EMPLOYEES' PERCEPTION OF ORGANISATIONAL READINESS FOR BUSINESS CONTINUITY DURING THE PANDEMIC

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Abstract

Purpose of the study:
The study aimed to determine employee perception of organisational readiness for Business Continuity during the Pandemic.

Design/methodology/approach: A cross-sectional survey was conducted among employees at an anonymous organisation referred to as "Company X" based at the head office. A total of 1,500 online questionnaires were distributed to employees via Google Forms. A Spearman rank order test was conducted to determine the correlational relationships between the variables.

Findings: The findings of this study indicate that Company X has made adequate preparations for ensuring business continuity throughout the pandemic. The use of remote working as a strategy for business continuity management (BCM) was enthusiastically accepted by workers. The participants expressed their appreciation for the ease of access to resources, the prominent presence of digital leadership in a remote work environment, and the effective business continuity plan that facilitated their transition to remote work. There was a favorable correlation seen between employees' assessment of organisational preparedness and their level of engagement in remote work.

Recommendations/value: The study identified crucial components that can be integrated into remote working conditions. By extension of the study findings, it recommended that research be conducted to examine the effects of remote working on the overall well-being of employees. Furthermore, it is important to explore the moderating factors that influenced their overall experience.

Managerial implications: The research study provides illuminating findings for the retail sector that can be useful to both HR academics and practitioners. As they endeavor towards the creation of sustainable remote working conditions as a business continuity management tool**.**
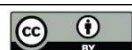
Keywords

JEL Classification

Introduction

Futuristic is the term often used to describe Remote Working, however, like any other type of innovative and agile modality of operation Remote Working Conditions (RWC) can be associated with both challenges and benefits. The COVID-19 epidemic has caused an extraordinary shift toward remote and at-home employment. For local economies, particularly those in the retail and hotel industries, which rely on commerce near places of employment, the scope and length of this change will have significant ramifications (De Fraja et al, 2021). Remote working as a tool for business continuity management is not new (Margherita and Heikkilä, 2021), however, prior to the COVID-19 Pandemic there were not as many organisations shifting the paradigms of operations and allowing employees to work from home. According to M.H. Olson's definition of remote work (Olson, 1983, p. 182), it is defined as "organisational work that is performed outside the usual organisational confines of space and time." Her studies on "remote office work" and subsequent publications served as a major inspiration for other academics' discussions.

As a consequence of the pandemic, remote working has risen sharply (Ozimek, 2020) and has become the most widely adopted business continuity management measure to sustain "business as usual" status. To understand Business Continuity, organisations need to understand the importance and repercussion of the lack of a Business Continuity Management plan, especially in the face of unforeseen disasters. Business Continuity Management Planning (BCM) is a term that refers to the continuation of work with minimal disruption regardless of unplanned or difficult situations that may be internal or external to the organisation (Hassel and Cedergren,2019). BCM involves early risk identification, risk reduction, and risk transfer. BCM has developed from its predecessors in the form of its earliest incarnation as disaster recovery planning and its subsequent transformation into a business continuity planning approach driven by the introduction and adoption of information technology (Herbane, 2020). Amidst the pandemic, several industries and organisations resorted to remote working as a means of ensuring uninterrupted business operations. However, it is pertinent to explore the incorporation of crucial and complementary elements that enable the feasibility of remote working within the retail industry. This study examines the strategies used to establish conducive remote working environments within the retail industry, while also evaluating the employee perception of organisational preparedness during the pandemic.

Literature review

Research conducted in the field of human resource management (HRM) strategies used as business continuity management (BCM) solutions within the retail sector, specifically in response to a the COVID-19 pandemic. Has been discovered that some recurring patterns have emerged in the field of study under consideration. These patterns include several themes which include but are not limited to, (1) the formulation of a Business Continuity Management (BCM) strategy as a means of planning, (2) The availability and adequacy of resources and (3) digitalised leadership. Furthermore, it is worth mentioning that the integration of these concepts results in the development of a business continuity solution known as Remote Working Conditions (RWC). The concept of Business Continuity Management (BCM) has gradually gained widespread support and has emerged as a key component of resilience planning for Organisations, enabling them to sustain or recover their activities in the face of a catastrophic incident (Charoenthammachoke, Leelawat, Tang, and Kodaka, 2020). According to Manko (2021), fostering effective communication, ensuring resource accessibility, and prioritizing the development of Organisational culture are crucial factors. Vecchi, Della Piana, Feola, and Crudele (2021) provide valuable insights into the novel approaches used in operational procedures within the ongoing pandemic. The primary objective of this study is to examine the phenomenon of remote working conditions and its impact on employees' level of perceived Organisational readiness for

business continuity. The next discussions will examine each of the previously listed ideas as we get towards the quantifiable factors in the research.

1.   Disaster management planning, in the form of a BCM plan (BCM-P)

Disaster management entails controlling risk and its effects by managing an organisation's resources and responsibilities (Moşteanu, Faccia, and Cavaliere, 2020,). Disaster management is often utilized when unforeseeable and unusual events necessitate the adoption of contingency measures. The COVID-19 global pandemic, which resulted in the South African workforce reconceptualising modes of work, can be classified as a disaster, according to the (Disaster Management Act 57 of 2002, P.25) which states that Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster.

The COVID-19 pandemic has caused unparalleled market conditions with essentially no historical study on how a business might recover from such a disaster and reconfigure its value chain (Sarkis, 2020). Maintaining the organisation's operations despite possible risks, threats, natural catastrophes, or other causes is known as business continuity (Moşteanu and Roxana, 2020. In an ideal organisation, the BCM policy should be appropriate to the nature, scope, and rationale of the business. The BCM team, can be a combination of internal and external stakeholders or in some instances outsourced to subject matter experts (SMEs). The core of the team needs to be individuals that understand the organisation's business, technology, processes, and business risks, to emphasize the need of making strategies before, during, and after an event occurs (Sawalha, 2021). The BCM plan needs to be both reliable and valid and needs to incorporate four integral elements:1) Mitigation; (2) preparedness; (3) Response and (4) Recovery and Rehabilitation. In addition, organisations need to adopt a trial-and-error approach, to identify possible gaps within the BCM plan.

2.   Availability and Adequacy of Resources (AAR)

For organisations to make a swift transition to RWC, they would have required sophisticated Information Technology (IT) infrastructure, device and IT equipment insurance plans, and adequate IT equipment for employees (Alashhab et al, (2021) which included but not limited to, IT hardware, affordable data packages, digitalised communication software and the development of IT virtual desktop support and systems. The core focus of RWC, placed heavy reliance on IT, and organisations who have not aligned to the 4th industrialised evolution (4IR), may have found the transition to RWC challenging, to say the least. In the age of 4IR, remote working is a common practice that allows technical equipment and internet platforms to infiltrate people's social lives (Turan,2021).

Most research has concentrated on the influence of IT expenditure on company performance, treating the level of IT investment as a "given". There is a lack of research on the key determinants of IT investment decisions, which has been dubbed a "blind spot." (Anand, Sharma, and Kohli, 2020). However, during a time of unplanned disaster, having an excess of resources may act as a buffer for business continuity. As a result of the excess availability of technology and information systems, all employees had access to data and information that is either internally or externally authenticated (Matli, 2021). This allowed remote workers to be in a better position to use such information systems from the comfort of their own homes. As a result, network security must be considered and implemented on devices used by remote workers to access the organisation's system (Aldawood & Skinner, 2019).

3.   Digital leadership (DL)

Effective leaders ensure good coordination, and decisions should be based on the best available knowledge while adapting to new information. While the definition of a "good leader" and "leadership" as a concept is highly debatable. Adding the notion of the "management of virtual teams" brings to the surface the unassuming fact that managerial intentions and subordinate perceptions can differ. Which may have a counterproductive effect on management control systems (Bellora-Bienengräber, Radtke, and Widener, 2022) According to Parker, Knight, and Keller, (2020), negative attitudes among managers, as well as a lack of trust and a desire for social contact, are the most significant barriers to RWC adoption.

Working from home and distance management may have been a component of some organisations. However, the scale and speed with which this became the norm of working practices in South Africa and around the world had never been seen until the COVID-19 Pandemic (Abulibdeh, 2020). Employees and management alike have had new experiences and problems because of this new normal. The novel COVID-19 has reshaped the way organisations are built and managed globally. It demands novel soft techniques to cope with organisational difficulties and changes in leadership styles (Grint, 2020). "The ability to show trust and empower people is important in distance management to allow employees to perform at their best," states Kirchner, Ipsen and Hansen, 2021. In order to propel organisations ahead and maintain Business continuity in the face of adversity. Requires leaders to demonstrate the necessary skills and abilities, such as agility, innovation, creativity, critical planning, decisiveness, perseverance, and sensitivity (Schermerhorn and Bachrach, 2020). A leader's genuine competence is demonstrated by their ability to cope with obstacles, encourage their people, develop strategies, and effectively execute these initiatives to drive the company forward (Tang, 2019).

During the pandemic lockdown and remote working, it is arguably evident that there has certainly been a new development in the spectrum of leadership to a new form of "Digitalised leadership". Additionally, authors show that digital leadership rather than digital skills is a stronger factor in determining an organisation's resilience (Robertson et al, 2022). Leaders who use digital platforms to provide vision, strength, and dedication to their employees and organisations, while still trying to achieve the traditional outcomes of increased organisational productivity and improved employee performance. The authors put forth the following claim to draw an empirical conclusion per the theory.

Theoretical Framework

According to organisational adaptation theory, businesses will adjust how they run or function to keep up with changing market conditions or environmental influences (Hanelt, Bohnsack, Marz and Antunes Marante, 2021). This could be due to a variety of factors, including new legislation that affects a business or shifting consumer preferences, to name a few. The adaptive model of strategy is rooted in the biological metaphor of general systems theory and suggests that an organisation constantly interacts with its environment (Bess and Dee, 2008; Van Assche, Verschraegen, Valentinov and Gruezmacher, 2019.). Adaptive strategy is "concerned with the development of a viable match between the opportunities and risks present in the external environment and the organisation's capabilities and resources for exploiting these opportunities" (Hofer, 1973, p. 3). In relation to the pandemic, an organisation within the retail sector that swiftly aligned to remote working and implemented innovative modes of operation such as e-commerce and digitisation would have thrived in the industry.

Methodology

A cross-sectional survey was undertaken among associates at the head office of Company X .The flagship office accommodates around 2,700 colleagues. The study's suggested sample size was derived

from a well-recognized standard for making sample size determinations in scientific research, as established by Krejcie and Morgan (1970). The use of this particular model required a minimum sample size of 337 for the investigation.

Data Collection

The survey was created using Google Forms and the Google-generated URL link, to the online form, was emailed to the sample populations. The variables will be measured using 2 instruments. The first instrument is an adapted version of *The Survey of Perceived Organisational Support (SPOS)*, which is a one-dimensional measure of the general belief held by an employee that the organisation is committed to him or her, values their continued membership, and is generally concerned about their wellbeing (Eisenberger, Huntington, Hutchison & Sowa ,1986). The SPOS adopts a 5-point Likert scale. The instrument measured the 3 observable constructs, with a total of 15 items. This survey was used to measure Remote Working Conditions (RWC). For purpose of this study RWC as, A *modification in the business model and operational strategies that exemplify effective business continuity planning, resource management capabilities to fulfill organisational objectives, and Digitalised leadership is a sort of support that is provided via the use of digital technologies*.

The last survey that was conducted was the *Business Continuity Readiness of An Organisation- A Practical Tool for Managers*. This measuring instrument was evaluated using Gilbert Churchill's (1979) recommended widely recognized statistical methods for scale creation. It is an 8-item measurement tool, that has been adapted to allow for an accurate response from the sample population. For the purpose of the study perceived organisational readiness will be defined as. *"The perceived ability of an organisation to continue functioning until its normal facilities are restored after a disaster or disruptive event," (*Kirchner, Karande & Markowski, 2006).

The following hypothesis will be tested:

H1:   *Remote Working Conditions positively impact employees' experience of perceived organisational readiness for business continuity.*

Ethical Consideration

Numerous ethical activities were executed over the course of this research investigation. The research obtained ethical approval from the MANCOSA Research Ethics Committee (MREC Reference number: 029/2021) in the first instance. Furthermore, a letter from the Chief People Officer of the Company X was acquired, serving as a gatekeeper.

Data Analysis

The data analysis in the quantitative investigation was conducted using SPSS version 27, given the statistical character of the study. The program facilitated the examination of the data via the use of descriptive and inferential analytic techniques. All statistical tests were conducted using two-sided tests with a significance threshold of 0.05. The provided p-values were rounded to three decimal points, with values below 0.001 being represented as 0.001. Statistical significance was determined by using p-values less than 0.05. The following tables provide the frequency analysis of each item, along with the corresponding scales used.

Results details

The survey was distributed via an online survey to approximately 1500 associates, at Company X head office. Only 158 associates completed the survey. Therefore, the response rate was 46.8% based on the expected sample size response. The associates were stratified into five strata: (1) Team member,

(2) Team Leader or Supervisor, (3) Manager, (4) Functional Director or Head, and (5) Executive (C-Suite) or Managing Director portfolios.

The study revealed that the overall Company X sample population experienced a high sense of organisational readiness in terms of Business Continuity during the COVID-19 pandemic. As a result of this, they swiftly adapted to remote working and ensured a state of "business as usual". As discussed in the literature section the concept of perceived organisational readiness refers to an employee's perception of the apparent capacity of the organisation to sustain its operations until its regular facilities are restored after a catastrophe or disruptive incident (Kirchner, Karande & Markowski, 2006.). The findings were supported by Arthur, Christofides and Nelson (2020) who stated that the preparedness of an organisation is a necessary condition for successful implementation since it ensures that members of the organisation are appropriately and fully committed to using the intervention.

Perceived Organisational Readiness for Business Continuity

Table 1 summarizes employee perceptions on Organisational pandemic business continuity planning. The data showed that 86.1% of participants believed the Organisation had taken aggressive actions to maintain business continuity. Moreover, half of the participants, 58.9%, agreed that Organisational business continuity plans are often exercised and tested. The majority of the sample 72.1%, agreed that the company had a thorough crisis communication strategy. In the case of a disaster or major outage, 65.8% of the sample agreed that the company provides a way for employees to communicate with it. The Organisational approach was supported by 60.8% of participants regarding recovery time targets (RTOs) for critical business operations. In addition, 52.6% of the sample agreed that the organisation had set recovery point targets (RPOs) for key corporate data. The majority of the sample (70.9%) agreed that the organisation invests enough in business continuity planning. This allocation helps the Organisation recover quickly from disasters. Finally, 65.8% of research participants agreed that the Organisation allocates human resources, such as business continuity planners, adequately. This allocation is thought to speed up recovery after a catastrophe or major interruption.

Table 1: Dependent Variable: Perceived Organisational Readiness for Business Continuity

	Items	Valid Percentage		
		Disagree	Neutral	Agree
1	My organisation has proactive measures in place to keep business continuity intact	5,7	8,2	86,1
2	My Organisation's business continuity plan(s) are exercised (tested) on a regularly scheduled basis,	12,1	29,1	58,9
3	My Organisation has a detailed plan that outlines how to communicate with its employees in the event of a disaster,	10,2	17,7	72,1
4	My Organisation provides a mechanism for employees to contact it during a disaster or severe outage situation,	13,3	20,9	65,8
5	My Organisation has established recovery time objectives (RTOs) for its critical business functions, · Definition of RTO is the goal your Organisation sets for the maximum length of time it should take to restore normal operations following	10,2	29,1	60,8
6	My Organisation has established recovery point objectives (RPOs) for its critical data, · RPO is the goal for the maximum amount of data the Organisation can tolerate losing,	7,0	40,5	52,6
7	I believe that my Organisation invests enough financial resources in business continuity planning to enable the Organisation to recover quickly and effectively in the event of a disaster or severe outage situation,	10,2	19,0	70,9
8	I believe that my Organisation invests enough human resources (employees supporting business continuity planning) to enable it to recover quickly and effectively in the event of a disaster or severe outage situation,	14,5	19,6	65,8

Independent Variable: Remote Working Conditions (RWC)

Tables 2, 3, and 4, shown below, provide the employees' feedback on the three observable structures that together contribute to the establishment of Remote Working Conditions (RWC).

Availability and Adequacy of Resources (AAR)

Table 2 shows employees' responses to resource availability and adequacy in remote employment. During the lockout, 69.6% of the sample agreed that the Organisation provided sufficient online technology training for remote work. The majority of the population (84.2%) agreed that the facility had provided enough IT equipment for remote work during lockdown. The majority (77.8%) of the studied population agreed that the Organisation had adequate IT support to give remote aid during the lockdown. Company X did outstanding work. The sample population showed that 66.5% agreed with the Organisation's supply of adequate data packages for remote work during lockdown. The research showed that 85.5% of the sample agreed that the organisation and employee should quickly acclimatize to remote work. This flexibility was due to limited resources and help. This research shows that Company X Group exhibited appropriate resources and help throughout the remote working transition and continuance.

Table 2: Availability and Adequacy of Resources (AAR) employee responses

	Items	Valid Percentage		
		Disagree	Neutral	Agree
1	The organisation provided the necessary training for online technologies required for the shift to remote working during the lockdown period,	11,4	19	69,6
2	The organisation had provided the necessary IT equipment for remote working during the lockdown period,	5,7	10,1	84,2
3	The organisation had sufficient IT support to provide remote assistance during the lockdown period,	5,7	16,5	77,8
4	The organisation provided sufficient data packages when working remotely during the lockdown period,	15,8	17,7	66,5
5	The organisation and employees swiftly adapted to remote working due to the availability of resources and support provided during the lockdown period	3,1	11,4	85,5

Digitalised Leadership (DL)

Employee opinions of Digitalised leadership in remote work are shown in Table 3. According to the statistics, 75.3% of the participants agreed that management showed genuine care for employee wellbeing throughout the lockout and while working remotely. Effective management creates a positive atmosphere in the organisation. The majority of the participants (71.5%) agreed that the management team supported optimum job performance during lockdown and remote work. Workers clearly felt supported by their managers throughout this period. A large portion of the sample (76%) agreed that their supervisors would have understood a personal absence during the lockdown and while working remotely. This suggests that people believed their jobs were secure despite personal issues. 78.5% of participants describe management as Leaders who enable a supportive and open climate among team members during the lockdown period and under remote working conditions, this comment implies Company X's management style is highly regarded. In lockdown time and remote working situations, 68.4% of the participants agreed that leaders are task-oriented and prioritize task structure and control work outputs. The last two questions suggest that Company X's employees view management as more concerned with their well-being (employee-centred) than task completion.

Table 3: Digitalised Leadership (DL) employee response

	Items	Valid Percentage		
		Disagree	Neutral	Agree
1	Management really cared about my well-being during the lockdown period and under remote working conditions	7	17,7	75,3
2	Management was willing to extend itself in order to help me perform my job to the best of my ability during the lockdown period and under remote working conditions	8,2	20,3	71,5
3	An unanticipated period of my absence owing to a personal issue that was communicated would have been accepted and understood by management during the lockdown period and under remote working conditions,	8,9	15,2	76
4	I would describe management as Leaders who enable a supportive and open climate among team members during the lockdown period and under remote working conditions,	6,3	15,2	78,5
5	I would describe leaders as task-oriented, who focused strongly on structuring tasks and controlling work outcomes during the lockdown period and under remote working conditions,	8,8	22,8	68,4

Business Continuity Management Plan (BCM-P)

Table 4 shows employees' responses to the Organisation's business continuity management plan during remote work. 67.7% of the sample agreed that the Organisation was equipped to handle the COVID-19 pandemic. The employees' good assessment of Organisational preparation suggests that the business continuity management approach was properly executed. The fact that 74.7% of the sampled population agreed with the rapid and easy transition to remote work supports the claim. The majority (77.2%) of respondents agreed that the Organisation's operational decision-making procedures were transparent during the lockdown.

This means the Organisation communicated well throughout the epidemic. A business continuity plan during lockdown gave 82.9% of sample confidence in job stability. This is important because it shows that the organisations' business continuity management (BCM) planning was well embraced by their employee. Based on the universal adoption of the Business Continuity Management (BCM) Plan, 79.8% of participants recognized a strong and positive Organisational culture throughout the pandemic. Company X's, organisational culture survived the pandemic and operational modifications.

Table 4: Business Continuity Management Plan (BCM-P) employee responses

	Items	Valid Percentage		
		Disagree	Neutral	Agree
1	The Organisation was well prepared to deal with the crisis (COVID-19 Pandemic),	11,4	20,9	67,7
2	The transition to remote working was a quick and seamless transition	8,3	17,1	74,7
3	The organisation displayed transparency in operational decisions during the lockdown period	5,7	17,1	77,2
4	I experienced a sense of assurance in terms of job security, due to the business continuity approach during the lockdown period	5,1	12	82,9
5	There was a strong sense of positive organisational culture during the crisis (Pandemic),	5	15,2	79,8

Table 5 displays the results of the correlational analysis conducted to examine the relationship between the dependent variable, Perceived Organisational Readiness, and the independent variable, Remote Working Conditions. The value of the correlation coefficient is 0.665, indicating a moderate positive relationship between the variables. The correlational significance, set at a level of 0.01, suggests that this relationship is statistically significant. Demonstrating a positive correlation between the two variables. The existence of a direct proportional link between the variables has been

confirmed, thereby supporting the hypothesis. The implementation of remote working conditions has a beneficial influence on workers' perception of the organisation's preparedness for business continuity. This implies that workers who have had positive experiences with remote work are more likely to see their organisation as well-prepared to handle business continuity in times of disruption.

Table 5: Correlation Table

Correlations			Independent Variable: Perceived Organisational Readiness	Dependent Variable: Remote Working Conditions (RWC)
Spearman's rho	Independent Variable: Perceived Organisational Readiness	Correlation Coefficient	1.000	.665[**]
		Sig. (2-tailed)	.	<,001
		N	158	158
	Dependent Variable: Remote Working Conditions (RWC)	Correlation Coefficient	.665[**]	1.000
		Sig. (2-tailed)	<,001	.
		N	158	158
**. Correlation is significant at the 0.01 level (2-tailed).				

Discussion and Conclusion

The COVID-19 pandemic has produced plenty of uncertainty that advances clothing and textile (C&T) firms to reconsider their present processes and make urgent adjustments to navigate their future. The research investigated the strategies used to create favorable remote working conditions in the retail sector, while simultaneously assessing employees' perceptions of their organisation's readiness during the pandemic.

Based on the findings derived, it can be concluded that Company X demonstrated sufficient preparedness for business continuity during the pandemic. The implementation of remote working as a business continuity management (BCM) tool was positively received by employees. The first notion that was identified pertained to the Availability and Adequacy of Resources. This idea pertains to an Organisation's capacity to provide the necessary resources and assistance to its employees when engaging in remote work practices. The vast majority of participants (84.2%) concurred that the organisation had supplied sufficient IT equipment for remote work during lockdown. Considering the implementation of lockdown measures, Organisations have been compelled to provide provisions for their employees to engage in remote work, as shown by the study done by Matli (2021).

The apprehension and lack of confidence shown by management towards workers in relation to their productivity and ability to complete tasks posed a significant challenge to the implementation of remote work, hence limiting people's autonomy in determining their work location and schedule (Lister and Harnish, 2019). Contrary to this notion, Maurer (2020) asserts that the rapid shift to remote work has debunked management misconceptions and provided facts suggesting that remote working has not adversely affected worker productivity. The results from the survey aligned with the latter perception of leadership in remote environments. Approximately 78.5% of the participants in the study characterized management at company X as those that foster a supportive and inclusive environment among team members amidst the lockdown measures and when working remotely.

According to Tammineedi (2010), it is important to see BCM processes as an integral part of an Organisation's management process and internal governance, rather than just as a backup plan or a secondary option. This integration is crucial in order to guarantee the reliability and credibility of the

outputs produced by the BCM procedures. Furthermore, it is crucial for effective communication to be established and effectively received among employees inside an Organisation. As noted from the findings 67.7% of the sample agreed that the Organisation was equipped to handle the COVID-19 pandemic.

The findings support the organisational adaptation of the theory (Hofer, 1990). Adaptive strategy aligns the Organisation's capabilities and resources with external opportunities and threats. An organisation in the retail sector which rapidly adopted remote work and new technologies like e-commerce and digitalisation would have thrived throughout the epidemic. This allowed retailers to benefit from e-commerce to acquire a competitive advantage. As shown by positive employee feedback, despite a disturbance, Company X assisted its employees and maintained their business running. The impression of Organisational preparation was positively correlated with remote work participation.

Limitations

One of the drawbacks of this research is the modest response rate obtained from the sample population. The research had a response rate of 46.8% based on the required sample size. The findings of the study were interpreted with caution due to the aforementioned. In addition to the response rate, the research focused on the operational aspects of remote working conditions and did not consider the impact of remote working on human factors.

Recommendation

The study recommends conducting a study pertaining to the employees' experience and encounter with remote working, as well as the consequential effects it has had on their overall well-being. In addition to taking into consideration moderating factors that contributed to their experience.

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