

(REVIEW ARTICLE)



Remote work economics: A conceptual framework for financial and HR metrics

Toluwalase Vanessa Iyelolu ^{1,*} and Patience

¹ Financial analyst, Texas USA.

² Henry Jackson Foundation Medical Research International Ltd/Gte, Nigeria.

Open Access Research Journal of Science and Technology, 2024, 11(02), 047–054

Publication history: Received on 06 June 2024; revised on 13 July 2024; accepted on 16 July 2024

Article DOI: <https://doi.org/10.53022/oarjst.2024.11.2.0092>

Abstract

This review paper examines remote work's economic implications by evaluating financial and HR metrics in remote work environments. It provides an overview of remote work arrangements, identifies key economic drivers behind the shift to remote work, and discusses the impact of remote work on traditional financial metrics such as cost savings and productivity. Additionally, it explores HR metrics specific to remote work environments, including employee engagement, retention, and communication effectiveness. The paper highlights challenges in measuring HR metrics in remote setups and proposes solutions. Furthermore, it discusses the impact of remote work on employee well-being and organisational culture, emphasising the importance of supporting employee success and cultivating a positive remote work culture. The implications of financial and HR metrics in remote work economics are discussed, along with suggestions for future research directions and potential areas for improvement in evaluating remote work economics.

Keywords: Remote work; Economics; Financial metrics; HR metrics; Employee well-being; Organizational culture

1. Introduction

The work landscape has undergone a profound transformation in recent years, with remote work emerging as a defining trend in modern work environments (Mishna, Milne, Bogo, & Pereira, 2021; Williamson, Pearce, Dickinson, Weeratunga, & Bucknall, 2021). Enabled by technological advancements and changing attitudes toward work-life balance, remote work has gained unprecedented momentum, reshaping how organisations operate and employees engage with their jobs. This introduction provides a brief overview of the remote work trend, highlights its growing significance, underscores the importance of evaluating financial and HR metrics in remote work setups, and delineates the purpose of this paper.

Remote work, often called telecommuting or telework, encompasses a spectrum of arrangements where employees perform their duties outside of traditional office settings, leveraging digital tools and communication technologies to stay connected with colleagues and fulfill their responsibilities. From freelancers collaborating across continents to corporate professionals logging in from home offices, the remote work trend has transcended geographic boundaries and industry sectors, becoming increasingly pervasive across the global workforce (Beckel & Fisher, 2022; Ciolfi, Gray, & Pinatti De Carvalho, 2020; Henry, Le Roux, & Parry, 2021).

The significance of remote work in modern work environments cannot be overstated. Beyond its initial emergence as a response to external disruptions such as the COVID-19 pandemic, remote work has evolved into a strategic imperative for organisations seeking to enhance operational flexibility, attract top talent, and drive sustainable growth (Sandoval-Reyes, Idrovo-Carlier, & Duque-Oliva, 2021). Employers recognise remote work's myriad benefits, including increased employee satisfaction, reduced overhead costs, and access to a geographically diverse talent pool. Likewise, employees embrace the autonomy and flexibility of remote work arrangements, enabling them to achieve a better work-life balance

* Corresponding author: Toluwalase Vanessa Iyelolu.

and optimise their productivity (Shimura, Yokoi, Ishibashi, Akatsuka, & Inoue, 2021; Shirmohammadi, Au, & Beigi, 2022).

Amidst the rapid adoption of remote work practices, the need to evaluate its impact through financial and HR metrics has become paramount. Traditional metrics designed for in-person work environments may fall short of capturing the nuances of remote work dynamics, necessitating a recalibration of performance indicators and measurement frameworks. Financial metrics such as cost per employee, operational expenses, and return on investment (ROI) take on new dimensions in remote work setups, where considerations such as remote infrastructure investments, digital security, and virtual collaboration tools come into play. Similarly, HR metrics related to employee productivity, engagement, retention, and well-being require adaptation to account for remote work environments' unique challenges and opportunities (Ajayi & Udeh, 2024c, 2024e; Haque, 2023; Pinnington & Ayoko, 2021).

The purpose of this paper is to conduct a conceptual review of financial and HR metrics in the context of remote work economics. By examining the interplay between remote work practices and key performance indicators, this paper aims to shed light on the underlying mechanisms shaping the economics of remote work. A comprehensive analysis of relevant concepts and principles seeks to provide insights that can inform organisational decision-making, policy formulation, and academic inquiry in remote work economics.

2. Understanding Remote Work Economics

The work landscape is undergoing a profound transformation, with remote work emerging as a defining feature of modern work environments. Remote work, telecommuting or telework refers to a spectrum of arrangements where employees perform their duties outside of traditional office settings, leveraging digital tools and communication technologies to stay connected with colleagues and fulfill their responsibilities (Beckel & Fisher, 2022; Fana, Milasi, Napierala, Fernández-Macías, & Vázquez, 2020). These arrangements can vary widely, ranging from fully remote setups where employees work exclusively from home or other remote locations to hybrid models that blend remote and in-person work experiences.

Fully remote work arrangements involve employees performing their job functions entirely from locations outside of the traditional office environment (Babapour Chafi, Hultberg, & Bozic Yams, 2021). In these setups, employees may work from home, coworking spaces, or other remote locations, relying on virtual communication tools to collaborate with colleagues and access necessary resources. Fully remote work offers employees greater flexibility and autonomy in managing their work schedules and environments while reducing commuting time and associated expenses (Ajayi & Udeh, 2024d, 2024f; Lazarova, 2020).

Hybrid work arrangements combine elements of remote and in-person work experiences, allowing employees to divide their time between remote and office-based work (Trevor & Holweg, 2022). In hybrid models, employees may spend certain days or hours working remotely and others working from the office, balancing the flexibility of remote work and the benefits of in-person collaboration and social interaction. Hybrid work arrangements allow organisations to optimise resource utilisation, maintain company culture, and accommodate diverse employee preferences (Gratton, 2022).

Economic factors, technological advancements, and shifting workforce preferences drive the shift to remote work. One of the key economic drivers behind the rise of remote work is cost savings for both employers and employees. Organisations can achieve significant cost savings by eliminating or reducing expenses related to office space, utilities, and commuting (Hensher, Wei, Beck, & Balbontin, 2021). At the same time, employees can enjoy savings on transportation, parking, and other associated expenses. Additionally, remote work allows organisations to access a broader talent pool by removing geographic constraints and enabling the recruitment of top talent regardless of location. Another economic driver of remote work adoption is increased productivity and efficiency. Studies have shown that remote workers often report higher productivity and job satisfaction levels than their office-based counterparts. By providing employees with greater autonomy and flexibility in managing their work schedules and environments, remote work can empower them to work more efficiently and effectively, leading to improved business outcomes and performance (Ajayi & Udeh, 2024a, 2024b; Brunelle & Fortin, 2021; Caranto, Sergio, & Oribiana, 2020).

However, remote work also presents challenges and opportunities from an economic perspective. One of the main challenges is the need to invest in remote infrastructure and technology to support remote work operations. Organisations must provide employees access to reliable internet connectivity, secure communication tools, and other digital resources to enable effective remote collaboration and productivity (Urbaniec, Małkowska, & Włodarkiewicz-Klimek, 2022). Additionally, organisations may need to implement new policies and procedures to ensure data security,

confidentiality, and compliance with regulatory requirements in remote work environments. Another challenge associated with remote work is the potential impact on company culture and employee engagement. Remote work can sometimes lead to feelings of isolation and disconnection among employees, particularly if not managed effectively. Maintaining a strong company culture and sense of belonging among remote workers requires proactive efforts from organisational leaders, including regular communication, virtual team-building activities, and opportunities for social interaction (Charalampous, Grant, & Tramontano, 2022; Igbinenikaro & Adewusi, 2024d; Petitta & Ghezzi, 2023).

Despite these challenges, remote work also presents significant opportunities for organisations to enhance operational efficiency, attract and retain top talent, and adapt to changing workforce dynamics. By embracing remote work practices, organisations can unlock new sources of innovation and creativity, improve employee satisfaction and work-life balance, and gain a competitive advantage in the global marketplace.

3. Financial Metrics in Remote Work

3.1. Financial Metrics Relevant to Remote Work Evaluation

Cost per Employee: This metric quantifies the total cost of employing a remote worker, including salaries, benefits, taxes, and overhead expenses. Calculating the cost per employee allows organisations to assess the financial impact of remote work compared to traditional in-office arrangements.

Operational Expenses: Operational expenses encompass various costs organisations incur in conducting their day-to-day business activities. In remote work, operational expenses may include expenses related to remote infrastructure (e.g., software licenses, hardware purchases), communication tools, and remote team collaboration platforms.

Return on Investment (ROI): ROI measures the financial return from investments in remote work infrastructure, technology, and training initiatives. By comparing the benefits derived from remote work investments to the associated costs, organisations can assess the effectiveness and profitability of their remote work initiatives.

Savings on Office Space: Remote work often results in significant cost savings for organisations by reducing or eliminating office space, utilities, and maintenance expenses. Calculating the savings on office space allows organisations to quantify the financial benefits of remote work and optimise resource allocation.

Travel Expenses: Remote work reduces the need for employees to commute to a central office location, resulting in savings on transportation, lodging, and other travel-related expenses. By quantifying the reduction in travel expenses associated with remote work, organisations can capture additional cost savings and improve overall financial performance (Abdullah & Lim, 2023; Igbinenikaro & Adewusi, 2024a, 2024c; Nanayakkara, Wilkinson, & Ghosh, 2021; Vyas, 2022; Yeung et al., 2020).

3.2. Impact of Remote Work on Traditional Financial Metrics

The impact of remote work on traditional financial metrics is profound and multifaceted. Firstly, the savings on office space are considerable, as remote work reduces the necessity for physical workspace, thus diminishing costs associated with leasing, utilities, maintenance, and furnishings. These savings directly bolster the bottom line, augmenting organisational profitability. Additionally, remote work slashes travel expenses by obviating or minimising the need for employees to embark on journeys for meetings, conferences, or training sessions. This reduction in transportation, accommodation, and meal costs yields immediate savings and enhances overall cost efficiency (Lund, Madgavkar, Manyika, & Smit, 2020).

Moreover, the influence of remote work extends to employee productivity, a critical determinant of financial performance. While remote work can offer advantages such as heightened flexibility and reduced distractions, it also presents challenges like communication barriers and isolation, which may impede productivity. Thus, organisations must diligently monitor productivity metrics to gauge the financial impact of remote work on key indicators like revenue per employee and profit margins. Furthermore, remote work profoundly affects employee turnover and retention rates (Charalampous et al., 2022; Wang, Liu, Qian, & Parker, 2021). While it may enhance satisfaction and work-life balance for some, it can also engender feelings of isolation, potentially increasing turnover rates. By scrutinising turnover and retention metrics, organisations can discern the financial ramifications of remote work on employee engagement and organisational stability, thereby shaping strategic decisions in a dynamic work landscape (Abdullah & Lim, 2023; Franken et al., 2021; Igbinenikaro & Adewusi, 2024a, 2024b; Okatta, Ajayi, & Olawale, 2024c).

3.3. Analysis of Potential Financial Implications for Organisations Adopting Remote Work Models

The potential financial implications for organisations adopting remote work models encompass several key facets. There is the prospect of significant cost savings, as remote work can curtail expenditures related to office space, travel, and operational overheads, contributing to enhanced profitability and financial performance through streamlined resource allocation. The transition necessitates investments in remote infrastructure, technology, and training endeavours, promising long-term advantages such as heightened productivity, elevated employee satisfaction, and bolstered operational efficiency. Lastly, organisations must conduct a rigorous evaluation of the return on investment (ROI) associated with their remote work initiatives, empowering them to make well-informed decisions regarding resource allocation and strategic planning by comparing the benefits from remote work investments against the incurred costs (Abdullah & Lim, 2023; Hassan et al., 2024; Okatta, Ajayi, & Olawale, 2024b; Olawale, Ajayi, Udeh, & Odejide, 2024b).

In conclusion, evaluating the financial implications of remote work is essential for organisations seeking to maximise the benefits of remote work models. Organisations can make informed decisions about resource allocation, strategic planning, and business operations by measuring financial metrics relevant to remote work evaluation, understanding how remote work impacts traditional financial metrics, and analysing the potential financial implications of adopting remote work models.

4. HR Metrics in Remote Work

4.1. Overview of HR Metrics in Remote Work Environments

In remote work environments, a comprehensive understanding of HR metrics is paramount to navigating the dynamics of virtual collaboration and ensuring optimal employee performance and well-being. Employee productivity stands out as a cornerstone metric, encapsulating the efficiency and effectiveness of individuals in achieving organisational objectives. Through metrics like output volume, task completion rates, and project milestones, organisations can gauge the productivity levels of remote employees, ensuring alignment with overarching goals and expectations.

Measuring employee engagement is equally vital in remote settings, reflecting the depth of emotional commitment and dedication towards work and the organisation. High levels of engagement foster a sense of connection and belonging among remote workers, contributing to a cohesive and motivated workforce. Metrics such as employee satisfaction surveys, feedback mechanisms, and participation rates in virtual team activities are invaluable tools for assessing and nurturing employee engagement within remote work environments (Abdullah & Lim, 2023; Kohntopp & McCann, 2020; Krishnamoorthy, 2022; Okatta, Ajayi, & Olawale, 2024a).

Furthermore, employee retention emerges as a critical focus area, particularly as organisations vie for skilled remote talent in a competitive landscape. Retention metrics such as turnover rates, voluntary turnover reasons, and employee tenure offer insights into the factors influencing employee longevity within remote work setups. By understanding and addressing these factors, organisations can proactively enhance retention efforts and maintain a stable and proficient remote workforce. Effective communication, facilitated by metrics like response times, virtual meeting participation, and collaboration tool usage, underpins the collaborative fabric of remote teams. Lastly, ensuring work-life balance remains pivotal, with metrics tracking average work hours, flexible schedule utilisation, and employee feedback providing vital indicators of employees' well-being and fulfillment amidst the challenges of remote work (Pillai & Prasad, 2023; Warren, 2021).

4.2. Challenges in Measuring HR Metrics in Remote Setups and Potential Solutions

One of the primary challenges in measuring HR metrics in remote setups is the collection of accurate and reliable data. Unlike traditional office environments where employees' activities can be easily observed, remote work presents challenges in tracking and monitoring employees' work behaviors. Organisations can overcome this challenge by implementing remote monitoring tools, time-tracking software, and performance management systems to collect data on remote employees' activities and outcomes.

Balancing the need for data collection with employee privacy concerns is another challenge in measuring HR metrics in remote setups. Remote monitoring tools and performance tracking systems may raise concerns about invasion of privacy and employee surveillance. Organisations can address this challenge by establishing clear communication and transparency around data collection practices, obtaining employee consent for data collection, and implementing privacy safeguards to protect employees' personal information. HR metrics such as employee engagement and work-life balance can be subjective and influenced by individual perceptions and experiences. In remote setups, where

employees have limited face-to-face interactions with supervisors and colleagues, accurately measuring these metrics becomes even more challenging. Organisations can mitigate this challenge using quantitative and qualitative methods to measure HR metrics, including surveys, interviews, focus groups, and observational assessments (Luqman, Zhang, & Hina, 2023; van Zoonen et al., 2021).

4.3. Impact of Remote Work on Employee Well-being and Organizational Culture

Remote work can have both positive and negative impacts on employee well-being. While remote work offers flexibility and autonomy, it can also lead to feelings of isolation, loneliness, and burnout among remote employees. Organisations must prioritise employee well-being by offering support services, promoting work-life balance, and fostering a culture of trust, communication, and collaboration (Okatta et al., 2024c). It can influence organisational culture by reshaping organisational norms, values, and behaviours. In remote setups, organisational culture may evolve to emphasise virtual communication, remote collaboration, and results-oriented performance. Organisations must proactively cultivate a positive remote work culture by defining shared values, promoting inclusivity and diversity, and fostering meaningful connections among remote employees (Abdullah & Lim, 2023; Olawale, Ajayi, Udeh, & Odejide, 2024a, 2024c).

In conclusion, HR metrics are critical in assessing and managing remote work environments. Organisations can effectively monitor and support remote employees' success by measuring employee productivity, engagement, retention, communication effectiveness, and work-life balance. Despite the challenges in measuring HR metrics in remote setups, organisations can overcome these challenges by implementing remote monitoring tools, addressing employee privacy concerns, and using quantitative and qualitative methods to measure HR metrics. Additionally, organisations must recognise the impact of remote work on employee well-being and organisational culture and take proactive steps to promote employee well-being and cultivate a positive remote work culture.

5. Conclusion

This paper has comprehensively explored remote work economics, evaluating financial and HR metrics in remote work environments. Throughout the paper, key points have been discussed to shed light on the economic implications of remote work and the importance of measuring relevant metrics to assess its impact. Firstly, we examined the growing significance of remote work in modern work environments, outlining different types of remote work arrangements and identifying key economic drivers behind the shift to remote work. We emphasised the importance of evaluating financial metrics such as cost per employee, operational expenses, and ROI and HR metrics, including employee productivity, engagement, and retention in remote work setups. Furthermore, we delved into the impact of remote work on traditional financial metrics, highlighting the potential cost savings on office space, travel expenses, and operational costs. We also discussed the challenges associated with measuring HR metrics in remote setups, such as data collection, employee privacy, and subjectivity of metrics. We proposed potential solutions to overcome these challenges. Moreover, we examined the impact of remote work on employee well-being and organisational culture, emphasising the need for organisations to prioritise employee well-being and cultivate a positive remote work culture to support remote employees' success.

In summary, the implications of financial and HR metrics in remote work economics are significant. Organisations can make informed decisions about resource allocation, strategic planning, and business operations by effectively measuring and evaluating these metrics. Remote work offers opportunities for cost savings, increased productivity, and enhanced employee satisfaction. However, it also presents challenges regarding data collection, privacy concerns, and maintaining organisational culture. Future research directions could focus on exploring the long-term effects of remote work on organisational performance, employee well-being, and societal trends. Additionally, there is a need for further research to develop standardised measurement frameworks and tools for evaluating remote work economics, as well as identifying best practices for managing remote teams and supporting remote employees' success. Overall, remote work economics presents a complex and evolving landscape that requires ongoing research, innovation, and adaptation to maximise its benefits and address its challenges in the ever-changing world of work.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

References

- [1] Abdullah, N., & Lim, A. (2023). The Incorporating Sustainable and Green IT Practices in Modern IT Service Operations for an Environmentally Conscious Future. *Journal of Sustainable Technologies and Infrastructure Planning*, 7(3), 17-47.
- [2] Ajayi, F. A., & Udeh, C. A. (2024a). Agile Work Cultures In It: A Conceptual Analysis Of Hr's Role In Fostering Innovation Supply Chain. *International Journal of Management & Entrepreneurship Research*, 6(4), 1138-1156.
- [3] Ajayi, F. A., & Udeh, C. A. (2024b). Combating Burnout In The It Industry: A Review Of Employee Well-Being Initiatives. *International Journal of Applied Research in Social Sciences*, 6(4), 567-588.
- [4] Ajayi, F. A., & Udeh, C. A. (2024c). A comprehensive review of talent management strategies for seafarers: Challenges and opportunities. *International Journal of Science and Research Archive*, 11(2), 1116-1131.
- [5] Ajayi, F. A., & Udeh, C. A. (2024d). Innovative recruitment strategies in the IT sector: A review of successes and failures.
- [6] Ajayi, F. A., & Udeh, C. A. (2024e). Review of crew resilience and mental health practices in the marine industry: Pathways to improvement. *Magna Scientia Advanced Biology and Pharmacy*, 11(2), 033-049.
- [7] Ajayi, F. A., & Udeh, C. A. (2024f). Review of workforce upskilling initiatives for emerging technologies in it. *International Journal of Management & Entrepreneurship Research*, 6(4), 1119-1137.
- [8] Babapour Chafi, M., Hultberg, A., & Bozic Yams, N. (2021). Post-pandemic office work: Perceived challenges and opportunities for a sustainable work environment. *Sustainability*, 14(1), 294.
- [9] Beckel, J. L., & Fisher, G. G. (2022). Telework and worker health and well-being: A review and recommendations for research and practice. *International Journal of Environmental Research and Public Health*, 19(7), 3879.
- [10] Brunelle, E., & Fortin, J.-A. (2021). Distance makes the heart grow fonder: An examination of teleworkers' and office workers' job satisfaction through the lens of self-determination theory. *Sage Open*, 11(1), 2158244020985516.
- [11] Caranto, M. M., Sergio, R. P., & Oribiana, M. Z. (2020). *Telecommuting versus traditional work environment: Determinants of job satisfaction as perceived by individual contributors and supervisors*. Paper presented at the Eurasian Business Perspectives: Proceedings of the 28th Eurasia Business and Economics Society Conference.
- [12] Charalampous, M., Grant, C. A., & Tramontano, C. (2022). "It needs to be the right blend": A qualitative exploration of remote e-workers' experience and well-being at work. *Employee Relations: The International Journal*, 44(2), 335-355.
- [13] Ciolfi, L., Gray, B., & Pinatti De Carvalho, A. F. (2020). *Making home work places*. Paper presented at the Proceedings of 18th European Conference on Computer-Supported Cooperative Work.
- [14] Fana, M., Milasi, S., Napierala, J., Fernández-Macías, E., & Vázquez, I. G. (2020). *Telework, work organisation and job quality during the COVID-19 crisis: a qualitative study*. Retrieved from
- [15] Franken, E., Bentley, T., Shafaei, A., Farr-Wharton, B., Onnis, L.-a., & Omari, M. (2021). Forced flexibility and remote working: Opportunities and challenges in the new normal. *Journal of Management & Organization*, 27(6), 1131-1149.
- [16] Gratton, L. (2022). *Redesigning work: How to transform your organisation and make hybrid work for everyone*: MIT Press.
- [17] Haque, S. M. S. (2023). The impact of remote work on hr practices: navigating challenges, embracing opportunities. *European Journal of Human Resource Management Studies*, 7(1).
- [18] Hassan, Q., Viktor, P., Al-Musawi, T. J., Ali, B. M., Algburi, S., Alzoubi, H. M., . . . Jaszczur, M. (2024). The renewable energy role in the global energy Transformations. *Renewable Energy Focus*, 48, 100545.
- [19] Henry, M. S., Le Roux, D. B., & Parry, D. A. (2021). Working in a post Covid-19 world: Towards a conceptual framework for distributed work. *South African Journal of Business Management*, 52(1), 2155.
- [20] Hensher, D. A., Wei, E., Beck, M., & Balbontin, C. (2021). The impact of COVID-19 on cost outlays for car and public transport commuting-The case of the Greater Sydney Metropolitan Area after three months of restrictions. *Transport Policy*, 101, 71-80.

- [21] Igbinenikaro, E., & Adewusi, A. O. (2024a). Developing international policy guidelines for managing cross-border insolvencies in the digital economy. *International Journal of Management & Entrepreneurship Research*, 6(4), 1034-1048.
- [22] Igbinenikaro, E., & Adewusi, A. O. (2024b). Financial law: Policy frameworks for regulating fintech innovations: Ensuring consumer protection while fostering innovation. *Finance & Accounting Research Journal*, 6(4), 515-530.
- [23] Igbinenikaro, E., & Adewusi, A. O. (2024c). Navigating The Legal Complexities Of Artificial Intelligence In Global Trade Agreements. *International Journal of Applied Research in Social Sciences*, 6(4), 488-505.
- [24] Igbinenikaro, E., & Adewusi, A. O. (2024d). Tax havens reexamined: The impact of global digital tax reforms on international taxation.
- [25] Kohntopp, T., & McCann, J. (2020). Leadership in virtual organisations: Influence on workplace engagement. *The Palgrave handbook of workplace well-being*, 1-26.
- [26] Krishnamoorthy, R. (2022). *The Relationship between Leader Behaviors and Employee Engagement in a Virtual Work Environment*. University of Pennsylvania,
- [27] Lazarova, T. (2020). The economic perspective of remote working places. *Пари и култура б.(2)*, 30-41.
- [28] Lund, S., Madgavkar, A., Manyika, J., & Smit, S. (2020). What’s next for remote work: An analysis of 2,000 tasks, 800 jobs, and nine countries. *McKinsey Global Institute*, 1-13.
- [29] Luqman, A., Zhang, Q., & Hina, M. (2023). Employees’ proactiveness on enterprise social media and social consequences: An integrated perspective of social network and social exchange theories. *Information & Management*, 60(6), 103843.
- [30] Mishna, F., Milne, E., Bogo, M., & Pereira, L. F. (2021). Responding to COVID-19: New trends in social workers’ use of information and communication technology. *Clinical Social Work Journal*, 49, 484-494.
- [31] Nanayakkara, K. T., Wilkinson, S. J., & Ghosh, S. (2021). Future office layouts for large organisations: workplace specialist and design firms’ perspective. *Journal of Corporate Real Estate*, 23(2), 69-86.
- [32] Okatta, C. G., Ajayi, F. A., & Olawale, O. (2024a). Enhancing Organisational Performance Through Diversity And Inclusion Initiatives: A Meta-Analysis. *International Journal of Applied Research in Social Sciences*, 6(4), 734-758.
- [33] Okatta, C. G., Ajayi, F. A., & Olawale, O. (2024b). Leveraging Hr Analytics For Strategic Decision Making: Opportunities And Challenges. *International Journal of Management & Entrepreneurship Research*, 6(4), 1304-1325.
- [34] Okatta, C. G., Ajayi, F. A., & Olawale, O. (2024c). Navigating the future: integrating ai and machine learning in hr practices for a digital workforce. *Computer Science & IT Research Journal*, 5(4), 1008-1030.
- [35] Olawale, O., Ajayi, F. A., Udeh, C. A., & Odejide, O. A. (2024a). Leveraging Workforce Analytics For Supply Chain Efficiency: A Review Of Hr Data-Driven Practices. *International Journal of Applied Research in Social Sciences*, 6(4), 664-684.
- [36] Olawale, O., Ajayi, F. A., Udeh, C. A., & Odejide, O. A. (2024b). RegTech innovations streamlining compliance, reducing costs in the financial sector. *GSC Advanced Research and Reviews*, 19(1), 114-131.
- [37] Olawale, O., Ajayi, F. A., Udeh, C. A., & Odejide, O. A. (2024c). Remote work policies for it professionals: Review of current practices and future trends. *International Journal of Management & Entrepreneurship Research*, 6(4), 1236-1258.
- [38] Petitta, L., & Ghezzi, V. (2023). Remote, Disconnected, or Detached? Examining the Effects of Psychological Disconnectedness and Cynicism on Employee Performance, Wellbeing, and Work–Family Interface. *International Journal of Environmental Research and Public Health*, 20(13), 6318.
- [39] Pillai, S. V., & Prasad, J. (2023). Investigating the key success metrics for WFH/remote work models. *Industrial and commercial training*, 55(1), 19-33.
- [40] Pinnington, A. H., & Ayoko, O. B. (2021). Managing physical and virtual work environments during the COVID-19 pandemic: Improving employee well-being and achieving mutual gains. *Journal of Management & Organization*, 27(6), 993-1002.
- [41] Sandoval-Reyes, J., Idrovo-Carlier, S., & Duque-Oliva, E. J. (2021). Remote work, work stress, and work–life during pandemic times: A Latin America situation. *International Journal of Environmental Research and Public Health*, 18(13), 7069.

- [42] Shimura, A., Yokoi, K., Ishibashi, Y., Akatsuka, Y., & Inoue, T. (2021). Remote work decreases psychological and physical stress responses, but full-remote work increases presenteeism. *Frontiers in psychology, 12*, 730969.
- [43] Shirmohammadi, M., Au, W. C., & Beigi, M. (2022). Remote work and work-life balance: Lessons learned from the covid-19 pandemic and suggestions for HRD practitioners. *Human Resource Development International, 25(2)*, 163-181.
- [44] Trevor, J., & Holweg, M. (2022). Managing the new tensions of hybrid work. *MIT Sloan Management Review, 64(2)*.
- [45] Urbaniec, M., Małkowska, A., & Włodarkiewicz-Klimek, H. (2022). The impact of technological developments on remote working: insights from the polish managers' perspective. *Sustainability, 14(1)*, 552.
- [46] van Zoonen, W., Sivunen, A., Blomqvist, K., Olsson, T., Ropponen, A., Henttonen, K., & Vartiainen, M. (2021). Factors influencing adjustment to remote work: Employees' initial responses to the COVID-19 pandemic. *International Journal of Environmental Research and Public Health, 18(13)*, 6966.
- [47] Vyas, L. (2022). "New normal" at work in a post-COVID world: work-life balance and labor markets. *Policy and Society, 41(1)*, 155-167.
- [48] Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied psychology, 70(1)*, 16-59.
- [49] Warren, T. (2021). Work-life balance and gig work: 'Where are we now' and 'where to next' with the work-life balance agenda? *Journal of Industrial Relations, 63(4)*, 522-545.
- [50] Williamson, S., Pearce, A., Dickinson, H., Weeratunga, V., & Bucknall, F. (2021). Future of work literature review: Emerging trends and issues.
- [51] Yeung, K., Richards, J., Goemer, E., Lozano, P., Lapham, G., Williams, E., . . . Caldeiro, R. (2020). Costs of using evidence-based implementation strategies for behavioral health integration in a large primary care system. *Health Services Research, 55(6)*, 913-923.