

Employee Narratives on Remote Work at Non-Government Organizations in South Asia and the Pacific

Antonia D. Salamat¹ and Melvin S. Sarsale^{2*}

¹ Graduate School, Southern Leyte State University, Philippines

² Faculty of Business and Management, Southern Leyte State University, Philippines

* Corresponding author. Email: msarsale@southernleytestateu.edu.ph

<https://doi.org/10.12982/CMUJASR.2025.021>

Editor:

Yos Santasombat,
Chiang Mai University, Thailand

Article history:

Received: August 16, 2024;

Revised: February 9, 2025;

Accepted: February 17, 2025.

ABSTRACT

The recent health crisis has caused a wide acceptance of remote work, allowing employees to engage in work-from-home arrangements. Many scholars have studied this phenomenon, concentrating mostly on governmental and profit-making institutions, ignoring non-governmental institutions. This paper tries to bridge this gap by delving into employee narratives on remote work within the context of non-governmental organizations. Using a single case study methodology, the researchers conducted in-depth interviews with 14 employees from five South Asia and Pacific countries. Findings revealed six emerging themes: (a) work-life integration, (b) employee wellbeing and engagement, (c) organizational context, (d) challenges and opportunities, (e) organizational performance, and (f) technology and infrastructure. Remote work has completely changed the office environment, presenting fresh prospects and obstacles. Non-governmental organizations must invest in technology, support employees, and promote collaboration to establish a sustainable remote work environment.

Keywords: Work-life integration, Employee wellbeing, Organizational performance, Remote work, Non-government organizations.

INTRODUCTION

The onset of remote work configurations within different organizations is a huge transformation within the modern workplace (Baptista et al., 2020). Catalyzed by changes in technology, changes in attitudes and expectations from employees, and changed circumstances brought about by the COVID-19 pandemic, remote work is now an accepted and integral part of organizational operations (Soroui, 2021). It has many advantages, including cost savings, access to a global talent pool, increased productivity, and better work-life balance (Shirmohammadi et al., 2022). However, it also has some disadvantages in the context of teamwork, cybersecurity, and

updated policies (Ferreira et al., 2021). This work-from-home setup will become an integral part of the new work environment because organizations are bound to adjust and redefine their work cultures to fit this new model of work that brings flexibility and efficiency while changing traditional perceptions of the office.

The intricacy and diversity of cultural and regional influences on remote work experiences are evident within non-governmental organizations (NGOs) in South Asia and the Pacific (Thu, 2023). NGOs can transcend geographical boundaries with remote work, having greater impacts and achieving global connections among stakeholders, donors, and beneficiaries (Asogwa et al., 2023). Remote work helps leverage NGOs to embrace a broader talent pool, source expertise from another geography, and develop an inclusive and diverse workforce (Tarafdar et al., 2023). In addition, remote work can help minimize costs for such organizations because overheads related to physical offices can be trimmed (Parker, 2020). However, a challenge for most NGOs exists in that maintaining group cohesion, protecting against cybersecurity dangers, and, above all else, safeguarding sensitive information, is kept confidential (Al Achkar, 2021). Still, remote work dramatically has changed the fundamental operational dynamics within NGOs, placing them in a position to be leaner yet more agile regarding the urgent requirements of global agendas, and fulfilling those missions (Asogwa et al., 2023).

Studies based on work experience in NGOs reveal that distant work has highlighted the complexities of the interplay of advantages and disadvantages relevant to this change (Bravo Schaefer and Abu Nar, 2022). Studies depict that remote work contributes to employee work-life balance, minimizes commuting stress, and ensures flexibility. They have a positive influence on job satisfaction that also increases the production and involvement of NGO workers. The results ensure that effective communication, collaboration tools, and organizational support help smoothen the discussion of potential feelings of isolation and disconnection often associated with remote work. Strong cybersecurity measures are required to protect the sensitive data in NGOs. These studies show how the benefits of remote work can be maximized while facing related problems.

Despite the growing interest in remote work within NGOs, there are several notable gaps in the existing body of research. There is still a need for further knowledge of the situation of remote work on NGO employees' job satisfaction, mental health, and career advancement to support NGO policies in the future (Mer and Virdi, 2021). As NGOs operate in diverse operational settings, more research is needed to understand the impact of remote work on internal collaboration, cross-cultural communication, and the ability to address emerging issues (Byström and Jäger, 2021). As remote work evolves, it will also be good to understand what lessons were gleaned from employees' insights. Addressing these gaps is necessary to develop a more nuanced understanding of remote work in NGOs and to guide future policy and practice for the sector.

This article focuses on employee narratives of remote work in the context of NGOs. Specifically, this paper explores the following question: *How do employees from NGOs in South Asia and the Pacific experience remote work?*

This paper gives a holistic view of the remote work experience in NGOs. It thus allows the development of targeted strategies to promote employee wellbeing and organizational effectiveness in a remote work setting. This research may give

critical insights into their wellbeing, job satisfaction, and work-life balance through remote workers' daily realities, challenges, and NGO successes, thus helping organizations optimize their remote work policies and support systems. Also, it can lead to a greater sense of unity, belonging, and teamwork for remote workers in NGOs, retaining a cohesive, motivated workforce in a positive process of social change.

THEORETICAL FRAMEWORK

The shifting nature of working environments across the globe has given NGO staff reasons to work from home. This trend has reshaped their work experiences and, as such, warrants a different perspective. This research integrates social identity theory and a job characteristics model into its analysis, to comprehend these work-from-home experiences within an appropriate framework.

Social identity theory (Tajfel and Turner, 2004) provides the seminal lens through which individuals perceive their self-concepts about their social groups. For workers in NGOs telecommuting and working remotely, this theory points out how identification with the group of remote working employees and a larger identity of the organizational structure greatly influences the self-concept of those employees. According to this theory, people classify themselves and others into different social groups, where group membership confers a sense of belonging and self-esteem. It provides insight as to how remote employees perceive social identity, the level of identification with the remote work group compared to a physical organization, and the influence those identities have over their job satisfaction, engagement and general sense of wellbeing. Powerful organizational identification enhances employees' sense of belonging and commitment, thus lowering feelings of isolation and increasing engagement with organizational goals (Leonardelli, 2022). It explains why job satisfaction, mental wellbeing, and perception of career advancement in remote workers differs depending on how the group identity motivates and helps people (Shi et al., 2024).

The job characteristics model (Hackman and Oldham, 1974) focuses on the motivational factors a job contains for influencing job satisfaction and performance. This framework views five key elements: autonomy, feedback, skill variety, task identity, and task significance. These characteristics of a job contribute to making employees' jobs meaningful, fostering personal growth, and leading toward job satisfaction. This model can help explore how job characteristics shape employee experiences. It may be done by exploring whether remote employees perceive jobs with the right variety of tasks and skills and the required identity and significance for engagement and satisfaction. Moreover, it can show how autonomy in remote work impacts their motivation and productivity and how providing feedback affects their performance and job satisfaction, especially in virtual work settings. Additionally, improvement in job characteristics has a major impact on how employees use communication technologies to enhance coordination, with some aspects showing improvement in communication and collaboration among employees working remotely in NGOs (Fuchs and Reichel, 2023). On the other hand, personal traits and job characteristics predict remote work outcomes, meaning an

overall approach to increasing job satisfaction and performance will consider both job design and individual differences (Grelle and Popp, 2021).

This study scrutinized the experiences of remote employees working in NGOs using a combination of social identity theory and the job characteristics model. Exploring how experiences are fostered by social identity and job characteristics can shed important light on informing human resources practices, management strategies, and policies associated with facilitating remote work in NGOs in this region and beyond.

LITERATURE REVIEW

IMPACTS OF THE CULTURAL AND REGIONAL CONTEXT ON REMOTE WORK EXPERIENCES IN NGOs

The impact of the cultural and regional context on NGOs' experiences related to remote work is complex. South Asia and the Pacific combine a wide variety of cultures, languages, and social systems, and the latter is more influential on employee perceptions and adoption of remote working (Berrell, 2021). Regional culture is often established through close interpersonal ties, hierarchy, and direct face-to-face contact. Such norms could communication and collaboration and cause for remote environments (Morrison-Smith and Ruiz, 2020). Employees must adapt to digital communication tools and different expectations for remote work, which may affect their experiences. Moreover, support for remote work from some organizations benefits employees and increases the demand for flexible work options, hence illustrating how cultural and regional considerations play a significant role in remote work among these NGOs (Sanhokwe et al., 2022).

Another important factor influencing the dynamics of remote work is regional context. South Asia and the Pacific represent countries with a wide range of digital infrastructure and access to technology. There is a need to consider the cultural and regional context when introducing new technology to the workplace since most of these impact remote work experiences of NGOs in the Asia Pacific region (Liu et al., 2023). Remote workers in technologically under-connected regions face more challenges to achieving full output and involvement in remote activities. Inversely, more technologically developed ecosystems make the remote experience almost frictionless. Because most NGOs work at all levels and across such distinct regional contexts, they must compare and adjust technical endowment inequalities across different parts of the organization.

In addition to challenges, the cultural and regional context can also offer opportunities for NGOs. Embracing cultural diversity and understanding regional nuances can enrich remote work experiences by fostering creativity, innovation, and a deeper connection with local communities (Kimani and Scott, 2023). Organizations that respect cultural norms and invest in technology infrastructure can create inclusive remote work environments that harness the strengths of the cultural and regional context, ultimately benefiting both employees and NGOs' mission-driven work (Lubchenco and Haugan, 2023). Comprehending the impact of cultural and

regional factors on remote work experiences is essential for NGOs to navigate this evolving work landscape effectively.

IMPACTS OF REMOTE WORK ON JOB SATISFACTION, MENTAL WELLBEING, AND CAREER ADVANCEMENT IN NGOs

The proliferation of remote work has significantly affected job satisfaction, mental wellbeing, and career advancement within South Asia and Pacific NGOs. Remote work has had positive and negative impacts, mainly because of the COVID-19 pandemic and other related factors.

Remote work has impacted the job satisfaction of NGO workers. Many workers have reported that the freedom and autonomy involved in working remotely increase job satisfaction. The employees feel comfortable because they can adjust their workspace and work schedules according to their preferences and needs. The increased freedom allows an easy balance between professional and personal life, hence reducing the stress caused by commuting (Rahman and Rahman, 2021). However, specific employees experienced problems related to disconnection and blurring of professional and personal lives. Separation from colleagues and the organization can result. An employee's ability to handle these challenges and keep up bonds with the job and colleagues can directly affect job satisfaction (Sadiq et al., 2022). Spatial flexibility has a very significant positive effect on team innovation performance among multinational NGOs in Jordan (Alserhan et al., 2024).

Remote work diminishes commute-related stress and offers the flexibility to effectively manage personal and family duties for better mental wellness (Jamal et al., 2021). Nonetheless, it produces new stressors, mainly caused by the degradation of work-life boundaries and a reliance on digital communication tools. Employees working remotely in these circumstances may contend with feelings of isolation and a reduced sense of social interaction, adversely impacting their mental health (Wang et al., 2020). It also contributed to increased loneliness, depression, and anxiety levels, thus giving a complex overview of the influence of remote work on mental wellbeing and career progression in NGOs in Southeast Nigeria (Uneke et al., 2023). This connectivity culture established by a remote work environment forms a permanent culture that leads to stretched working hours, maybe even reaching burnout (Hayes et al., 2021). Therefore, mental wellbeing would depend upon balancing the advantages and disadvantages of remote work, individual coping styles, and organizational support.

Career advancement in an NGO through remote work is also different, as remote work unlocks access to international projects, work with other teams, and networking at the global level. The organizations can tap talent from anywhere in the region, making it more diverse and inclusive (Ardi et al., 2024). Career progression may be proactive, with self-driven visibility and recognition. Employees should seek ways to develop skills, network, and get mentorship. Building a relationship with mentors and supervisors becomes difficult without a physical presence in the office, which negatively impacts career growth (Yarberry and Sims, 2021).

METHODOLOGY

RESEARCH DESIGN AND CONTEXT

This study used the single case study methodology to understand the experiences of remote employees working in NGOs. Through qualitative data collection, this study hopes to identify and share insights into the narratives of remote employees in this region and contribute to the developing understanding of effective remote work practices and their implications for wellbeing and performance within the context of NGOs. This study represented a broad, dynamic landscape in South Asia and the Pacific. It involved many countries and territories with respective cultural norms, languages, and societal dynamics. This study used remote employees for various NGOs based in this region. The NGOs involved include those interested in doing mission-driven work, including humanitarian aid, environmental conservation work, public health initiatives, and social development programs. This study was conducted on remote NGO staff with varying organizational structures, sizes, and program focuses. The variation among NGOs adds to the depth of understanding of experiences and unique challenges and opportunities as they come. The research setting, therefore, stretches from urban work environments with comprehensive technological infrastructure to remote and rural areas with little connectivity. There is a need to understand how technical access varies, as well as home office setups and local resources, to understand the issues remote employees may face in diverse settings.

PARTICIPANT SELECTION

For this study, the researchers purposefully selected participants who met these criteria: (a) they are currently employed in an NGO within South Asia and the Pacific region, (b) they must have at least one year of remote work experience at the same NGO, and (c) they must be willing to participate in the study. Representatives from all nations and subregions in South Asia and the Pacific were considered so that different kinds of cultural practices, languages, and historical backgrounds can be seen in this work experience. More importantly, selections were also considered based on how long someone has been engaging in remote work, ensuring accountabilities of varied experiences. The sampling of people who have recently transitioned to remote work due to external circumstances and who have been working remotely for a long time may give a balanced view of adaptation and long-term effects. Considering the selection criteria, 14 participants were chosen for the study, as presented in table 1.

Table 1*Description of the participant's socio-demographic characteristics.*

Socio-demographic characteristics	Frequency n=14	Percentage
Gender		
Male	6	42.86
Female	8	57.14
Age (in years)		
25-34	2	14.29
35-44	8	57.13
45-54	2	14.29
55 and above	2	14.29
Position		
Middle managers	11	78.57
Senior managers	3	21.43
Work base		
Australia	1	7.14
India	1	7.14
Philippines	7	50.00
Singapore	3	21.43
Sri Lanka	2	14.29
Location		
Peri-urban	2	17.20
Rural	1	
Urban	11	
Remote work experience (in years)		
2	2	14.29
3	2	14.29
4	6	42.85
5	2	14.29
6	1	7.14
10	1	7.14

DATA COLLECTION AND ANALYSIS FRAMEWORK

This study generated its data from semi-structured interviews with remote working NGO employees of varied cultural backgrounds at different geographic locations in South Asia and the Pacific. The interviews utilized open-ended questions to discover the experiences, challenges, and strategies that affect how employees to work remotely. Thematic data acquired through the interviews were analyzed using a data analysis approach inspired by Yin (2011), using the NVivo software. Thematic analysis led to data being coded systematically and categorized to determine the recurrent themes and patterns that emerged, as well as the variations of their experiences as remote NGO employees in South Asia and the Pacific. It facilitated the extraction of meaningful insights, which will help to build a holistic understanding of the realities of remote work in this region.

"... including learning. I have time to have meaningful interactions with my family."
-Participant 7

"Better connection with my child ..." - Participant 3

"It is more beneficial, especially for people living in highly urbanized cities where traffic is a nightmare. It provides space for employees to experience work-life balance ..." - Participant 7

Despite these benefits, a healthy work-life balance is achieved only with conscious effort. Getting used to remote work involves self-discipline, prioritizing tasks, and segregating work and family time. Proactive planning of the routine that includes self-care becomes essential to strike new work-life boundaries. Some transition to remote work comparatively easily due to having experience with it in the past. Work-life balance is a significant requirement for any remote employee. Job duties, caring for children, and other household chores demand thoughtful planning and prioritization. People must set clear boundaries between work and personal time and seek support from work-life balance programs to be well in the long run. Some quotes:

"But initially, when I started it, I had to learn to be disciplined...setting my priorities between home and work ..." - Participant 5

"Concern for me is honoring work and family time segregation ..." - Participant 3

"My core team was already dispersed, working from different parts of the country ... Initially, there was a sense of loss of the commute and the face-to-face office routine and interaction." - Participant 12

FLEXIBILITY AND AUTONOMY

The traditional office workday has changed. The way we work and where, and with what technology, has changed fundamentally. Such a paradigm shift calls for adaptability from individuals and organizations. Individuals have to change work dynamics to accommodate remote setups, which usually involves increased autonomy and flexible working time. Some quotes:

"I saw people becoming adaptive, agile, and flexible in the remote work environment."
- Participant 2

"For the work team, there was a sudden need to clarify work expectations and set up regular catch-up meetings. I also needed to set up a better work monitoring system with team members." - Participant 3

"I got to do things I love because of extra/spare time ..." - Participant 13

Although flexibility and extended work time are associated with remote work, there are challenges, too. Working remotely demands discipline and motivation. The so-called work-life balance is difficult to attain, resulting in burnout. Hybrid work models that connect the gap between remote and office work are increasingly used in businesses. This change in work patterns toward hybrid work fundamentally reflects a wish for balance and the recognition that different work styles fit with other people and teams, providing a reassuring sense of equilibrium. Some quotes:

"I like to have a mixed approach to work: a few days in the office, at home, or every other week, etc." - Participant 5

"...we have also adopted a hybrid working model in the regional office." - Participant 10

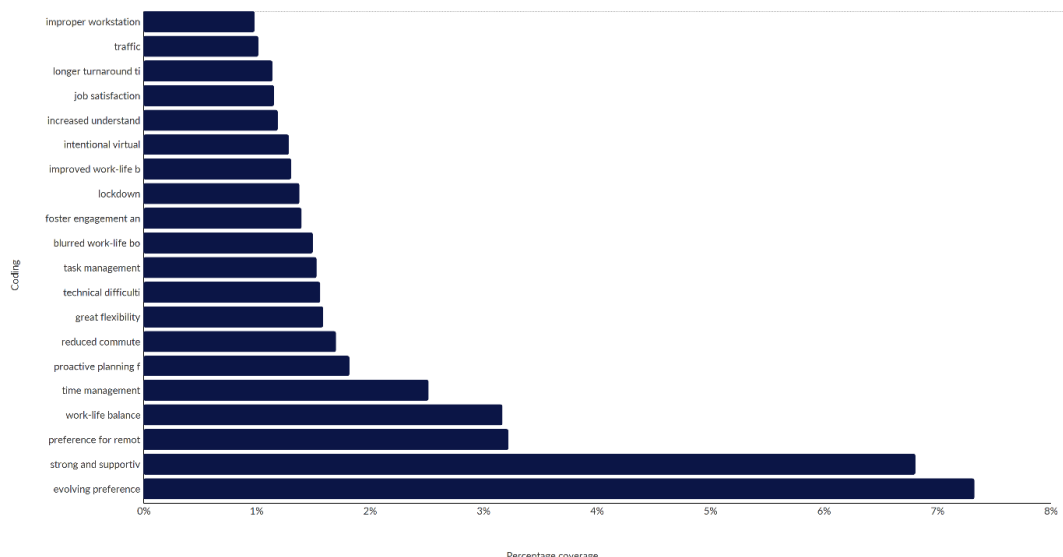
As has been observed by many, a great benefit of remote work is flexibility (figure 3), and this preference is shifting many jobs toward some form of hybrid model. Still, preference varies. Many thrive in remote work arrangements, and others thrive from the structure and socialization involved in onsite work. Those in between prefer semi-remote work: in-office combined with remote work. The flexibility that different work setups can provide is key for individuals and organizations to succeed, which is why semi-remote work is so appealing in the world of ever-changing work. Some quotes:

"It is still good to work in the office at times to focus fully on work and to spend time face-to-face with colleagues." - Participant 10

"I have experience with semi-remote work as I have not been going to the office, especially on Mondays, considering I have no teammates in the office and the teammates are relocated." - Participant 13

Figure 3

Word frequency chart of the codes associated with remote work from our interviews.



EFFECTIVE AND EFFICIENT TIME MANAGEMENT

Time optimization is the art of utilizing the maximum value from time. It means knowing high-impact activities and allocating resources to meet goals. Mastery of time optimization requires clarity in understanding one's strengths, weaknesses, and priorities. Better time management can boost individual performance, but effective teamwork and time management are important in a collaborative setting. Scheduling, task assignments, and clear communication are

important for teamwork. Such a delicate balance between individual time management and group goals requires coordination and planning. It involves skills for high performance, both personally and professionally. Effective time management maximizes productivity, and productivity can only increase when tasks are prioritized and optimized by individuals and teams.

"... maximize their time ..." - Participant 10

"... would require better time and team management ..." - Participant 3

"With good time management, a lot can be done remotely." - Participant 12

"Being disciplined with time, when to start work and when to finish ..." - Participant 5

EMPLOYEE WELLBEING AND ENGAGEMENT

WELLBEING

While there are benefits, including better time management and less contact with pollutants, remote work also involves struggles in terms of physical and psychological wellbeing. Extended hours of sitting frequently leads to health problems, as well as mobility issues. Moreover, there are no physical social interactions, such as hanging out with colleagues. These circumstances can develop feelings of alienation in workers. Compound effects of social isolation, self-isolation, and fear of the reduction of socialization in everyday life can affect mental health. Loneliness and increased time on screens augment these issues, leading to mental health problems that demand greater focus on mental health care initiatives. Some quotes:

"...less exposure...and outdoor pollution." - Participant 1

"...being more glued to my chair (less walking) ..." - Participant 3

"I did not feel very positive about it since I have concerns about it. It affected my physical wellbeing since my mobility was greatly reduced (commuting to/from the office) ..."
- Participant 9

"... but you miss hanging around with people ..." - Participant 5

"Isolation is draining, especially with my personality type: I like to be around a few people. I feel like a robot, doing routine work without personal interaction with others." - Participant 13

Prioritizing physical activity and healthy eating can offset the adverse effects of a sedentary lifestyle. Although difficult, these adjustments are necessary for general health and happiness. Contemporary ways of living often lead to extended periods of being sedentary and more time spent looking at screens, which can lead to various physical and mental health problems. Social isolation only makes these challenges even more difficult. An all-encompassing method focusing on physical and psychological health is essential for overall wellness. Some quotes:

"I have become more physically active and fit." - Participant 6

"...being able to eat more healthily." - Participant 3

"Life is happier." - Participant 10

"...more stress to eyes due to constant digital utilization." - Participant 11

MOTIVATION AND ENGAGEMENT

Remote work has significantly changed work situations and experiences. Need for flexibility has dramatically altered approaches by organizations. In an office, reducing distractions created by people was important and led to the design of work environments for persons that improve focus. In a home environment, while the nature of work remains largely the same, there are new challenges and opportunities. The need for multitasking may be more acute at home. However, there is a great opportunity for increased productivity for those who can manage their time well. Success is achieved by striking a proper equilibrium between work and personal life, as boundaries can blur. Some quotes:

"...the learning over the years helped me to organize my duties better and stay connected and focused." – Participant 11

"Expectations are small from the organization, considering I requested remote work. Expectations are more on me rather than on the organization." – Participant 13

"It was more of disciplining myself not to be on the screen for the whole day." – Participant 7

"I was offered a regional position, the setup provided was to work from home." – Participant 2

The freedom to work autonomously and determine one's speed often leads to high job satisfaction. Remote work offers this autonomy, leading to a positive overall experience for many. Nevertheless, it is crucial to take into account variations among individuals. While some excel in this setting, others might find it as isolating and difficult. The effectiveness of working remotely also relies on elements like the type of work, access to essential tools, and employer assistance. The shift to remote work has changed how individuals work and has affected organizational social interactions. Peers' adoption of home-based work has created a new normal where face-to-face interactions are replaced by virtual communication. This shift demands changes in how teams work and interact with each other. Remote work gives a personal choice of flexibility, but can lead to isolation. Informal exchanges and impromptu partnerships affect team relationships and employee contentment. Some quotes:

"I did a lot of things that have changed. I love my work. I love my current job. I loved every job that I did in ... I am enjoying this current job because I love my job ..." – Participant 14

"It was a positive experience for me overall and for my family." – Participant 6

"...and a lot of our colleagues are home-based around the region..." – Participant 10

ORGANIZATIONAL CONTEXT

ORGANIZATIONAL SUPPORT AND STRUCTURE

Remote work requires changes in personal work routines and company formats. People have to transform their ways by adapting to more diverse environments, but they often face difficulty managing their working time, levels of motivation, and work-life balance. Organizations must change their business structures and create new requirements, technologies, and systems to allow remote workers to thrive. Some employers have already implemented various measures to ensure that remote work arrangements are effective. Providing necessary equipment, including computers and peripherals, has been essential. Secondly, communication allowances have facilitated the accommodation of increased costs. Companies offer their remote work employees various mental health services to deal with loneliness and stress.

"Staff were given equipment to perform their work functions from home, supported by an online IT service." – Participant 12

"My organization supports internet expenses ..." – Participant 6

"Counseling support services were made available." – Participant 12

ORGANIZATIONAL CULTURE

A good workplace represents a sound community, mutual respect, and help for each other. It culminates in the very essence of such an environment: establish an all-inclusive workspace with diversification and proper communication. All of these are founded by effective leaders showing care, understanding, and commitment to the worker's wellbeing. Encouraging coworkers and supervisors is essential in maintaining a good work environment. Proper peer support systems ensure that workers overcome barriers and mark successes. Such an employer supporting employees would make them realize how employee-friendly those policies are, for example, flexibility in work. It will encourage greater understanding and empathy among teammates as they help each other recognize the different needs and perspectives that their colleagues might have. Some quotes:

"... inclusivity in the organization. We are included in many conversations ..." – Participant 14

"Our leaders have been great models of respecting each other's time off/leave." – Participant 10

"... my supervisors have been very supportive." – Participant 14

"More than the support the organization can provide, we, as colleagues, have supported each other regarding work-life balance, focusing mainly on mental wellbeing and physical wellness." – Participant 10

"The policies are very employee-friendly." – Participant 14

Organizational support encompasses more than policies and benefits. The commitment to developing employees, an emphasis on work-life balance, and spiritual practices shared by employees can be bases for building employee connection and cohesion. Although these are not always relevant, they could create a highly supportive and inspirational workplace culture. These aspects mingle together, leading to an enriching work environment through appreciation, respect, and the empowerment of staff to achieve peak performance. Some quotes:

"Our weekly prayers and devotions together have also helped us to hear from each other's experiences and pray for one another." – Participant 10

COLLABORATION AND COMMUNICATION

Though there are benefits, remote work has discouraged other, more conventional, ways to collaborate and communicate. The absence of physical proximity prevents workers from engaging in natural idea-sharing and problem-solving, sometimes leading to extended decision-making periods. An individual cannot build interpersonal relationships and consequently create trust and a spirit of teamwork with others because they rely on virtual communication. Many organizations have tried to manage these issues. Virtual meetings and instant messaging for maintaining contact and coordinating work are done using technology; however, this must be combined with meaningful activities that can foster better relations. Online team building, social events, and open communication create a community and sense of belonging in the geographically dispersed workforce. Some quotes:

"...and the delays in getting responses from colleagues, as compared to being able to work physically in an office." – Participant 3

"...it will be challenging to collaborate or coordinate ..." – Participant 2

"However, the connection with colleagues can be much less, which is quite vital for mental wellbeing and building relationships." – Participant 10

Effective communication is key to fostering collaborations. The expectations must be clear, and there must be open communication and active listening to avoid mess and help workers achieve project goals. Even though technology makes communication much easier, finding an equilibrium between digital and in-person interactions remains important. Creating trust and rapport within teams demands effort to provide a positive and affirmative work environment. Workers must acquire strong interpersonal and communication skills for remote work to succeed. Adaptability, flexibility, and self-discipline are necessary to manage remote work issues successfully. Businesses must allocate resources to employee training and development programs, to obtain the essential skills for effective collaboration within a digital environment.

"... there were efforts to maintain frequent and consistent communication among teams ..." – Participant 2

CHALLENGES AND OPPORTUNITIES

TECHNOLOGICAL CHALLENGES

The widespread adoption of remote work has uncovered numerous challenges, as many people live in areas with poor infrastructure, power outages, and intermittent or slow internet connections. Power disruptions also disrupt workflows, causing loss of work and missed deadlines. Disruptions might even affect reliability in cloud services, especially during critical periods; devices may also go offline at such times. Another common problem for remote work setups is cloud file sharing. Slow upload and download speeds and unstable connectivity can hinder efficient file sharing and collaboration. Strong and reliable digital infrastructure is needed for remote work to reach its full potential. Some quotes:

"Poor internet connection and unscheduled power interruption...." – Participant 4

"I needed clarification about organizing the documents using cloud file sharing. At first, it was not easy, but we got used to it ... " – Participant 8

WORK ENVIRONMENT CHALLENGES

The COVID-19 pandemic interfered with traditional work patterns and introduced new problems. On the other hand, it also provided immense benefits. Lockdowns and government measures to curb the virus led to a tremendous increase in remote working from home. Though flexibility was offered and commuting problems were resolved, new challenges arose. Home-based disturbances, such as noise, interferences from family members, and a less spacious workspace, affected productivity and concentration. Home electricity consumption also increased because most devices were used for longer periods.

Different time zones made coordination and communication difficult for organizations' global operations. Meetings and coordination had to be scheduled carefully. Pandemic-related uncertainty and economic downturn also brought about more office disruption and difficulty maintaining consistent work environments. As the pandemic spread continued, transport system problems from health and safety protocols added to commuters' problems. Employees who had to go to offices were confronted with commuting issues. Reduction was experienced in a few areas, but traffic congestion was still an issue for those who had to commute. Some quotes:

"... increase in electricity consumption at home ... " – Participant 3

"I expected more disturbance from home ... " – Participant 6

"Time alignment... One of the challenges of remote work is synchronizing the world clock for meeting times that are convenient for all." – Participant 12

"Given the transport system in the country ... challenges in transportation from residence to office and vice versa." – Participant 4

TIME AND COST SAVINGS

The biggest advantage of working from home is avoiding commuting. Workers save time and money by not commuting. Reduced travel time allows people to spend more time on personal and professional development, quality time with the family, or hobbies and recreation. It reduces traffic jams and decreases exposure to air pollution, thus benefiting personal and environmental health. Some quotes:

"... less exposure to heavy traffic ... "- Participant 1

"Pre-remote work days, I had to spend much money traveling back home at least once every quarter." – Participant 2

"... less travel and commute to office... we do not have to pay for transportation ... " - Participant 6

ORGANIZATIONAL PERFORMANCE

PRODUCTIVITY

Working from home has been discussed in terms of how it affects productivity and quality of work. Other research, however, claims working from home may boost productivity by cutting down on commuting and office interruptions, and other researchers believe that this might lower the quality of work. The proponents of working from home claim remote workers receive the benefits of work-life balance and greater flexibility, which are said to result in increased productivity. Workers can use their time effectively and concentrate on activities that require their undivided attention. In addition, remote working encourages participation and effectiveness as employees work independently and take responsibility for their work. Some quotes:

"Yeah, I managed to save a lot of time, which was used for experimental ... " – Participant 5

"As a socially adept person, my strength and energy lie in meeting people, having face-to-face conversations, and seeing them eye to eye. I have fears that I will miss out on this and be able to compromise my quality of work." - Participant 2

Even proponents of remote work note that distractions like household chores or childcare can still lower productivity. Also, when individuals are not around each other, teamwork may be impaired by a lack of face-to-face interaction, potentially compromising the quality of work. In fact, according to many research studies, most remote work employees preserve high productivity, given the appropriate tools. Clear expectations, effective communication, and a sound organizational culture help to achieve high performance in a remote work setup. Organizations must create an environment that improves productivity and maintains the quality of work at remote sites. This involves providing employees with the necessary tools, resources, and training to work remotely. Having clear expectations on performance and consistent feedback supports accountability and meeting goals. Some quotes:

"Initially, there was a reduction in productivity and concentration since more distractions are working remotely, and one could be easily distracted by other personal tasks (household chores, family members, etc.) during working hours." – Participant 9

"Since it was proven to be as effective as working in the office in some ways ..." – Participant 10

EFFICIENCY

Virtual events have allowed businesses to become more efficient and cost-cutting as they help avoid costly expenses such as having a venue, traveling, and accommodation expenses. They also present an advantage regarding time and resource usage. Event organizers can have more time to plan and execute virtual events without worrying about travel arrangements and on-site logistics. It allows them to focus more intently on what they do, so that resources are concentrated on making content interesting and interactive. Further, virtual events make organizing events easier. Digital platforms facilitate registration, the management of attendees, and content delivery, making it easy to access and analyze event data for organizers. This saves resources and improves efficiency in preparation for and running events. Some quotes:

"...reduced unnecessary expenses." – Participant 11

"It is a wise use of time and resources. We do not need to pay for office space ..." – Participant 6

TECHNOLOGY AND INFRASTRUCTURE

TECHNOLOGICAL ADOPTION

The transition to remote work has necessitated the adoption of digital platforms for collaborative teamwork, seamless communication, and efficient information exchange. Consequently, many businesses have implemented robust cloud-based document management systems to streamline workflows and enhance information accessibility. These systems have become indispensable for enabling remote teams to collaborate effectively on projects and readily access shared resources. In parallel, organizations have invested in the creation of comprehensive virtual training resources to empower remote workforces and equip employees with the requisite skills and knowledge for effective role performance. These resources commonly include online courses, webinars, and interactive learning modules. Therefore, the strategic development of remote capabilities has gained significant importance, as it enables employees to engage in continuous competency enhancement. Some quotes:

"...and eventually learned how to put controls so all documents are safely shared/copied." – Participant 8

"My role has to be to arrange disaster management training and simulation exercises in a remote setup. I have to develop the materials that will fit the remote setup ..." – Participant 2

"...remote capacity building initiatives were supported with appropriate tools and technology ... " – Participant 2

The proliferation of digital platforms has led to digital communities, enabling employees to interact, exchange information, and work together on various projects. These platforms offer chances for online engagements and information sharing and encourage camaraderie and assistance among peers. Nevertheless, issues with particular software can obstruct the efficiency of these platforms and influence employee productivity. Although technology has significantly improved remote work, it is important to deal with any technical issues that might come up. Organizations must invest in strong IT infrastructure and offer sufficient technical support to reduce disruptions and maintain smooth operations. By addressing these obstacles, companies can maximize the benefits of digital platforms for boosting productivity and fostering innovation. Some quotes:

"The organization has set up a system to keep people connected and focused." – Participant 11

"...use of digital tools..." – Participant 3

"I suffered for some time because of technical issues." – Participant 14

WORK ENVIRONMENT AND SET-UP

The transition to remote work has fundamentally altered the physical work environment for many employees. While remote work offers notable flexibility and comfort, it also presents distinct challenges concerning workspace configuration and ergonomic design. Consequently, the establishment of adaptable work environments has become critical for maintaining both efficiency and wellbeing. Many workers have proactively transformed various areas within their homes into makeshift offices. Despite the difficulties posed by inadequate workspace and unsuitable furnishings, these individuals have demonstrated remarkable resilience and resourcefulness, underpinned by a positive approach. Poorly designed workspaces, often characterized by ill-equipped chairs, inadequate lighting, and unsuitable desks, can contribute to various health issues, including back pain, eyestrain, and fatigue. These physical discomforts can significantly impair productivity and overall job satisfaction. To mitigate these issues and cultivate more conducive and efficient work environments, many remote workers have invested in ergonomic furniture and appropriate equipment. Furthermore, the shift from traditional office settings to working from home has profoundly transformed working behaviors. The constant proximity to the workspace, often exacerbated by the blurring of work-life boundaries, can increase the risk of burnout and diminished productivity. However, individuals can achieve a healthy work-life balance and maintain focus through the implementation of effective strategies and the creation of suitable work environments. Ultimately, the physical work environment plays a pivotal role in the productivity and overall wellbeing of remote workers. Some quotes:

"Working inside my room can also feel constricting - no more spatial differentiation between rest and work spaces ..." – Participant 1

"I need gadgets supporting my work, like good quality noise-canceling headphones, speakers, a desk, and a chair." – Participant 6

"...but it was important to get a proper workstation. I got a lot of health complications because I was working in bad postures. It led to a lot of stress, time, and money waste because I had to treat it for over five years. But once I set up all my furniture like an office, most of my computer-related complications went out." – Participant 5

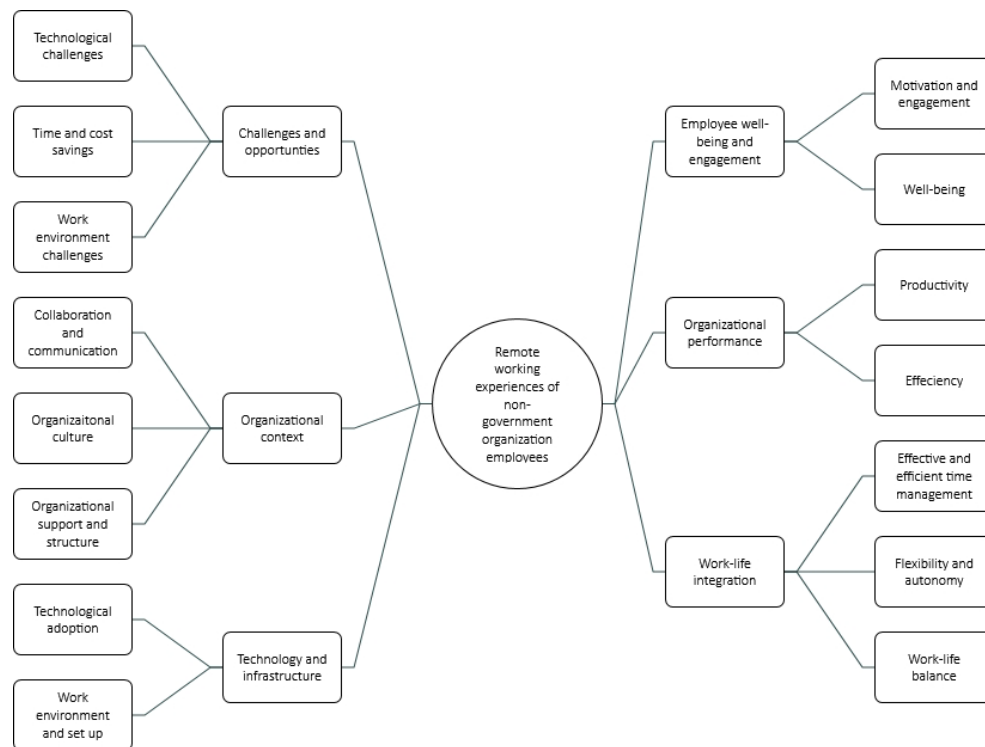
"One downside is not being able to detach myself from my desk ..." – Participant 7

DISCUSSIONS AND IMPLICATIONS

Building on the thematic findings depicted in figure 4, we now draw attention to the most salient aspects of understanding remote work for NGOs.

Figure 4

Concept map on the remote work experiences of NGO employees.



First, remote work has significantly blurred the boundaries between work and personal life. On the one hand, it affords freedom and autonomy; on the other hand, it makes it challenging to balance work and leisure time. Workers have to adapt to new timetables and establish clear boundaries between professional and personal time. Time and task management are crucial in preventing burnout and maintaining general wellbeing (Yener et al., 2021). Remote work has also altered the character of the work life of individuals (Howe et al., 2021). The old traditional work model has been displaced by flexible time, and one can now compress the working day (Diab-Bahman and Al-Enzi, 2020). There is a deep need for greater discipline to avoid letting work creep into one's personal time. Hybrid work models are being widely

adopted, as many organizations combine the benefits of remote work with face-to-face collaboration (Best, 2021).

Second, remote work has had a considerable effect on the welfare of workers. The transition to more inactive lifestyles, along with decreased social connections, has led to more physical and mental health problems. Even though remote work allows for flexibility, employees must focus on staying active, eating well, and finding opportunities for social interaction (Charalampous et al., 2022). Organizations need to monitor the wellbeing of their employees by providing them with the necessary resources and ensuring a friendly working environment (Hameed et al., 2022). Work outside the office has, therefore, affected the motivation and engagement of the employees (Adisa et al., 2023). It provides independence and flexibility but may lead to loneliness and less socialization (Al-Habaibeh et al., 2021). To keep remote employees engaged, organizations must foster a community spirit and offer opportunities for collaboration and career growth (Orel et al., 2022). With this, NGOs may introduce wellbeing and engagement initiatives that diminish the risk factors of isolation. Structured virtual check-ins, peer support programs, and mental health resources can be established to make people feel connected and improve wellbeing.

Third, organizational support and infrastructure are essential for remote work to succeed. Providing the necessary tools, facilities, and mental support for an employee's psychological and physical wellbeing is necessary (Straus et al., 2023). Good leadership, supportive peers, and employee-friendly policies can engage and satisfy employees in a pleasant and inclusive work environment (Anand and Vohra, 2020). Effective communication and teamwork are key to remote work (Vătămănescu et al., 2022). Although it may be easier to communicate virtually because of technological advances, much effort should also go into intentional relationships with digital communication. Organizations must prioritize employee training and development by availing the skills needed to succeed at remote work (Hancock and Schaninger, 2020).

Fourth, remote work has advantages and disadvantages. It brought flexibility and cost-cutting but emphasized the need for a strong digital infrastructure and flexible work environments (Becchetti et al., 2024). Bad internet access, power shutdowns, and poor equipment in home offices have threatened productivity and employee welfare. COVID-19 has made these problems even harder due to shifts in working time, increased electrification at people's homes, and the difficult process of running a team when operations occur across the globe. Despite that, people working remotely managed to save expenses on road trips and took some care in terms of how their actions do not harm the environment. With the emergence of remote work, the government may invest more in digital infrastructure and access. These infrastructure investments could help reduce the technology gap, especially in remote or underserved areas, mainly by offering reduced internet plans with digital literacy and technical support.

Fifth, productivity and effectiveness are affected by remote work. Some say it increases productivity, but others claim the opposite (Franken et al., 2021). Organizations should thus ensure structured work environments with clear expectations and provision of resources that make them work out the best in telecommuting (Franken et al., 2021). So far, virtual events have saved organizations

and teams significant money while increasing efficiency (Skiles et al., 2022). Eliminating the need for physical venues and streamlining event management enables organizations to free up those resources to enhance attendees' content and overall experience. In addition, NGOs can redesign jobs to improve employee motivation, and to ensure the jobs themselves are appropriate for autonomous work, with task significance and clear mechanisms for feedback, so that remote job performance and satisfaction improves.

Lastly, technology has made remote work relatively simple. Because of the embrace of cloud-based platforms and virtual training programs, managing remote employees has become easier for organizations (Olawale et al., 2024). However, the technical challenges do not disappear, and investment in good technological infrastructure is critical to overcome them and draw maximum benefit (Volberda et al., 2021). The shift to remote work has also necessitated changes to the physical workspace (O'Rourke, 2021). Creating comfortable work environments that promote ergonomics is crucial for the health and efficiency of staff members (Hamidi et al., 2020). Companies can help staff by offering guidance and tools to establish home workspaces.

CONCLUSION

Remote work brings the workplace and workplace challenges closer and is marked by mixed advantages and disadvantages. This includes flexibility, which reduces costs and shows the importance of better, robust digital infrastructures, effective wellness, and timely communications for workers. Firms should help to develop technological infrastructure that facilitates teamwork and agility. Individuals should learn how to cope with challenges and derive benefits from remote work. Effective time management, proper communication, and prioritizing personal wellbeing are all success factors. For efficient remote work and to avoid related problems, companies should concentrate on employee support and investment in technologies, including in a friendly work environment.

REFERENCES

- Adisa, T. A., Ogbonnaya, C., & Adekoya, O. D. (2023). Remote working and employee engagement: A qualitative study of British workers during the pandemic. *Information Technology & People*, 36(5), 1835-1850. <https://doi.org/10.1108/ITP-12-2020-0850>
- Al Achkar, Z. (2021). Digital risk: How new technologies impact acceptance and raise new challenges for NGOs. In L. Moutard & L. Fast (Eds.), *Achieving safe operations through acceptance: Challenges and opportunities for security risk management* (pp. 71-76). Global Interagency Security Forum.
- Al-Habaibeh, A., Watkins, M., Waried, K., & Javareshk, M. B. (2021). Challenges and opportunities of remotely working from home during COVID-19 pandemic. *Global Transitions*, 3, 99-108. <https://doi.org/10.1016/j.glt.2021.11.001>

- Alserhan, H., Omar, B., Falaki, N., Alkayed, I., Aladwan, S., & Al-Hawary, S. (2024). Remote work arrangement: An investigation on the influence of team's innovative performance in multinational NGOs in Jordan. *International Journal of Data and Network Science*, 8(2), 699-708. <https://doi.org/10.5267/j.ijdns.2024.1.008>
- Anand, A., & Vohra, V. (2020). Alleviating employee work-family conflict: Role of organizations. *International Journal of Organizational Analysis*, 28(2), 313-332. <https://doi.org/10.1108/IJOA-06-2019-1792>
- Ardi, A., Cahyadi, H., Meilani, Y. F., & Pramono, R. (2024). Talent attraction through flexible work anytime from anywhere. *Journal of Infrastructure, Policy and Development*, 8(3), 2998. <https://doi.org/10.24294/jipd.v8i3.2998>
- Asogwa, I. E., Varua, M. E., Datt, R., & Humphreys, P. (2023). The impact of COVID-19 on the operations and management of NGOs: Resilience and recommendations. *International Journal of Organizational Analysis*, 31(6), 2441-2464. <http://dx.doi.org/10.1108/IJOA-12-2021-3090>
- Baptista, J., Stein, M. K., Klein, S., Watson-Manheim, M. B., & Lee, J. (2020). Digital work and organizational transformation: Emergent digital/human work configurations in modern organizations. *The Journal of Strategic Information Systems*, 29(2), 101618. <https://doi.org/10.1016/j.jsis.2020.101618>
- Becchetti, L., Salustri, F., & Solferino, N. (2024). The new industrial revolution: The optimal choice for flexible work companies. *Journal of Economic Interaction and Coordination* (ahead of print). <https://doi.org/10.1007/s11403-024-00418-y>
- Berrell, M. (2021). National culture and the social relations of anywhere working. In Y. Blount & M. Gloet (Eds.), *Anywhere working and the future of work* (pp. 23-59). IGI Global. <https://doi.org/10.4018/978-1-7998-4159-3.ch002>
- Best, S. J. (2021). The future of work: Remote work in the emerging new normal. *The Business & Management Review*, 12(1), 285-292.
- Bravo Schaefer, S., & Abu Nar, H. (2022). *Managers: Perceived fully remote work elements in INGOs in response to COVID-19* (Master's thesis, Linköping University).
- Byström, H., & Jäger, M. (2021). *Knowledge sharing in cross-cultural virtual teams of an NGO: Exploring the motivation for knowledge sharing of individuals* [Unpublished master's thesis]. Dalarna University.
- Charalampous, M., Grant, C. A., & Tramontano, C. (2022). "It needs to be the right blend": A qualitative exploration of remote e-workers' experience and wellbeing at work. *Employee Relations: The International Journal*, 44(2), 335-355. <https://doi.org/10.1108/ER-02-2021-0058>
- Diab-Bahman, R., & Al-Enzi, A. (2020). The impact of COVID-19 pandemic on conventional work settings. *International Journal of Sociology and Social Policy*, 40(9/10), 909-927. <https://doi.org/10.1108/IJSSP-07-2020-0262>
- Ferreira, R., Pereira, R., Bianchi, I. S., & da Silva, M. M. (2021). Decision factors for remote work adoption: Advantages, disadvantages, driving forces and challenges. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 70. <https://doi.org/10.3390/joitmc7010070>
- 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. <https://doi.org/10.1017/jmo.2021.40>

- Fuchs, C., & Reichel, A. (2023). Effective communication for relational coordination in remote work: How job characteristics and HR practices shape user-technology interactions. *Human Resource Management*, 62(4), 511-528. <https://doi.org/10.1002/hrm.22161>
- Grelle, D., & Popp, E. (2021). Considering the interaction of individual differences and remote work contexts. *Industrial and Organizational Psychology*, 14(1-2), 244-247. <https://doi.org/10.1017/iop.2021.51>
- Hackman, J. R., & Oldham, G. R. (1974). *The job diagnostic survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects*. Technical Report No. 4, Department of Administrative Sciences, Yale University.
- Hameed, I., Ijaz, M. U., & Sabharwal, M. (2022). The impact of human resources environment and organizational identification on employees' psychological wellbeing. *Public Personnel Management*, 51(1), 71-96. <https://doi.org/10.1177/00910260211001397>
- Hamidi, N. N. E., Mansor, F. A., Hashim, M. Z., Muhammad, N., & Wan Azib, W. N. H. (2020). The relationship between physical workplace environment and employees' performance. *Journal of Contemporary Social Science Research*, 4(1), 56-67.
- Hancock, B., & Schaninger, B. (2020). HR says talent is crucial for performance-and the pandemic proves it. *McKinsey & Company*, 27, 1-7.
- Hayes, S. W., Priestley, J. L., Moore, B. A., & Ray, H. E. (2021). Perceived stress, work-related burnout, and working from home before and during COVID-19: An examination of workers in the United States. *Sage Open*, 11(4), 21582440211058193. <https://doi.org/10.1177/21582440211058193>
- Howe, D. C., Chauhan, R. S., Soderberg, A. T., & Buckley, M. R. (2021). Paradigm shifts caused by the COVID-19 pandemic. *Organizational Dynamics*, 50(4), 100804. <https://doi.org/10.1016%2Fj.orgdyn.2020.100804>
- Jamal, M. T., Anwar, I., Khan, N. A., & Saleem, I. (2021). Work during COVID-19: Assessing the influence of job demands and resources on practical and psychological outcomes for employees. *Asia-Pacific Journal of Business Administration*, 13(3), 293-319. <https://doi.org/10.1108/APJBA-05-2020-0149>
- Kimani, C. J., & Scott, J. (2023). *Managing across cultures-professional level*. Finstock Evarsity Publishers.
- Leonardelli, G. J. (2022). Lessons from a crisis: Identity as a means of leading remote workforces effectively. *Organizational Dynamics*, 51(2), 100886. <https://doi.org/10.1016/j.orgdyn.2021.100886>
- Liu, M., Zhang, H., & Lansbury, R. (2023). Situating the debates on technologies and work in the Asia Pacific. *Asia Pacific Journal of Human Resources*, 61(3), 778-782. <https://doi.org/10.1111/1744-7941.12386>
- Lubchenco, J., & Haugan, P. M. (2023). Towards ocean equity. In J. Lubchenco & P. M. Haugan (Eds.), *The blue compendium: From knowledge to action for a sustainable ocean economy* (pp. 485-521). Springer International Publishing. <https://doi.org/10.1007/978-3-031-16277-0>

- Mer, A., & Viridi, A. S. (2021). Human resource challenges in NGOs: Need for sustainable HR practices. *World Review of Entrepreneurship, Management and Sustainable Development*, 17(6), 818-837. <https://doi.org/10.1504/WREMSD.2021.118662>
- Morrison-Smith, S., & Ruiz, J. (2020). Challenges and barriers in virtual teams: A literature review. *SN Applied Sciences*, 2, 1096. <https://doi.org/10.1007/s42452-020-2801-5>
- O'Rourke, G. A. (2021). Workplace strategy: A new workplace model. *Asia Pacific Journal of Human Resources*, 59(4), 554-566. <https://doi.org/10.1111/1744-7941.12288>
- Olawale, O., Ajayi, F. A., Udeh, C. A., & Odejide, O. A. (2024). Remote work policies for IT professionals: Review of current practices and future trends. *International Journal of Management & Entrepreneurship Research*, 6(4), 1236-1258. <https://doi.org/10.51594/ijmer.v6i4.1056>
- Orel, M., Mayerhoffer, M., Fratricova, J., Pilkova, A., Starnawska, M., & Horvath, D. (2022). Coworking spaces as talent hubs: The imperative for community building in the changing context of new work. *Review of Managerial Science*, 16(5), 1503-1531. <https://doi.org/10.1007/s11846-021-00487-4>
- Parker, L. D. (2020). The COVID-19 office in transition: Cost, efficiency and the social responsibility business case. *Accounting, Auditing & Accountability Journal*, 33(8), 1943-1967. <https://doi.org/10.1108/AAAJ-06-2020-4609>
- Rahman, M. H., & Rahman, S. M. (2021). Impact of remote working on human resource management: The role of IT in the COVID-19 era. *Asian Journal of Economics, Business and Accounting*, 21(18), 1-16. <https://doi.org/10.9734/AJEBA/2021/v21i1830493>
- Sadiq, M. A., Gunawan, A. I., Sosianika, A., & Amalia, F. A. (2022). The link between engagement and service performance: The mediation role of job satisfaction and customer-oriented behavior. *International Journal of Applied Business Research*, 4(1), 50-64. <https://doi.org/10.35313/ijabr.v4i1.208>
- Sanhokwe, H., Takawira, S., Kunene, Z., & Maunganidze, F. (2022). Impact of COVID-19 induced teleworking arrangements on employees in NGOs: Implications for policy and practice for leadership. *SAGE Open*, 12(2), 21582440221079908. <https://doi.org/10.1177/21582440221079908>
- Shi, J., Feenstra, S., & van Vugt, M. (2024). Connecting work teams in a remote workplace: An identity leadership perspective. *European Journal of Work and Organizational Psychology*, 33(5), 643-657. <https://doi.org/10.1080/1359432X.2024.2362460>
- 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. <https://doi.org/10.1080/13678868.2022.2047380>
- Skiles, M., Yang, E., Reshef, O., Muñoz, D. R., Cintron, D., Lind, M. L., Kumar, M. (2022). Conference demographics and footprint changed by virtual platforms. *Nature Sustainability*, 5(2), 149-156. <https://doi.org/10.1038/s41893-021-00823-2>

- Soroui, S. T. (2021). Understanding the drivers and implications of remote work from the local perspective: An exploratory study into the dis/re-embedding dynamics. *Technology in Society*, 64, 101328. <https://doi.org/10.1016/j.techsoc.2020.101328>
- Straus, E., Uhlig, L., Kühnel, J., & Korunka, C. (2023). Remote workers' wellbeing, perceived productivity, and engagement: Which resources should HRM improve during COVID-19? A longitudinal diary study. *The International Journal of Human Resource Management*, 34(15), 2960-2990. <https://doi.org/10.1080/09585192.2022.2075235>
- Tajfel, H., & Turner, J. C. (2004). *The social identity theory of intergroup behavior*. In *Political psychology* (pp. 276-293). Psychology Press.
- Tarafdar, M., Rets, I., & Hu, Y. (2023). Can ICT enhance workplace inclusion? ICT-enabled workplace inclusion practices and a new agenda for inclusion research in Information Systems. *The Journal of Strategic Information Systems*, 32(2), 101773. <https://doi.org/10.1016/j.jsis.2023.101773>
- Thu, T. (2023). *Factors affecting work-life balance in non-governmental organizations (NGOs): A case of NGOs staffs in Rakhine State* [Unpublished master's thesis]. Yangon University of Economics.
- Uneke, C. J., Okedo-Alex, I. N., Uneke, B. I., Akamike, I. C., Chukwu, O. E., & Eze, I. I. (2023). An assessment of the experiences, and perceptions of the collateral effects of the COVID-19 lockdown measures in Southeast Nigeria: Implications for policy and action. *Pan African Medical Journal*, 46, 122. <https://doi.org/10.11604/pamj.2023.46.122.36414>
- Vătămănescu, E. M., Dinu, E., Stratone, M. E., Stăneiu, R. M., & Vintilă, F. (2022). Adding knowledge to virtual teams in the new normal: From leader-team communication towards the satisfaction with teamwork. *Sustainability*, 14(11), 6424. <https://doi.org/10.3390/su14116424>
- Volberda, H. W., Khanagha, S., Baden-Fuller, C., Mihalache, O. R., & Birkinshaw, J. (2021). Strategizing in a digital world: Overcoming cognitive barriers, reconfiguring routines and introducing new organizational forms. *Long Range Planning*, 54(5), 102110. <https://doi.org/10.1016/j.lrp.2021.102110>
- Wang, W., Albert, L., & Sun, Q. (2020). Employee isolation and telecommuter organizational commitment. *Employee Relations: The International Journal*, 42(3), 609-625. <https://doi.org/10.1108/ER-06-2019-0246>
- Yarberry, S., & Sims, C. (2021). The impact of COVID-19-prompted virtual/remote work environments on employees' career development: Social learning theory, belongingness, and self-empowerment. *Advances in Developing Human Resources*, 23(3), 237-252. <https://doi.org/10.1177/15234223211017850>
- Yener, S., Arslan, A., & Kiliç, S. (2021). The moderating roles of technological self-efficacy and time management in the technostress and employee performance relationship through burnout. *Information Technology & People*, 34(7), 1890-1919. <https://doi.org/10.1108/ITP-09-2019-0462>
- Yin, R. K. (2011). *Qualitative research from start to finish*. The Guilford Press.