire set of variables tested. This evidence proposes that not only communication patterns but also job identity and solidarity can be significantly modified by remote work. It is congruent with Fedakova (2017) and Mattarelli et al. (2024), who aver that a flexible environment can nurture innovative and inclusive cultures only if due focus is put on digital leadership and engagement. Differently, the present study establishes a different kind of culture-building model that gave importance to not only normal space but also the virtual arena and suggested a digital-first cultural framework based on virtual inclusion, digital rituals, and leadership transparency. Thus, H3 is highly confirmed: remote work has a significant influence on organizational culture, prompting the need for a plan in the creation of culture to maintain belonging, trust, and shared purpose.

## Conclusion

In conclusion, the main point of the study is the way remote work is capable of changing employees' performance, team dynamics and organizational culture. The outcomes indicate that remote work, although it provides flexibility and leads to productivity, has only mild influence on performance, and on the other hand, it hampers the building of good interpersonal relationships and the employees' well-being. However, this form of work through prospering job satisfaction, self-direction, and ability to present a boundary between personal and work life. Statistically, all the relationships were proved to be significant, especially in terms of team collaboration and organizational culture, thereby pointing towards the necessity for the development of new remote work policies. Thus, the organizations must have the framework that adapts to the situation and supports communication, recognition, and mental wellness that will make remote work feasible while still having the productive and committed workforce.

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