

**THE IMPACT OF REMOTE WORK, WORKPLACE RELATIONSHIP, AND
ORGANIZATIONAL CULTURE TOWARD BUSINESS PERFORMANCE (CASE STUDY AT
PT. BERKAT MANDOLOKANG JAYA)**

**DAMPAK DARI KERJA REMOT, HUBUNGAN DITEMPAT KERJA, DAN BUDAYA PERUSAHAAN
TERHADAP PERFORMA BISNIS (PENELITIAN STUDI KASUS DI PT. BERKAT MANDOLOKANG
JAYA)**

By:

Fierro Hensy Palibutan¹

James D. D. Massie²

Lawren J. Rumokoy³

¹²³Management Department Faculty of Economics and Business
Sam Ratulangi University Manado

E-mail:

¹fierrohensypalibutan@gmail.com

²jamesmassie@unsrat.ac.id

³juliorumokoy@unsrat.ac.id

Abstract: This study examines the influence of remote work arrangements on business performance, focusing on the interconnected dynamics of workplace relationships and organizational culture. It explores the factors driving the shift towards remote work, such as technological advancements and changing employee preferences. The abstract highlights the importance of understanding the impact of remote work on various aspects of business performance and presents insights from existing literature and empirical studies in this field. Using a quantitative research approach, data were collected through a survey questionnaire distributed to the employees of PT. Berkat Mandolokang Jaya to 100 of their employees. The findings indicate that Remote Work has a significant positive influence on Business Performance as it fosters employee flexibility and facilitates the generation of new ideas. Furthermore, positive Workplace Relationships are shown to enhance Business Performance, highlighting the importance of fostering a harmonious work environment. Lastly, a strong Organizational Culture is found to significantly improve Business Performance, as it promotes a positive and cohesive atmosphere within the company. By investigating these variables, this research aims to provide valuable insights into the factors that contribute to the success of businesses in the evolving landscape of remote work.

Keyword: remote work, workplace relationship, organizational culture, business performance

Abstrak Penelitian ini mengeksplorasi faktor-faktor yang mendorong pergeseran menuju kerja jarak jauh, seperti kemajuan teknologi dan perubahan preferensi karyawan. Abstrak ini menyoroti pentingnya memahami dampak kerja jarak jauh terhadap berbagai aspek kinerja bisnis serta menyajikan wawasan dari literatur dan studi empiris yang ada dalam bidang ini. Menggunakan pendekatan penelitian kuantitatif, data dikumpulkan melalui kuesioner survei yang disebar kepada karyawan PT. Berkat Mandolokang Jaya kepada 100 karyawan mereka. Temuan penelitian menunjukkan bahwa kerja jarak jauh memiliki pengaruh positif yang signifikan terhadap kinerja bisnis karena mendorong fleksibilitas karyawan dan memfasilitasi terciptanya ide-ide baru. Selain itu, hubungan kerja yang positif terbukti meningkatkan kinerja bisnis, yang menekankan pentingnya menciptakan lingkungan kerja yang harmonis. Terakhir, budaya organisasi yang kuat terbukti secara signifikan meningkatkan kinerja bisnis, karena mempromosikan suasana yang positif dan saling terikat di dalam perusahaan. Dengan menyelidiki variabel-variabel ini, penelitian ini bertujuan untuk memberikan wawasan berharga tentang faktor-faktor yang berkontribusi pada keberhasilan bisnis dalam lanskap kerja jarak jauh yang terus berkembang

Kata Kunci: kerja remot, hubungan di tempat kerja, budaya perusahaan, kinerja bisnis

INTRODUCTION

Research Background

In today's dynamic and competitive market environment, business performance serves as a guiding factor

for decision-making processes. By analyzing performance indicators such as revenue growth, profit margins, customer satisfaction ratings, and employee engagement levels, business owners can gain valuable insights into the effectiveness of their strategies and operations. Furthermore, the evaluation of business performance plays a pivotal role in strategic planning. It helps business owners determine the necessary steps to take, whether it involves enhancing existing processes, introducing new products or services, or reevaluating their market positioning. Without a clear understanding of their business performance, organizations may struggle to identify areas that require attention or fail to capitalize on emerging opportunities.

Business performance encompasses the ability of a business to achieve its goals and deliver value to both its customers and shareholders. It encompasses various aspects, including business productivity, the quality of goods and services, customer loyalty, employee engagement, and market share. Assessing business performance is of utmost importance for business owners, as it enables them to make informed decisions that can drive future success and improvement. Business performance evaluation serves as a critical driver for the success and growth of a business. It provides valuable insights into various aspects of the organization, allowing business owners to make data-driven decisions and implement necessary changes. By continuously monitoring and assessing their performance, businesses can remain competitive, adapt to changing market dynamics, and strive for continual improvement.

The impact of remote work, workplace relationships, and organizational culture on business performance is a complex and dynamic area of research. The literature highlights the potential benefits of remote work in terms of increased productivity and employee satisfaction. Positive workplace relationships contribute to employee engagement and overall organizational success. Furthermore, a strong and supportive organizational culture fosters innovation, employee satisfaction, and customer loyalty. Organizations should consider these factors and implement strategies to effectively manage remote work, nurture workplace relationships, and cultivate a positive organizational culture to enhance business performance.

In recent years, the business landscape has witnessed a significant shift towards remote work arrangements, driven by advancements in technology, changing employee preferences, and the need for flexible work environments. This transition has prompted researchers and organizations to explore the impact of remote work on various aspects of business performance. Remote work, also known as telecommuting or teleworking, refers to a work arrangement where employees perform their tasks remotely, often from home or any location outside the traditional office setting.

Workplace relationships play a vital role in fostering collaboration, teamwork, and overall organizational success. Positive relationships between employees, managers, and teams are associated with higher job satisfaction, increased productivity, and improved business performance. A study by Weiss and Cropanzano (1996) highlighted that positive workplace relationships led to higher levels of employee engagement, which, in turn, positively impacted business outcomes. Effective communication, trust, and mutual support are key factors in building and maintaining positive workplace relationships.

Organizational culture encompasses the values, beliefs, norms, and practices shared within an organization. It shapes the behaviors and attitudes of employees and influences their work-related decisions. Extensive research has established a strong link between organizational culture and business performance. For example, a strong culture characterized by clear values, employee involvement, and adaptability positively impacted organizational performance. In the era of digitalization and now remote work, the organizational culture will be a little bit different from the traditional culture.

PT Berkat Mandolokang Jaya, is an esteemed export company with a workforce of over 100 skilled employees. The company has established itself as a leading exporter, specializing in the export of raw materials, particularly spices. With years of experience in the industry, PT Berkat Mandolokang Jaya has honed its expertise in exporting a variety of raw materials, including mace, clove, desiccated coconut, and other spice-related products. This research aims to further enhance the understanding the relationship of remote work, workplace relationships, organizational culture, and business performance.

Research Objective

The research objectives used are as follows:

- 1 To find out the impact of remote work on business performance
- 2 To find out the impact of workplace relationships on business performance
- 3 To find out the impact of organizational culture on business performance

Remote Work

Remote work, also known as telecommuting or telework, can be defined as a work arrangement in which employees perform their job duties and tasks from a location outside the traditional office environment, often from their homes or other remote locations, utilizing information and communication technologies (ICTs) to connect with colleagues, supervisors, and clients (Golden, Veiga, and Dino, 2008).

Workplace Relationship

Workplace relationships encompass the network of social connections, interactions, and affiliations among individuals within an organization, including formal relationships between supervisors and subordinates, as well as informal connections among colleagues. These relationships are characterized by trust, mutual respect, and effective communication, fostering collaboration, teamwork, and a positive work environment" (Robbins and Judge, 2018; Liden, Wayne, and Sparrowe, 2000).

Organizational Culture

Organizational culture is the pattern of shared values, beliefs, assumptions, and behaviors that shape the social and psychological environment of an organization. It represents a set of norms and unwritten rules that guide employee behavior, influence decision-making, and shape the overall organizational identity and performance (Schein, 2010).

Business Performance

Business performance refers to the ability of an organization to achieve its strategic objectives and generate value for its stakeholders. Business performance is typically measured by financial metrics such as revenue, profitability, return on investment, and market share, as well as non-financial metrics such as customer satisfaction, employee engagement, and environmental sustainability (Kaplan and Norton, 1996).

Previous Research

Martinez et al (2015) considered both the effect of management on culture and the effect of culture on performance. They begin by describing an intervention that dramatically improved outcomes and conspicuously included a culture-change component. They then use details from this intervention to describe potential empirical analyses of the association between organizational culture and performance in this and similar settings. Finally, they describe opportunities for theoretical models to explore how and why organizational culture might influence organizational performance.

Chatterjee, Chaudhuri, and Vrontis (2022) examined if remote work flexibility enhances organization performance, as few studies have explored this connection before. Also, this study investigates the moderating role of top management team support and organization policy towards remote work flexibility. With the help of existing literature and theory, we have developed a model conceptually and then validated it using the PLS-SEM technique on data from 307 respondents. The study finds that remote work flexibility enhances organizational performance significantly, and organization policy and top management support play crucial roles in implementing organizations' remote work policies.

Rogers (2022) examined the effects of remote work on organizational culture, namely the effect of external social support as it may be sought out to mitigate social isolation within the organization. Participants (N = 199) were recruited through Amazon's Mechanical Turk (MTurk) online portal and completed a 50-item survey with measures including remote work practices, perceived organizational culture, informal communication, social connectedness, and external social support. Based on the results, the study did not support the hypothesis or research question, however this provides useful insight that remote work may be a viable option for future organizations

Conceptual Framework

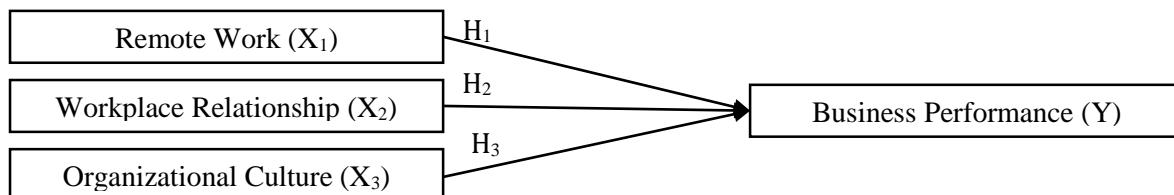


Figure 1. Conceptual Framework

Source: Literature Review

RESEARCH METHOD

Research Approach

This research uses quantitative research. According to Bryman and Bell (2015), Quantitative research is a research method that involves collecting and analyzing numerical data to test hypotheses and draw statistical conclusions. This approach uses a structured and systematic process to collect and analyze data, with the aim of providing objective and accurate results. The researcher will find out the influence of variables through causal analysis in multiple linear regression between remote work, workplace relationship, and organizational culture as dependent variables towards Business Performance as an independent variable at PT. Berkat Mandolokang Jaya.

Population, Sample, and Sampling Techniques

The population of this research will be employees from PT. Berkat Mandolokang Jaya. Sample method used for this research is purposive sampling method. The technique of determining the sample used in this research is non-probability sampling. The sample size of this research is 100 respondents who has experience working from home and from traditional office.

Data Collection Method

The data used in this research are primary and secondary data. The primary is in form a questionnaire that has been distributed to the respondent who works in Bank BRI, and for the secondary data or the written source is from textbooks, and journal.

Indicators of Research Variables

1. Remote Work indicators: Frequency of remote work, proportion of remote work. Remote work satisfaction, productivity in remote work, Work-life balance in remote work, communication effectiveness
2. Workplace relationship: Communication, leadership style, teamwork and collaboration, employee empowerment, innovation and creativity, employee engagement, organizational values.
3. Business performance: Productivity, quality, customer loyalty, employee engagement, market share.

RESULT AND DISCUSSION

Result

Validity and Reliability Tests

A research process is used to assess the degree to which a measure or assessment tool accurately and appropriately measures what it intends to measure. The validity testing of the Remote Work, Workplace Relationships, Organizational Culture, and Business Performance variables, all of them have r-values below the critical value in the r-table at a degree of freedom of $df = 100 - 2 = 98$, which is 0.1966. In other words, all variables have indicators with $r_{hitung} > r_{tabel}$. The significance of each indicator for the aforementioned variables can be observed in the appendix section by examining the Sig. row, where if the Sig. value is > 0.05 , it can be concluded that the variable item is valid. In the reliability test, According to Nunnally & Bernstein, a statistical procedure used to assess the consistency, stability, and dependability of a measurement instrument or assessment tool. the value of Cronbach's Alpha of Remote Work = 0.937, Workplace Relationships = 0.933, Organizational Culture = 0.964, and Business Performance = 0.949. Based on the categorization of reliability values, all variables

can be considered to have moderate reliability as they exceed 0.7.

Classical Assumption Test

Normality Test

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.31470160
Most Extreme Differences	Absolute	.084
	Positive	.084
	Negative	-.079
Test Statistic		.084
Asymp. Sig. (2-tailed)		.078 ^c

Source: Data processed, 2023

This assumption assumes that the errors in the regression model are normally distributed. Based on the statistical data in Table 2, the normality test of the residuals in this regression analysis indicates the test hypothesis result stating that the residual distribution in this regression analysis follows a normal distribution. This can be seen from the Kolmogorov-Smirnov test statistic value of 0.084 and Asymp Sig. value of $0.078 > 0.05$. Both values indicate that the assumptions or requirements of the regression analysis are fulfilled.

Heteroscedasticity Test

Table 2. Result Heteroscedasticity Test

		Spearman Correlations			Unstandardized Residual	
		RW	WR	OC		
Spearman's rho	RW	Correlation Coefficient	1.000	.575 ^{**}	.246 [*]	-.062
		Sig. (2-tailed)	.	.000	.014	.539
		N	100	100	100	100
	WR	Correlation Coefficient	.575 ^{**}	1.000	.404 ^{**}	.040
		Sig. (2-tailed)	.000	.	.000	.694
		N	100	100	100	100
OC	OC	Correlation Coefficient	.246 [*]	.404 ^{**}	1.000	.049
		Sig. (2-tailed)	.014	.000	.	.631
		N	100	100	100	100
	Unstandardized Residual	Correlation Coefficient	-.062	.040	.049	1.000
		Sig. (2-tailed)	.539	.694	.631	.
		N	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data Processed, 2023

This assumption assumes that the variance of errors is constant across all levels of the independent variables. According to the data result, it can be seen that the dots spread randomly, do not form a clear pattern, and are spread both above and below the number 0 (zero) on the Y axis, this means that there are no symptoms of heteroscedasticity on the processed regression model.

Multicollinearity Test**Table 3. Multicollinearity Test****Coefficients^a**

Model		Collinearity Statistics	
		Tolerance	VIF
1	RW	.226	4.430
	WR	.239	4.176
	OC	.469	2.132

a. Dependent Variable: BP

Source: Primary Data Processed, 2023

The multicollinearity test is conducted to detect high or even perfect correlations between two independent variables in the regression model because a good regression model should not exhibit correlation among the independent variables. According to the data, the tolerance value of remote work is .226, work relationship is .239, and organizational culture is .469. This shows that the tolerance value are above 0.1. The VIF value of remote work, work relationship, and organizational culture are less than 10.00. This means that this research is free from multicollinearity.

Multiple Linear Regression Analysis**Table 4. Multiple Linear Regression****Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	.550	.737		.746
	RW	.407	.059	.478	6.912
	WR	.319	.055	.388	5.785
	OC	.089	.030	.144	3.004

Source: Primary Data Processed, 2023

- The regression equation signifies that when Remote Work, Workplace Relationships, and Organizational Culture have a value of 0 or are not included in the calculation, Business Performance will have a value of 0.550.
- The regression coefficient of the Remote Work variable, 0.407, means that if Remote Work increases by one unit, Business Performance will also increase by 0.407.
- The regression coefficient of the Workplace Relationships variable, 0.319, indicates that if Workplace Relationships increases by one unit, Business Performance will increase by 0.319.
- The regression coefficient of the Organizational Culture variable, 0.089, implies that if Organizational Culture increases by one unit, Business Performance will increase by 0.089.

Based on the results of the regression analysis, it can be concluded that there is a combined influence of Remote Work, Workplace Relationships, and Organizational Culture on Business Performance (Y).

Coefficient of Determination (R²)**Table 5. Coefficient of Determination (R²)****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947 ^a	.896	.893	1.3351

Source: Primary Data Processed, 2023

The multiple correlation coefficient is indicated by (R) of .896 or 89.6% which means that the correlation or relationship between the independent variables consisting of remote work, workplace relationship, and organizational culture together with business performance has a strong relationship.

Hypothesis Testing**T-Test****Table 4. T-Test Result**

Coefficients			
	Model	t	Sig.
1	(Constant)	.746	.457
	RW	6.912	.000
	WR	5.785	.000
	OC	3.004	.003

Source: Data Processed, 2023

T test can be done by comparing the significance value of the t value of each regression coefficient with a significant level of 95% or ($\alpha = 0.05$). T test also can be measured by comparing the t table and t count values. The result of the significant in this research are the constant in this research is business performance $0.457 \leq 0.05$, Remote work $0.000 \leq 0.05$, workplace relationship $0.000 \leq 0.05$, and organizational culture $0.003 \leq 0.05$ which means all the variables and constants are significant.

F-Test**Table 5. F-Test Result**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1481.474	3	493.825	277.048	.000 ^b
	Residual	171.116	96	1.782		
	Total	1652.590	99			

a. Dependent Variable: BP

b. Predictors: (Constant), OC, WR, RW

Source: Data Processed, 2023

From table 5, it can be observed that the Sig value is $0.000 < 0.05$, and the F-value is greater than the F-table value ($277.048 > 2.70$). Therefore, H_0 is rejected, indicating that the regression coefficients are significant. It can be concluded that there is a significant joint effect of the variables of Remote Work, Workplace Relationships, and Organizational Culture on Business Performance. The measurement of the significance of these effects is further examined through the determination coefficient test presented below.

Discussion**The Influence of Remote Work on Business Performance of Employees at PT. Berkat Mandolokang Jaya**

The result of this research shows the impact of remote work towards the business performance on PT. Berkat Mandolokang Jaya shows that remote work has positive impact toward business performance. The effect of remote work is positively correlated on the business performance at PT. Berkat Mandolokang Jaya. Thus, from this research it can be conclude that hypothesis 1 in this research is acceptable for remote work does have effect on business performance. Remote work brings positive impact for the performance of the business due several reasons such as work flexibility, work environment, and less stress in the workplace. Most workers in PT. Berkat Mandolokang Jaya enjoy working remotely it brings positive outcome towards their performance during working due to high job satisfaction, work-life balance, and time management. Due to working remotely, employees got more time to spent with their family and friends also working remote will can help reduce time spent on their way to the workplace and since PT. Berkat Mandolokang Jaya is a spice supplier company, that focuses in exporting spices internationally. It is easier for the employees to carry the company task that is outside of working hours due to the timeline difference between the overseas clients of the company with Manado, Indonesia. Although, the task that are needed to be done outside of the regular working hours are menial task such as, sending cold emails, setting up shipping schedules, booking containers, and sending instructions to forwarder. Although the task seems easy to be done anywhere and provide flexibility it is still and integral part for the company to run. Compared to an onsite working where employees would spend a lot of time going into and out of office daily. In addition, working in office could also be more draining to the mental state of the employee due to the environment being serious. Meanwhile, remote work provides the comfortability of working from anywhere that can boost or enhance the mood of the employees. Which, indirectly increase their morale for work. Thus, based on these

assumptions being proved in our findings. It is safe to conclude that remote work creates a positive impact to the business performance due to the specified reasons mentioned above. This research correlates with the previous study that conclude remote work system is perceived to have impacted employees' satisfaction and productivity, triggering improvement in organizational performance (Chatterjee, Chaudhuri, and Vrontis, 2022). This research both have similar result that have positive result towards the organizational performance. This research uses identical reasons on the subject that causes positive impact to the company one of the objects mentioned or stated is work flexibility. Remote flexibility helps to enhance organizational performance this is says to be true according to Chatterjee, Chaudhuri, and Vrontis (2022) that based on their conceptuality model it is seen that remote work system it is found and proven that remote work shows positive impact towards employee's satisfaction and productivity.

The Influence of Remote Work on Business Performance of Employees at PT. Berkat Mandolokang Jaya

This result of the research shows that there is influence of workplace relationship towards business performance in PT. Berkat Mandolokang Jaya as the object of this research. Workplace relationship in this company has a positive correlation with the performance of the business. Workplace relationship affect the employees in PT. Berkat Mandolokang Jaya in a positive way, the result shows that a positive and strong culture have positive impact on the performance of the employees affecting their mood and emosional aspect of the worker there. It also may affect their motivation and work productivity. Trust and respect does affect their employee performance, the more trust and respect gain by the employees the more likely they are willing to work and perform better at work compared to if they are not get the trust and respect from the employees and also the supervisor or manager of PT. Berkat Mandolokang Jaya. The passage references a study conducted by Hoeven and van Zoonen (2020) that aligns with the idea of a positive relationship between workplace relationships and business performance. By citing this study, the author reinforces the conclusion that workplace relationships indeed have a significant positive influence on business performance among employees at PT. Berkat Mandolokang Jaya.

The Influence of Organizational Culture on Business Performance of Employees at PT. Berkat Mandolokang Jaya

The result of this research shows that organizational culture has an impact towards business performance in PT. Berkat Mandolokang Jaya. The effect of organizational culture in PT. Berkat Mandolokang Jaya is positively correlated with business performance. It resulted that the more positive the culture in one company the more positive the benefits of it to the business performance, where in this case the objective is PT. Berkat Mandolokang Jaya. This positive culture of open communication and listening to the employees not only from the top level but also from the lower level employees might help the growth of the business tremendously and simultaneously build the trust and respect of the company to the employees creating a more positive and engaging environment that may lead to the employee's satisfaction and better performance overall to the company resulting in higher productivity of the business, quality of product and higher employee engagement. Making the employees feels like they are part of the business's success and empowering them to work and perform better each day. These incidents align with the study conducted by Lee (2018) the study stated that a well-maintained and strengthened workplace engagement helps to make their employees feel supported by their leaders and make the employee's individual success in the workplace have a direct impact on the business success overall (Lee, 2018). Organizational culture significantly impacts business performance. A positive culture that fosters employee engagement, attracts and retains talent, promotes effective decision-making, encourages innovation, and prioritizes employee well-being will undoubtedly lead to improved business outcomes. The study by Yildirim and Birici (2013) supports the notion that organizational culture has a positive relationship with business performance. Therefore, it is essential for PT Berkat Mandolokang Jaya and other companies to prioritize the development of a positive organizational culture to drive success and achieve sustainable growth. In conclusion, it is safe to say that all these organizational cultures that are affected positively by organizational culture leads to better business performance overall for PT. Berkat Mandolokang Jaya has an influence on business performance.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study aims to examine the impact of Remote work, workplace relationship, and organizational

culture. Based on the results of the statistical analysis that has been carried out, the following results can be obtained:

1. There is an influence of the Remote Work variable on Business Performance. This influence indicates that Remote Work helps improve Business Performance because employees feel more flexible, leading to easier generation of new ideas
2. There is a significant influence of the Workplace Relationships variable on Business Performance. This influence indicates that positive Workplace Relationships enhance Business Performance. The better the Workplace Relationships within the company, the higher the Business Performance.
3. There is a significant influence of the Organizational Culture variable on Business Performance. This influence indicates that a strong Organizational Culture improves Business Performance because a positive company culture spreads more easily.

Recommendations

Based on the research that has been done, the researcher provides several suggestions that are expected to be helpful and useful for the company, as well as for further research. Suggestions from researchers are as follows:

1. Considering that the coefficient of determination for Remote Work, Workplace Relationships, and Organizational Culture is 89.3%, it is advisable to explore other variables that influence Business Performance in further research. Additional variables such as workload and work environment can be included in future studies.
2. The company to enhance workplace relationships by organizing social gatherings for all employees at PT. Berkat Mandolokang Jaya.
3. Future researchers is to use a larger sample size to provide results that are more representative of the entire population.

REFERENCES

Bryman, A., & Bell, E. (2015). *Business Research Methods*. Oxford: Oxford University Press

Chatterjee, S., Chaudhuri, R., & Vrontis, D. (2022). Does Remote Work Flexibility Enhance Organization Performance? Moderating Role of Organization Policy and Top Management Support. *Journal of Business Research*, 139, 1501–1512. Available at: <https://text2fa.ir/wp-content/uploads/Text2fa.ir-Does-remote-work-flexibility-enhance.pdf>. Retrieved on: June 13, 2023

Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The Impact Of Professional Isolation On Teleworker Job Performance And Turnover Intentions: Does Time Spent Teleworking, Interacting Face-To-Face, Or Having Access To Communication-Enhancing Technology Matter?. *Journal of Applied Psychology*, 93(6), 1412-1421.
https://www.researchgate.net/publication/23489230_The_Impact_of_Professional_Isolation_on_Teleworker_Job_Performance_and_Turnover_Intentions_Does_Time_Spent_Teleworking_Interacting_Face-to-Face_or_Having_Access_to_Communication-Enhancing_Technology_M.

Hoeven, C. L., & van Zoonen, W. (2020). Helping Others and Feeling Engaged in the Context of Workplace Flexibility: The Importance of Communication Control. *International Journal of Business Communication*, 60(1), 62–83. Available at <https://journals.sagepub.com/doi/pdf/10.1177/2329488419898799>. Retrieved on: June 13, 2023

Kaplan, R. S., & Norton, D. P. (1996) Strategic Learning: The Balanced Scorecard. *Strategy & Leadership*, 24, 18-24. <https://www.emerald.com/insight/content/doi/10.1108/eb054566/full/html>. Retrieved on: June 13, 2023

Lee, A. M (2018). *An Exploratory Case Study of How Remote Employees Experience Workplace Engagement*. Dissertation. Walden University United States. Available at: <https://scholarworks.waldenu.edu/dissertations/5569/>. Retrieved on: June 13, 2023

Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An Examination Of The Mediating Role Of Psychological Empowerment On The Relations Between The Job, Interpersonal Relationships, And Work Outcomes. *Journal of Applied Psychology*, 85(3), 407–416. Available at <https://www.researchgate.net/publication/12418142> *An Examination of the Mediating Role of Psychological Empowerment on the Relations Between the Job Interpersonal Relationships and Work Outcomes*. Retrieved on: June 13, 2023

Martinez, E. A., Beaulieu, N., Gibbons, R., Pronovost, P., & Wang, T. (2015). Organizational Culture and Performance. *American Economic Review*, 105(5), 331–335. Available at <https://www.aeaweb.org/articles?id=10.1257/aer.p20151001>. Retrieved on: June 13, 2023

Robbins, S. P., & Judge, T. A. (2018). *Essentials of Organizational Behavior*. 14th Edition. London: Pearson Education, Inc.,

Roger, K. (2022). *The Effects of Remote Work on Organizational Culture: Examining the Effects of External Social Support to Mitigate Social Isolation within Organizations*. Master Thesis. University of Tennessee, Knoxville. Available at https://trace.tennessee.edu/cgi/viewcontent.cgi?article=7935&context=utk_gradthes. Retrieved on: June 13, 2023

Schein, E. H. (2010). *Organizational Culture And Leadership*. John Wiley & Sons.

Weiss, H. M., & Cropanzano, R. (1996). *Affective Events Theory: A Theoretical Discussion Of The Structure, Causes And Consequences Of Affective Experiences At Work*. In B. M. Staw & L. L. Cummings (Eds.), *Research In Organizational Behavior: An Annual Series Of Analytical Essays And Critical Reviews*, Vol. 18, 1–74). <https://psycnet.apa.org/record/1996-98665-001>

Yıldırım, N., & Birinci, S. (2013). Impacts of Organizational Culture and Leadership on Business Performance: A Case Study on Acquisitions. *Procedia - Social and Behavioral Sciences*, 75, 71–82. Available at <https://www.sciencedirect.com/science/article/pii/S1877042813005454>. Retrieved on: June 13, 2023