



IMPACT OF CHANGE MANAGEMENT IN ORGANISATION PERFORMANCE FOR REMOTE WORKING ORGANISATION

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ABSTRACT

The field of change management is vast, including many facets of organisational transformation. It include realising the change is necessary, figuring out what you want it to accomplish, figuring out how to make it happen, planning how to transition, and evaluating the effects on people and systems. When managing change, it's important to think about the people involved as well as the technical details. The people side of things stresses the cultural, behavioural, and psychological components of change, whereas the technical side is more concerned with the necessary structural, procedural, and technological changes. The purview of change management goes well beyond specific endeavours. Workers who are able to do their jobs from anywhere are more invested since they have greater freedom to do what they want. Remote workers experience lower rates of absenteeism and employee turnover compared to their office-based counterparts. For businesses, cutting costs has several benefits, including access to a more diverse talent pool, more production, and less stress. But there are downsides to remote employment as well, such as a lack of personal connection and a skewed work-life balance. The results highlight some prerequisites in order to mitigate these drawbacks. Employees who work remotely will be better able to handle the unique difficulties of their job if their employers provide them with tools like training and social and financial assistance.

Keywords: Change , management , organisation , performance, remote working , organisation

1. INTRODUCTION

The term "change management" describes the systematic way in which businesses help people, groups, and whole systems go from where they are now to where they want to be (Cameron & Green, 2015). To reduce failure and increase success, it is a methodical procedure that includes planning, executing, and monitoring change efforts (Kotter, 1996).

The field of change management is vast, including many facets of organisational transformation. Recognising the necessity of change, outlining the intended results, calculating the effect on people and systems, planning how to put the plan into action, and overseeing the changeover are all parts of change management (Carnall, 2003). Both the technical and human elements of change must be considered in change management, say Senior and Fleming (2006). The people side of things stresses the cultural, behavioural, and psychological components of change, whereas the technical side is more concerned with the necessary structural, procedural, and technological changes. The purview of change management goes well beyond specific endeavours. Everything from little tweaks to major overhauls is part of it (Dunphy & Stace, 1993). Managing change may include alterations to strategy, procedures, technology, culture, and even the structure of an organisation (Armenakis & Bedeian, 1999).

1.1 Effectiveness for Organisations with Remote Workers

Establishing specific, attainable objectives and offering continuous, constructive criticism are two certain ways to boost productivity in a distributed team. Put an emphasis on results rather than processes by making use of technological means of communication and progress monitoring. Create an environment where workers feel supported and can work together by establishing clear expectations, communicating regularly, building trust, and providing personalised growth plans.

In addition to reaching objectives and keeping the organisation sustainable, performance is also measured by how well it saves time and effort and adapts to changes without sacrificing outcomes. Consequently, organisations may better prepare for emergency situations if they understand how change management impacts performance and can establish a connection between the two. Time and effort are saved, the danger of abrupt changes is reduced, and high competitiveness is ensured via ongoing change processes that are part of the culture of the organisation. (Lewis K et al. 2004)

Organisational performance and personnel capacities may both be enhanced through change management (Buick et al., 2015). According to Shoukat et al. (2023), this can only be achieved if managers and executives from all levels of the company work together to establish goals, inspire their teams, and implement innovative processes. Organisational performance, employee

motivation, decision-making by sub-managers, conflict resolution, defect and mistake reduction, and effective change management are all positively impacted (Chatterjee et al., 2023; Latifah et al., 2024)..

1. Set Clear Expectations & Goals

- **Define KPIs:** To help direct staff and set standards for achievement, create role-specific Key Performance Indicators (KPIs) that are both explicit and quantifiable. (Lounamaa PH, et al. 1987)
- **Communicate Goals:** Make sure everyone knows what they're working towards and how it fits into the bigger picture of the company.

2. Focus on Outcomes, Not Activity

- **Track Results:** Rather of focussing on employees' online activity or time spent online, evaluate their performance according to their real outcomes and contributions.
- **Avoid Micromanagement:** Build a culture of autonomy by trusting people to manage their workflow and time effectively while focussing on outcomes.(March J, Olsen J et al. 1976)

3. Establish Consistent and Efficient Communication

- **Schedule Check-ins:** Set up regular one-on-one sessions to talk about progress, problems, and encouragement. (March JG et al. 1991)
- **Utilize Technology:** Streamline your communication and cooperation using digital technologies including as chat, video conferencing, and project management software.
- **Foster Transparency:** Keep staff in the loop about your goals, their accomplishments, and any obstacles you're facing.

1.2 The significance of change management in business environments

Organisations rely on change management to successfully implement projects because it increases productivity, boosts morale, improves decision-making, and makes them more adaptable to changes in the market by giving structure, reducing risks, and enhancing communication. To succeed in today's fast-paced business world, organisations need change management processes that keep disruptions to a minimum, encourage a creative and optimistic work atmosphere, and guide the company towards its long-term goals. (Milgrom P et al. 1990)

The significance of managing change:

- **Successful Adoption of Change:** New procedures, systems, or strategies can be more easily adopted and sustained with the help of this methodical framework for guiding staff through transitions.
- **Reduced Resistance & Disruption:** Employees are less likely to resist, be confused, or experience stress during transitions when change management is used to address their worries, uncertainties, and risks..
- **Improved Productivity & Efficiency:** With a well-defined and stated strategy in place, workers are able to do their jobs more effectively, and they are also more prepared to learn and implement new methods of working, which increases productivity.(Milgrom P et al. 1995)
- **Enhanced Employee Engagement & Morale:** Employees' morale and contentment on the work are boosted when leaders include them, explain the "why" behind changes, and offer assistance and training.
- **Increased Adaptability & Agility:** It aids businesses in being relevant and ahead of the competition by allowing them to swiftly adjust to changing technological landscapes, consumer preferences, and global issues.(Nelson R et al. 1982)
- **Better Communication & Decision-Making:** Make sure everyone is on the same page and have better decision-making experiences with a systematic strategy that fosters clear and timely communication.
- **Alignment with Business Goals:** To make sure that the changes being made are in line with the organization's overall principles and objectives, and that they will bring about the expected results, change management is the glue that holds strategy to implementation.
- **Cost Reduction:** Organisations may save money in the long run by reducing the amount of mistakes, inefficiency, and waste that come from poorly managed change.

2. OBJECTIVES OF THE STUDY

- 1) To study on Importance of change management in organizational settings

- 2) To study on Performance for Remote Working Organisation

3. RESEARCH METHOD

Findings from studies examining the impact of remote workers' organisational commitment are the focus of this article. To do this, we will review, analyse, and compare relevant prior studies. First, we will go over the research design in this part. Then, we will discuss the search strategy and ultimately the technique for finding articles. (Puranam P et al. 2012)

3.1 Study design

The purpose of this study was to address the research topic by systematically reviewing and analysing previous scholarly work. "Effectively integrate existing information and provide data for rational decision making" was Mulrow's definition of a systematic review (1994, p. 597). If there is a lack of consistency in the results or if there is a large variation in the results among certain subgroups, systematic reviews might help to clarify this. We gathered these papers by doing a digital search in WorldCat Discovery and Google Scholar using keywords that were already set up. The search phrase paragraph contains the previously defined search terms. (Rahmandad H et al. 2019) More articles were located using the snowball approach as well. This strategy involves looking for additional pertinent material by perusing the reference lists of previously discovered publications. (Ren Y et al. 2020)

3.2 Search strategy

To begin, a selection of papers relevant to the subject of this research was culled using Google Scholar. Several important criteria for locating relevant material were established using this initial collection and the research topic posed in this article. These constructions were added to the list after articles that appeared relevant were examined for them. (Rivkin JW et al. 2007)

3.3 Databases

Since they are readily available and provide a broad search for academic literature, Google Scholar and WorldCat Discovery were utilised as online databases.

3.4 Selection criteria

This review only included articles that met the following criteria: (1) written in English, (2) published between 2001 and 2021, (3) empirical, with a qualitative or quantitative design, or a literature review, (4) measuring the effect of remote work and/or organisational commitment, and (5) published in journals that focus on relationships, psychological health, commitment, international economics, management, and social and economic issues, such as: International Journal, Journal of Management Development, Employee Relations, Human Resource Management Review, Social and Economic Research, Applied Psychology, and Journal of Management Development. (Rivkin JW et al. 2000)

3.5 Procedure

Reading the titles of the articles returned by the computerised search was the first step in identifying relevant articles that met the selection criteria. The process yielded 150 appropriate articles. After that, we reviewed the publications' introductions, abstracts, and key words. Thirty articles were initially considered to have relevance based on this. Following this, the paper's topic was determined by reading the discussion and conclusion sections. Nineteen articles were produced as a consequence of this process. Nine articles were found to be relevant after this selection was read in its entirety. This research includes two papers that were included using the snowball approach. Figure 1 displays this flow diagram. (Schilling MA et al. 2014)

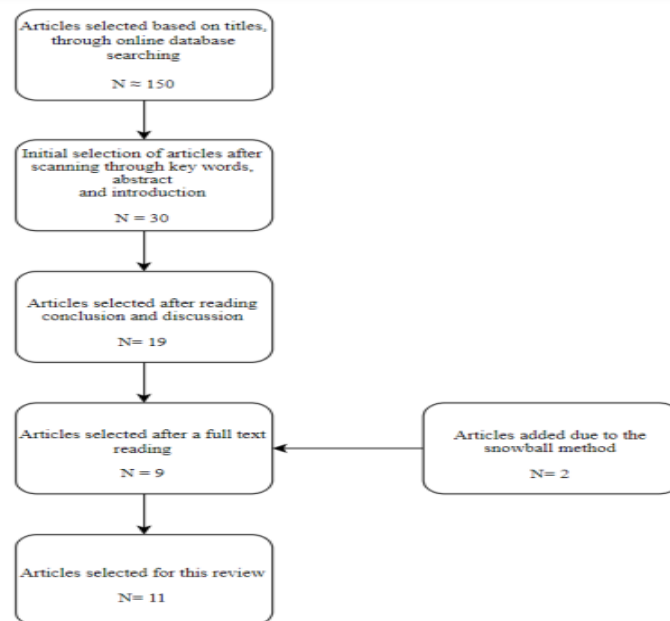


Figure 1. Flowchart literature selection

4. RESULT

Here we shall describe and evaluate the results of the systematic review. Table 1 provides a synopsis of the relevant articles' conclusions. The table's articles are organised in columns in the following way: First, the name of the article and the year it was published. Second, the goal of the research. Third, the results. Fourth, any implications. Fifth, a list of key phrases. The next section will focus on the organization's commitment to remote work and the pros and cons of this work arrangement. Finally, the prerequisites and optimal layout for remote work will be detailed. (Siggelkow N et al. 2003)

Table 1 The publications chosen for this study followed a methodical format

Author(s), year	Name paper	Published in	Research purpose	Results	Implications
Ipsen C., van Veldhoven M., Kirchner K. & Hansen J.P. (2021)	Six Key Advantages and Disadvantages of Working from Home in Europe during COVID-19	International Journal of Environmental Research and Public Health	The goal was to find out what it was like for workers to work remotely during the epidemic and what the pros and cons were.	Despite the lockdown, most workers preferred working remotely. There are three primary benefits of working remotely: (1) better work-life balance, (2) more efficiency, and (3) more control over one's work schedule. The drawbacks were (6) insufficient tools, (5) work uncertainty, and	These six considerations can serve as a roadmap for any company looking to establish a remote work policy, since they outline the primary avenues via which the company should pursue remote work initiatives. Furthermore, the six elements may be utilised to identify the pros and cons of implementing new ways to enhance

				(4) home office limits..	working conditions and employee well-being.
Harpaz, I.(2002)	Advantages and disadvantages of telecommuting for the individual, organisation and society	Work Study	The goal was to look at the pros and cons of remote labour from the perspective of the person, the company, and society as a whole.	Everyone wins: people get more freedom and independence, businesses get higher HRC and save direct costs, and society gets a fix for its infrastructural and environmental issues. Organisations face expenses associated with transition and training as well as potential harm to organisational citizenship and organisational integrity (OC and OI). Individuals may experience feelings of isolation. Society faces the risk of developing emotionally distant individuals..	Although it appears that remote work can provide the employee a better work-life balance, a happy lifestyle, and a contribution to the quality of work, it is difficult to predict what influence remote working will have in the future. The benefits of working remotely appear to exceed the drawbacks, on the whole..
Bao, L., Li, T., Xia, X., Zhu, K., Li, H., & Yang, X. (2020)	How does Working from Home Affect Developer Productivity? - A Case Study of Baidu During COVID-19 Pandemic.	Science China, Information Sciences	Specifically, this article looks at how productive developers are when they work remotely and what variables influence that productivity..	From a variety of perspectives, remote work offers pros and cons when it comes to developer productivity. Various developers have various levels of productivity. A project's unique qualities determine the extent to which	In addition to increasing productivity, remote work has numerous additional advantages, such as cost savings for the company and greater freedom for workers. Project type, age, and size are three project attributes that may have an effect on productivity..

				remote work affects it..	
Wang, W., Albert, L. and Sun, Q. (2020)	Employee isolation and telecommuter organisational commitment	Employee Relations: The international Journal	The potential relationship between organisational commitment and mental and physical isolation is the focus of this research..	Reasons other than personal ties to coworkers or the company itself might keep remote workers on staff, such as the perceived benefits of working remotely or a desire to save resources (such as time, emotional energy, or diminished marketability)..	In order to get the most out of its remote workers, companies should counteract employees' misconceptions about remote work, protect workers' rights, and encourage emotional and behavioural commitment to the company..
Etheridge, B., Tang, L., & Wang, Y. (2020).	Worker productivity during lockdown and working from home; evidence from self-reports	Institute for Social and Economic Research	We use survey data from the UK to look at how remote workers self-reportedly performed during the lockout.	Workers whose jobs or sectors aren't well-suited to remote work are less productive now than they were before the epidemic. Those with lesser incomes and more female employees are less productive when they work from home. Despite some other detrimental impacts of the epidemic on productivity, remote work has been mostly positive. Additionally, mental health suffers when people have trouble carrying out their duties at work.	It adds to our knowledge of how the epidemic has affected different industries. Organisations can use this information to gauge the potential success of remote work policies..
Mee Choo, J. L., Desa, N. M., & Abu Hassan	Flexible Working Arrangement toward	Studies in Asian Social Science	The link between flexible work options, organisational	Organisational commitment was positively and substantially	Flexible work arrangements, such as flexi-time, remote work, or

Asaari, M. H. (2016).	Organisational Commitment and WorkFamily Conflict		commitment, and work-family conflict is explored in this research..	correlated with a work structure that allowed for more leeway in scheduling. Additionally, there was a positive and statistically significant relationship between work-family conflict and flexible work arrangements..	alternative work schedules, should be seriously considered by manufacturing organisations in order to meet the demands of their employees..
Amigoni, M. & Gurvis, S. (2009)	Managing the telecommuting employee: set goals monitor progress and maximize profit and productivity	Book, U.S.A.	An introduction to the emerging field of remote work for managers	While there are certain drawbacks to working remotely, the overall benefits outweigh them..	HR needs to rethink how they look for remote personnel. Workers' personalities are shaped by the demands and nature of their jobs when they work remotely. Nevertheless, typical characteristics of successful people include: self-control, independence, time management, communication, conscientiousness, resilience in the face of adversity, and intrinsic motivation.

4.1 The positive effects of telecommuting on employee dedication to the company

To determine the relative productivity of remote and in-office workers, Bao et al. (2020) examined data from a large Chinese IT company. Their research shows that employees' responses to remote work on productivity differ. Consequently, it becomes difficult to make conclusions. The advantages of remote work are enjoyed by employees, as stated by Bao et al. (2020). Possible results include higher levels of motivation, a better work-life balance, and more freedom. Evidence from research by Ipsen et al. (2021) supports these benefits. In the early phases of the shutdown in May 2020, data was collected from 29 European nations. The three main advantages of remote work were as follows: (1) greater work-life balance, (2) increased productivity at work, and (3) more freedom over one's work schedule. Additionally, Wang et al. (2021) confirmed these results. Working remotely improved workers' health and productivity, according to their research. When workers have social support and job flexibility, they are better equipped to deal with the challenges of remote work.

Furthermore, companies may get benefits from remote employment as well. First and foremost, working remotely saves a boatload of money. In their cost-benefit analysis of remote work, Glass and Finley found that companies might save money by retaining more of their employees, reducing the requirement for physical office space, and perhaps tapping into a larger pool of

potential new hires (2002). Employee morale rises when given the option to work from home, which increases output and, eventually, profits for the business (Harpaz, 2002).

Employee commitment is a key factor in every company's success. Remote work is impacted by several factors, and it has the potential to increase many types of employee engagement to the firm. Working remotely increases organisational commitment and decreases staff turnover, according to studies conducted by Glass and Finley (2002). Using a standardised questionnaire, Abdul Rashid et al. (2003) polled 202 managers in Malaysia's public sector and found a robust correlation between corporate culture and employee commitment. All three types of commitment were associated with collectivism, whereas normative commitment was linked to power distance and continuation commitment to uncertainty avoidance. Mee Choo et al. (2016) used linear regression to determine the impact of remote work on commitment. Employees were more loyal to the organisation when they could work remotely. (Watts DJ et al. 1999) On top of that, allowing employees the choice to work remotely would create a more favourable work atmosphere in the organisation. If employees had more support from management, their emotional investment would increase. Wang et al. (2020) found that emotional investment was negatively correlated with feelings of psychological isolation in their study of 446 remote workers. Conversely, dedicated service is positively correlated with psychological isolation. (Watts DJ et al. 1998)

4.2 Employee Commitment to the Company and the Impact of Telecommuting

When working remotely, issues may develop. Early on in the epidemic, Wang et al. (2021) studied Chinese remote workers using questionnaires and semistructured interviews. Problems with communication, schedule difficulties, loneliness, and work/life interference are four potential outcomes of telecommuting. Many other features of virtual work were also identified, including social support, autonomy in the workplace, supervision, and workload. In addition, the level of self-discipline was the sole characteristic that distinguished the workers from one another. The findings showed that there was a correlation between having social support and a lower occurrence of all difficulties linked to remote work. Loneliness was more common among workers who had less discretion in their daily tasks. Workload and monitoring, on the other hand, were associated with an increase in work-home conflicts. Longer breaks, more social media usage, and procrastination were all linked to employees who lacked self-control at work. (Yang L In et al. 2020) when the first UK lockdown ended in June, Etheridge et al. investigated how productive remote workers claimed to be. The results show that there is a significant gap in production between the various socioeconomic categories. According to external metrics, workers whose jobs don't lend themselves well to remote work, especially those whose families are young, are less productive overall. Furthermore, there are difficulties that businesses face when they engage remote workers. Centralised companies may make it difficult for managers to supervise distant workers (Harpaz, 2002). Difficulties arise when trying to educate remote workers, prevent employees from experiencing psychological isolation, and provide them with the tools they need (Ipsen et al., 2021). Each attempt is unique in its own way, Bao et al. (2020) states that remote labour affects various projects in different ways. While smaller projects were unaffected by remote work, larger ones saw a decline in output.

4.3 Desires and the optimal arrangement for working remotely

Permitting employees to work remotely has the potential to benefit both companies and workers in many ways. The downsides of working remotely are not negligible, either. The policy's implementation will determine the extent to which the benefits and drawbacks of remote employment are balanced. The continuance of remote work is assured by the numerous advantages and the fast improvements in technology (Ipsen et al., 2021).

The following are the most important considerations for every business that wants to implement remote work successfully. First and foremost, you must take note of the characteristics of remote workers. In their study, Amigoni and Gurvis found that many of the same qualities valued in remote workers were also present in office workers (2009). However, some qualities are necessary for remote workers, like the ability to manage one's time well, work independently, and communicate well. It matters a lot how self-controlled you are. Workers that are better at controlling their impulses are more efficient overall (Wang et al., 2021). The research carried out by Ipsen et al. (2021) demonstrates the importance of recognising individual differences. When productivity diminishes among remote workers, Bao et al. (2020) agree that employers should teach them.

Second, because every project has its own unique qualities that impact the efficiency with which remote workers do their tasks, the approach to remote work must be project-specific. Bao et al. (2020) state that organisations should provide the required resources to reduce remote work risks before a project begins. Before starting a big project, it's important to think about how much it will cost to communicate and what tools will be needed to make sure that remote personnel can work together effectively (Amigoni & Gurvis, 2009; Ipsen et al., 2021; Fay & Kline, 2012).

Finally, managers have a crucial role in establishing and enforcing a policy for remote work. Workers should have management's support when they transition from an in-office to a remote job. The success of remote workers depends on managers providing them with the right tools for communication and information sharing (Ipsen et al., 2021). Because of this, productivity and loyalty to the organisation will go up. When implementing remote work, a manager's communication skills are equally important. (Young-Hyman T et al. 2017) By guiding their remote employees to maximise the benefits of remote work—including

greater autonomy, less commute time, and greater flexibility—managers may tap into their sense of responsibility (Wang et al., 2020). A favourable perception of management increases employee happiness, which in turn increases normative commitment (Mee Choo, 2016). According to Wang et al. (2021), managers may help reduce the negative aspects of remote work by emphasising its benefits and inspiring their employees to fully engage, both emotionally and behaviourally. One way to do this would be to plan team building activities or other gatherings where employees may meet less formally and more frequently. Managers should be aware of elements that support continuous commitment, such as inadequate visibility inside the business or weak connections amongst coworkers. In a study conducted by Wang et al. (2020), it was found that employees had a stronger feeling of shared purpose and enhanced cooperation between coworkers as a result. Managers may boost employees' emotional and normative commitment by giving them the proper training and support, according to studies (Wang et al., 2020; Mee Choo et al., 2016)..

5. CONCLUSION

The literature review in this report set out to do just that—find and synthesise prior research that looked at how remote employment affected employee loyalty to their respective companies. In this section, we will reflect on the data and address the study question, "How can organisations keep the commitment of their employees while they work remotely?" After that, we'll talk about the study's shortcomings and provide suggestions for further research. Lastly, we will discuss the real-world effects while interviewing an HR expert. This study looks at how working remotely affects employees' loyalty to the organisation. When employees have more flexibility to conduct their work from any location, they are more likely to put their hearts into their work. Employee turnover and absenteeism are lower for remote workers than for their in-office colleagues. (Zhang C et al. 2021). More productivity, less stress, and access to a more diversified labour pool are just a few of the many advantages that firms get when they lower expenses. A lack of face-to-face interaction and an imbalanced work-life balance are two of the negative aspects of remote work. The findings point to a few requirements for reducing these negatives. In order to help their employees cope with the challenges of remote work, businesses should offer resources such as training as well as social and financial support. Many employees may desire remote work options after COVID-19, therefore businesses should be ready for them. There are two possible setups: a hybrid and a completely remote one. Businesses should reevaluate their hiring criteria in front of these fresh possibilities. Personality traits and other individual differences influence an employee's capacity to operate remotely. For remote professionals to succeed, self-discipline is more important than ever. When deciding whether to provide remote work permission, businesses should think about their employees' unique situations, such whether they have kids or whether their home office isn't ideal. Likewise, managers need instruction on how to have productive conversations with their remote workers. They should emphasise good communication since it is closely connected with organisational commitment and work happiness. Third, companies should warn their employees about the downsides of remote work while praising its benefits. Managers should make growing employees' affective and normative commitment a top priority because of the favourable correlation between these two types of commitment and outcomes like engagement, performance, and job satisfaction.

6. FUTURE RESEARCH

Several new lines of inquiry are suggested by this paper's findings. Remote workers require specific personality qualities to excel in their roles. There is a consensus on the traits of successful remote workers, including strong communication skills, the ability to persevere when faced with isolation, and self-discipline. Future research may look at how firms might cater to remote workers' individual personalities and how to encourage qualities that make remote work easier. There has also been contradictory studies on how remote employment affects work-life balance. It can be challenging for remote workers to find a balance between their personal and professional life when work is done from home. Employees may discover a better work-life balance with remote employment since they spend less time commuting and have more freedom to select. In the future, researchers may examine this barrier to determine its vulnerability points and potential countermeasures. Lastly, future research may focus on remote work-related organisations and jobs.

7. PRACTICAL IMPLICATIONS

Several practical implications stemming from this study are discussed in the sections that follow. According to the results, remote work has pros and cons for both employees and employers. The organization's commitment will not be compromised because there are sufficient suggestions for remote work implementation to weigh the pros and cons. The existing research suggests that in order to increase employees' emotional or normative engagement, organisations should make a concerted effort to transform their culture such that remote work is acceptable. Telecommuters are more productive when their bosses encourage them to do their best. In view of these findings, managers should actively monitor the organisational commitment of their remote workers. As a result, managers may incorporate the following: The first order of business is for the organisation to facilitate the work of its remote workers. To do this, one might offer financial aid, provide training in IT and home office administration, and supply the essential

tools (such extra monitors, laptops, or workstations). The findings show that with the correct support and training, remote workers' emotional and normative commitment may increase. Companies would be wise to invest in innovations that facilitate greater communication amongst remote workers, as this transforms continuous commitment into normative commitment. Second, in order to encourage more frequent communication and collaboration among employees, managers can advocate for team-building exercises. For those who work from home, this might be a great way to break the isolation. Managers should focus on increasing emotional commitment to help employees cope with psychological isolation. Last but not least, companies should provide their managers with remote management strategies to ensure that departments are always communicating with one other in a high-quality manner. Companies can also emphasise the benefits of remote work, like greater autonomy at work, greater leeway in scheduling, and less travel time..

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