

“Role of HR in Building a remote work culture”



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MBA Weekend-2W

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Abstract

The rapid shift toward remote and hybrid models of working around the world has reshaped organizational functioning and compelled HR departments to play a more strategic role in cultivating a sustainable remote work culture. This thesis explores the role of HR in building and maintaining an effective remote work culture in Pakistani organizations, where digital modes of work have significantly increased since the COVID-19 pandemic. Situated within the theoretical underpinnings of organizational culture, work design, e-HRM, and virtual team management, this research focuses on how various HR practices of communication facilitation, training, and digital onboarding, along with performance management, employee engagement, and employee well-being initiatives, influence employees' experiences, productivity, and cultural alignment in remote contexts.

Following a quantitative research methodology, the current study will be collecting data from remote employees and HR professionals working across different industries in Pakistan. The key variables were measured using a structured questionnaire adapted from validated instruments such as the Denison Organizational Culture Survey and the Utrecht Work Engagement Scale. In the conceptual model, the independent variable included HR practices in remote work, the dependent variable was remote work culture, and perceived organizational support served as the moderating variable. Data analysis focuses on using descriptive statistics, correlation, and regression techniques in order to establish the magnitude and direction of the relationship between HR interventions and employees' perceptions, behaviors, and cultural outcomes.

The results are expected to indicate that strong support from HR increases employee engagement, quality of communication, trust, job satisfaction, and performance in virtual environments. Perceived organizational support is also expected to enhance the relationship between HR practices and remote work culture, revealing organizational commitment and psychological security. This research will contribute to the latest literature on HRM by providing empirical data on the strategic role of HR in digital work environments. It will also have some implications for practice by providing recommendations to organizations that want either to transition towards or improve existing systems of remote work. Ultimately, this research will help enhance the emerging role of HR as a strategic partner in fostering cohesive, productive, and sustainable cultures in remote work in an increasingly digital era.

Keywords: *Remote work culture, Human Resource Management, Digital HR practices, Employee engagement, Virtual work environment, Remote work in Pakistan.*

Chapter 1: Introduction

1.1 Background of the study

The work environment globally has been subject to dramatic changes over the past decade, with remote and hybrid work arrangements trending as the primary employment models across numerous industries. In fact, though the concept of remote work predates the COVID-19 pandemic by several years, its adoption was largely lagging and narrowly restricted to technology-savvy or multinational organizations. However, the pandemic accelerated digital transformation among businesses, and worldwide forces compelled organizations—both globally and in Pakistan—to shift briskly toward technology-driven, flexible work arrangements. As employees transitioned from physical offices to dispersed, technology-enabled workspaces, the conventional bounds within which organizational culture, employee engagement, HR processes, and managerial practices were confined were entirely remade (Wang et al., 2021).

This unparalleled transition positioned HRM in the spotlight as the most critical organizational adjustment. HR departments were challenged not only to maintain routine HR operations through digital channels but also to cultivate a coherent, engaging, and effective organizational culture in virtual spaces. For sure, the remote work culture implies those shared values, norms, communication behaviors, digital collaboration practices, and trust-building mechanisms that mold employees' experience to work away from a physically located office (Ozcelik, H. 2022). While organizations are still on their way toward hybrid and remotely operated working systems, maintaining such culture has become an operational challenge and a strategic opportunity at the same time.

In Pakistan, the growth of remote work has been exponential, especially in information technology, education, telecommunications, finance, and services. As a result, organizations have started to realize that remote work, if managed properly, may improve efficiency, decrease operational costs, increase hiring opportunities, and raise employee satisfaction (Park, S., & Johnson, K. R. 2023). The success of working from home, though, heavily relies on the quality of HR practices governing communication, performance evaluation, training, engagement, well-being, and work-life balance. Since employees operate in virtual isolation without face-to-face interaction, it is up to HR to establish a precedent of expected behavior in terms of guaranteeing connectivity, driving

collaboration, and fostering cultural fit (Waizenegger et al., 2020). Against this background, understanding the role of HR in creating and maintaining the culture of working remotely has become quite essential. This study seeks to explain the way HR practices influence the establishment of a productive remote work culture, employees' perceptions of such practices, and how organizational support moderates these relationships. This empirical research gives insights into how HR shapes the future of digital work environments through a structured quantitative analysis.

1.2 Research Gap:

Although remote work has become a permanent feature of contemporary organizations, existing literature reveals several gaps that align directly with the research objectives and hypotheses of this study. Most empirical studies on remote work and organizational culture have been conducted in developed economies, offering limited evidence from developing countries such as Pakistan, where HR systems, leadership practices, and technological infrastructure differ significantly (Gigauri, 2021; Kraus et al., 2022). Furthermore, prior research has largely emphasized remote work outcomes, including employee performance, job satisfaction, and work–life balance, while giving insufficient attention to the direct role of HR practices in shaping remote work culture, which constitutes the primary objective of this study (Allen et al., 2023; Bailey et al., 2022). Although Perceived Organizational Support (POS) has been widely examined as a predictor of employee attitudes and behaviors, its moderating role in the relationship between HR practices and remote work culture remains underexplored, creating a clear theoretical gap addressed by the second objective and hypothesis of this research (Chaudhary, 2022; Ozcelik, 2022). Additionally, much of the existing literature adopts a technology-centric perspective, focusing on digital tools while underestimating human-centered factors such as trust, emotional support, and psychological well-being that are essential for cultural development in remote environments (Glikson & Wiesenfeld, 2022; Wang et al., 2021). Moreover, there is a lack of integrated empirical models that simultaneously examine HR practices, organizational support, and remote work culture using robust quantitative techniques. This study addresses these gaps by empirically testing the impact of HR practices on remote work culture and examining the moderating effect of perceived organizational support within a single framework, thereby extending HRM and organizational

support literature in the context of remote work (Agarwal & Kelly, 2023; Zhang & Venkatesh, 2023).

1.3 Problem Statement

Remote work introduces significant managerial, psychological, and cultural challenges for organizations and employees. Traditional HR strategies, which were designed for physical workspaces, no longer adequately support employees who engage in virtual ways. Without a strategic approach, productivity and motivation could be degraded by such barriers in communication, reduced interpersonal interaction, erosion of work-life boundaries, higher levels of stress, technological dependency, and weakened performance monitoring mechanisms (Oakman et al., 2022). Many Pakistani organizations have entered into remote work without developing structured HR policies, leading to inconsistent communication, inadequate digital tool support, weak onboarding experiences, declining engagement, and reduced trust among employees.

Moreover, the absence of physical cues, informal interactions, and shared office spaces raises the likelihood of miscommunication and disconnection with the culture. Remote employees can start to experience social isolation, disengagement from organizational values, or exclusion from decision processes—all factors that may hurt job satisfaction, organizational commitment, and performance. Studies show that remote employees are more organizationally engaged and productive only when HR-driven initiatives support their well-being, communication, training, and work expectations (Gigauri, I. 2021).

This is despite the rising significance of remote work in Pakistan, and limited empirical research has been conducted to investigate HR's strategic role in shaping remote work culture in the local context. Most organizations still rely on ad hoc or reactive HR strategies. There is, therefore, a critical need to assess whether or not HR interventions make significant contributions towards establishing a sustainable remote work culture and what the perceptions are among employees.

This paper identifies this lacuna and explores how HR practices influence the culture of working remotely, moderated by perceived organizational support of the employees. Understanding these

dynamics is essential for organizations seeking to transition successfully into long-term remote or hybrid systems.

1.4 Aim of the research

The aim of the thesis is to address how Human Resource Management plays a role in developing and maintaining the effectiveness of a remote work culture within Pakistani organizations. This study explores the impact of HR practices on the construct of remote work culture and also establishes whether perceived organizational support significantly enhances the association between HR interventions and employees' perceptions of remote work culture (Chaudhary, R. 2022).

1.5 Research Objectives

The following objectives guide the study based on the approved proposal:

1. Investigate how HR practices contribute to the development of a remote work culture within organizations.
2. To identify the main challenges that HR faces in managing remote employees and sustaining their engagement, communication, and productivity.
3. To explore how the application of human resources strategies and digital tools influences the collaboration, trust, and organizational commitment of employees working remotely.
4. To analyze employees' perceptions of how the culture of remote work influences their well-being, job satisfaction, and performance.
5. To investigate the moderating role of perceived organizational support in relation to the effects of HR practices on remote work culture.

1.6 Research Questions

The objectives correspondingly translate to the following research questions in the study:

1. How do Human Resource Management (HRM) practices contribute to the development and sustainability of a remote work culture in organizations?

2. What key challenges do HR departments encounter in maintaining employee engagement, productivity, and well-being in remote work settings?
3. Which HR strategies and digital tools are most effective in promoting trust, communication, and collaboration among remote employees?
4. In what ways does remote work culture affect employees' perceptions of job satisfaction, mental health, and overall organizational performance?
5. To what extent does perceived organizational support moderate the relationship between HR practices and remote work culture?

1.7 Scope of the study

The importance of this study is manifold:

1.7.1 Theoretical Significance

This research integrates remote work theories, organizational culture frameworks, and digital HR practices, thus contributing to the literature on HRM. It extends the contemporary debate on virtual work environments through empirical evidence from the Pakistani context, which is an under-researched yet rapidly evolving domain. The study also strengthens understanding of how HR practices aligned with organizational support predict successful remote work cultures (Carnevale, J. B., & Hatak, I. 2021).

1.7.2 Practical Significance

The findings will give direction to the design of appropriate HR strategies aimed at increasing employee satisfaction, performance, and cultural fit within organizations moving towards hybrid or remote working. Results may be used by HR departments to further improve digital onboarding and communication processes, leadership, well-being initiatives, performance evaluations, and training in general (Cook, A., & Zill, A. 2024). This may also involve formulating policies that help minimize the incidence of burnout and enhance work-life balance associated with remote working.

1.7.3 Policy Implications

Given the growing national interest in digitization and flexible work policies, the study can therefore aim to inform industry-wide standards and governmental guidelines on remote work practices (Cook, A., & Zill, A. 2024).

1.7.4 Contribution to Employees

Based on the evidence, recommendations that support employees in remote work environments include those for fairness, transparency, engagement, psychological safety, and support.

1.8 Scope of the study

The study focuses on:

1. **Population:** Remote workers and HR professionals in Pakistan.
2. **Industries** include IT, education, telecommunication, finance, freelancing, and service sectors.
3. **Respondents:** Those who have been working remotely for at least six months.
4. **Variables:** HR practices (independent), remote work culture (dependent), and perceived organizational support (moderator).
5. **Methodology:** Quantitative approach by a structured questionnaire and statistical analysis using SPSS.

The study does not focus on organizational financial performance, international comparative analysis, or post-pandemic return-to-office decisions.

1.9 Operational Definitions

The following key terms are defined to ensure clarity:

Remote Work Culture

It's the set of norms, values, communication patterns, and shared expectations that define employee behavior in remote environments.

HR Practices in Remote Work

The strategies that HR implements to support remote employees such as digital communication tools, training, onboarding, performance management, engagement initiatives, and well-being measures.

Perceived Organizational Support (POS)

Employees believe that the company values their contributions, cares about their well-being, and provides the necessary resources to work from home.

Employee Engagement

The level of psychological commitment, motivation, and involvement employees demonstrate in their work, especially within virtual environments (Carter, D. R., & Baghurst, T. 2023).

Digital Collaboration Tools

Communication and project management technologies, such as Zoom, Microsoft Teams, Slack, and Trello, enable workgroups to collaborate virtually.

1.10 Structure of the Thesis

The thesis is organized into five chapters:

Chapter 1: Introduction - This provides the context, problem statement, objectives, significance, and scope.

Chapter 2: Literature Review-Theoretical frameworks, remote work studies, HR interventions, and research gaps are reviewed.

Chapter 3: Methodology -- This describes the research design, population, sampling, instruments, validity, reliability, and methods of data analysis.

Chapter 4: Findings and Analysis - Consists of descriptive and inferential statistical results.

Chapter 5: Discussion, Conclusions, Recommendations, and Reflections. Interpret findings and state the implications for theory and practice.

1.11 Chapter Summary

Chapter 1 introduced the study by explaining how remote work has rapidly expanded in Pakistan and globally, placing HR at the centre of managing communication, engagement, and performance in virtual environments. It identified the main issues faced by organizations, which include gaps in communication, reduced interaction, and vague policies, and demonstrated the need for good HR practices in order to build a productive culture of remote work. The chapter also identified a gap within local research in terms of the strategic role that HR plays in a remote work environment.

It described the aim of the research, objectives, and questions on how HR practices influence remote work culture and the perceived organizational support that strengthens this relationship. Significance, scope, limitations, and some key definitions were also included to give clarity to the direction of the study. Overall, Chapter 1 established the importance of understanding HR's role in shaping effective and sustainable remote work culture by setting the foundation for a literature review in Chapter 2.

Chapter 2: Literature Review

2.1 Introduction

The shift to remote work has brought significant changes in organizational culture, communication practices, leadership dynamics, employee well-being, and Human Resource Management. Organizations worldwide have shifted from traditional in-office structures to digital, distributed, and hybrid models. In such a scenario, the HR department has become a key driver of remote work culture in striving to maintain employee engagement, technological adaptation, building trust, and aligning culturally (Bennett, A. A., Campion, E. D., Keeler, K. R., & Keener, S. K. 2021). This chapter reviews theoretical, conceptual, and empirical literature on the role of HR in building a remote work culture. It synthesizes organizational culture theories, change management models, digital HRM frameworks, virtual leadership principles, and psychosocial dimensions of telecommuting.

By integrating Schein's Organizational Culture Model, Lewin's Change Management Theory, Work Design Theory, Technology Acceptance Models (TAM/UTAUT), and research regarding employee well-being, this chapter develops a holistic conceptualization of remote work culture. It also aligns with the main dimensions presented in your proposal: HRM and organizational development, telecommuting, digital HR, virtual teams, employee engagement, psychosocial risks, and remote leadership (Bailey, D. E., Leonardi, P. M., & Barley, S. R. 2022).

2.2 Concept of Remote Work and evolution of telecommunicating

Remote work is the performance of job responsibilities outside a traditional physical workplace, enabled by digital communication tools. Historically, telecommuting emerged in the 1970s when Jack Nilles coined the word "teleworking" to describe the need to cut traffic congestion and give employees the option of flexible jobs. However, it was mostly IT, consulting, and creative fields until the early 2000 (Akkermans, J., & Richardson, J. 2022). With the advancement in technology, cloud computing, and digital platforms for communication like Zoom, Slack, and Microsoft Teams, the adoption of remote work became rapid all over the world.

The most prominent change in work culture took place during the COVID-19 pandemic, when organizations around the world, with almost zero preparation period, shifted their operations

online. This sudden shift normalized remote working as a mainstream employment arrangement that forced organizations to rethink their structure and culture. Research has identified that, post-pandemic, remote work has stabilized as an essential element of workforce strategy, given its cost-effectiveness and employee preference for flexibility (Bailey, D. E., Leonardi, P. M., & Barley, S. R. 2022).

In Pakistan, the adoption of remote work accelerated in IT, telecommunications, banking, education, and freelance sectors. However, most organizations face a number of challenges related to digital readiness, virtual collaboration norms, leadership adaptation, and cultural alignment, which makes HR's role especially critical in setting up norms, digital policies, and remote culture frameworks.

2.3 Theoretical foundations of remote work culture

To understand the role of HR in building a sustainable culture of remote work, it is essential to draw upon relevant theoretical models.

2.3.1 Schein's Model of Organizational Culture

According to Schein (2010), three levels compose organizational culture:

1. Artefacts – observable structures, technologies, communication symbols
2. Espoused Values – organizational strategies, goals, norms
3. Underlying Assumptions – deeply embedded beliefs and behaviors

In remote work settings:

1. Examples of such artefacts include virtual communication platforms, digital HR systems, virtual meeting norms, and online performance dashboards.
2. The espoused values include trust, flexibility, autonomy, and digital collaboration.
3. Underlying Assumptions are connected with beliefs about productivity, accountability, and work-life boundaries.

It's HR's job to take the cultural elements and translate them into remote policies, behaviors, and expectations that are consistent and aligned within the virtual workforce.

2.3.2 Lewin's Change Management Theory

Lewin's three-step model is another classic model that finds wide application in organizational transformation: Unfreeze, Change, Refreeze.

Unfreeze

Organizations need to challenge the existing assumptions, hierarchies, and conventional supervision models. In remote work adoption, HR creates urgency through communicating benefits and addressing resistance (Bapuji, H., & Crossan, M. 2021)..

Change

This can include the implementation of new digital systems, provision of training, review of job designs, and stimulation of open communication. HR facilitates skill development, mentorship, and psychological support.

Refreeze

HR makes sure that the remote practices are institutionalized by embedding them in policies, performance management, and leadership norms.

This model explains how HR can guarantee sustainable remote work cultures, not just a temporary adaptation.

2.4 Role of HR in remote work culture

The roles of HR within a remote work culture go beyond administrative roles. Nowadays, modern HRM is a strategic partner in organizational development, influencing norms, behaviors, and culture (Gigauri, I. 2021).

HR as a Culture Architect

HR drives cultural alignment in remote teams through:

1. Defining communication norms
2. Structuring policies that govern remote work
3. Designing virtual onboarding
4. Modelling trust-based work practices
5. Encouraging collaboration, transparency, and inclusiveness

Remote culture requires structure and intentionality. HR assures cultural consistency across physically dispersed employees.

Strategic HR Role in Remote Work Transformation

HR's strategic roles, according to Ulrich's HR Model, include:

1. Strategic Partner: Remote work aligns with organizational goals.
2. Change Agent: managing transformation from traditional to digital culture
3. Administrative Expert: Integrating e-HRM and digital processes
4. Employee Champion: addressing well-being and engagement challenges

Consequently, all four roles become essential in remote environments where ambiguity, isolation, and digital stress are common.

Responsibilities of HR in Building Remote Culture

The following are some of the HR activities that are necessary to build a remote culture:

1. Developing remote work policies and guidelines
2. Designing digital onboarding and training systems
3. Setting digital communication guidelines
4. Monitoring employees' well-being
5. Encouraging collaboration and innovation
6. Supporting diversity and inclusion in virtual teams
7. Developing virtual performance appraisal systems
8. Implementing digital HR tools: e-HRM

These elements together form the way employees experience culture virtually.

2.5 Telecommunicating and Virtual Teams

Dynamics of Virtual Teams

Virtual teams are groups whose members work together with the help of digital tools, without relying on physical proximity. Jarvenpaa and Leidner (1999) assert that communication quality and trust are the best predictors of virtual team success. Trust can be fragile in remote settings because there is limited face-to-face interaction.

Communication Issues

Of the following, remote employees depend most heavily on:

1. Email
2. Virtual meetings
3. Messaging platforms
4. Collaborative software

Lack of non-verbal cues, differences in time zones, and digital fatigue can cause miscommunication. Therefore, structured communication norms have to be drawn up by HR to reduce disruptions.

Collaboration Technologies

Digital tools include Microsoft Teams, Slack, Zoom, Asana, and Trello. These have become central in enabling communication and workflow management. However, there is variance in adoption across industries and regions (Gahlawat, N., Kundu, S. C., & Kumar, R., 2022). In Pakistan, limited digital infrastructure creates disparities in team effectiveness.

2.6 Employee Engagement in Remote Work

Employee engagement represents the emotional, cognitive, and behavioral investment in work. Employees who are considered engaged show enthusiasm, dedication, and absorption.

Challenges to Engagement in Virtual Environments

In particular, remote work may mean:

1. Reduced social interactions
2. Feelings of isolation
3. Unclear job expectations
4. Disconnection from organizational purpose

All these challenges reduce engagement if not dealt with appropriately by HR.

HR Strategies to Improve Engagement

Studies recommend:

1. Encouraging continuous virtual communication
2. Offering professional development opportunities
3. Holding regular check-ins
4. Giving recognition via digital platforms
5. Ensuring transparency from leadership

A study by Wang et al. (2021) confirms that well-designed work structures, along with supportive human resource practices enhance remote work engagement significantly.

2.7 Employee Well-being and Mental Health in Remote Work

Work-Life Boundary issues:

Remote employees have blurred boundaries between personal and professional life, leading to:

1. Overwork
2. Stress
3. Burnout
4. Family–work conflict

Belzunegui-Eraso & Erro-Garcés (2020) stated that remote work, although flexible, brings psychosocial risks, which may be higher when organizational support is low.

HR's Role in Supporting Well-being

The HR must ensure:

1. Flexible scheduling
2. Mental health support programs
3. Virtual counselling
4. Encouragement of breaks and time-off
5. Monitoring workload to prevent burnout

Employee counselling or employee assistance programs are increasingly common in remote contexts.

2.8 Performance Management in Remote Work

Shift from time-based to output-based performance

Traditional work culture emphasizes attendance, visibility, and supervision. Working remotely emphasizes:

1. Deliverables
2. Goals
3. Productivity outputs
4. Self-management

HR must redesign performance management systems to align with remote expectations.

Tools and Techniques

Strategies that have shown effectiveness to date include:

1. Setting SMART goals
2. Using performance dashboards
3. Implementing frequent virtual feedback
4. Encouraging self-reporting and reflection
5. Transparent metrics reduce ambiguity and build trust

2.9 Technology adaptation in HR (e-HRM)

Rise of e-HRM

e-HRM involves the utilization of digital technologies in the major fields of HR, including recruitment, training, performance appraisal, and communication. According to Bondarouk & Ruël (2013), it has become indispensable in remote work environments.

Digital Tools Boosting the Remote Culture

1. Learning Management Systems (LMS)
2. Virtual onboarding tools
3. HR Information Systems (HRIS)
4. Data analytics platforms
5. AI-enabled recruitment tools
6. Cloud-based collaboration tools

Challenges in e-HRM Adoption

1. Limited digital literacy
2. Infrastructure gaps, particularly in Pakistan
3. Cybersecurity concerns
4. Managerial resistance to change

HR needs to facilitate digital adoption through training and support.

2.10 Leadership in remote work environments

Importance of digital leadership

Remote leadership requires:

1. Empathy
2. Clear communication
3. Trust-building
4. Digital fluency

5. Transparency of decision-making

Transformational leadership has been considered particularly effective in virtual settings due to its focus on motivation and vision (Carnevale & Hatak, 2020).

Role of HR in Enabling Leaders

HR trains managers in:

1. Virtual communication strategies
2. Online conflict resolution
3. Inclusive leadership
4. Cultural sensitivity
5. Managing Virtual Diversity

2.11 Trust and control in remote work

Trust is at the heart of virtualness. A lack of trust results in micromanagement, reduced autonomy, and low satisfaction. HR should help create trust by developing policies that promote transparency and the empowerment of employees.

1. Virtual trust-building strategies include:
2. Clear Expectations
3. Frequent updates
4. Peer collaboration
5. Fair performance appraisals

2.12 Psychosocial Risks and Ethical Concerns

Burnout and Stress

Remote work enhances the probability of digital fatigue, long working hours, and emotional exhaustion.

Privacy Issues

Digital monitoring tools raise ethical concerns. HR needs to establish:

1. Clear privacy policies
2. Fair monitoring practices
3. Data usage should be transparently communicated.

Equity and Inclusion in Remote Work

Remote work may disadvantage employees with

1. Limited digital access
2. Caregiving responsibilities
3. Disabilities

Inclusive HR policies will provide equal opportunities for all.

2.13 Perceived Organizational Support (POS)

Conceptual Definition

Perceived Organizational Support refers to employees' beliefs that their organization values their contributions and cares about their well-being (Park, S., & Johnson, K. R. 2023).

POS becomes even more important in remote settings due to limited physical interaction.

POS as a Moderator

The POS fortifies the linkage of HR practices with remote work culture through:

1. Building trust
2. Increasing engagement
3. Improving job satisfaction
4. Burnout and stress reduction

High POS signals that the organization supports employees' needs in remote contexts, making HR initiatives more effective.

Empirical Evidence

Studies have shown that POS moderates the effects of:

1. Engagement - HR training programs
2. Flexible work policies on satisfaction
3. Digital communication of performance

POS research in Pakistan is at a minimum, particularly in remote working conditions, hence making this study quite relevant.

2.14 Remote work culture

Elements of remote work culture

Defined by shared digital norms and behaviors, remote work culture includes:

1. Communication etiquette
2. Collaboration norms
3. Digital tool usage patterns
4. Leadership accessibility
5. Flexibility and autonomy
6. Accountability and trust
7. Transparency and recognition

It is the intentional responsibility of HR to encourage these behaviors.

Impact on Employee Outcomes

Remote work culture strongly influences:

1. Job satisfaction
2. Organizational commitment
3. Productivity
4. Work-life balance

5. Well-being

A positive culture inspires and motivates employees, while a poorly managed culture leaves employees in isolation and disengaged.

2.15 Conceptual Framework

Based on the literature and your proposal, the conceptual framework of the study includes:

Independent Variable: HR Practices in Remote Work

Moderating Variable: Perception of organizational support

Dependent Variable: Remote Work Culture

HR practices shape remote work culture, and this relationship is moderated by employees' perception of organizational support.

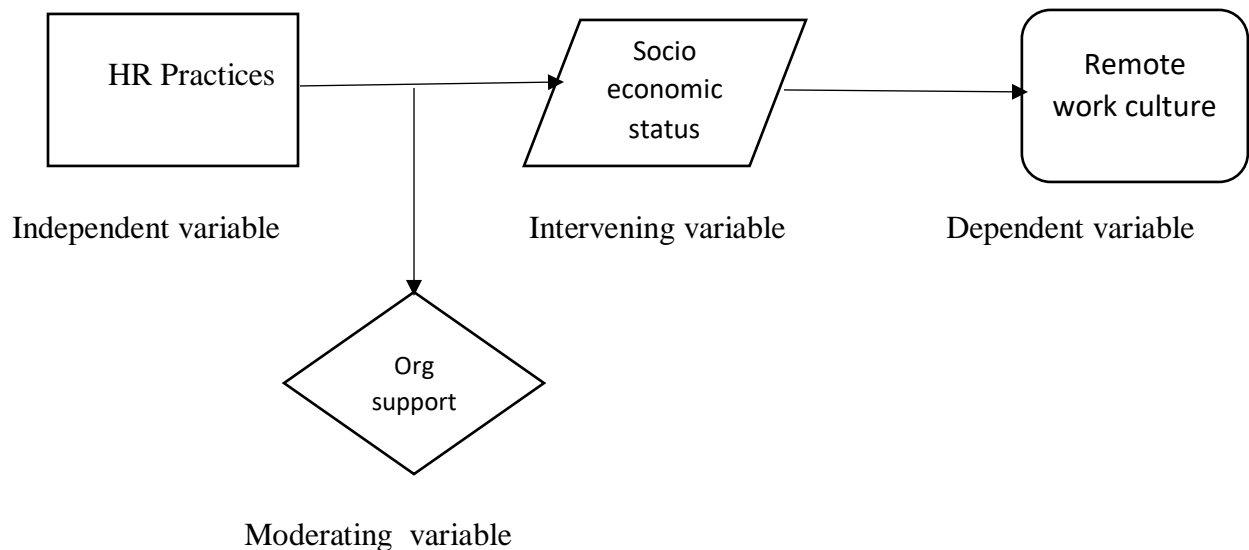


Fig 2.15 Conceptual Framework

This framework aligns with social exchange theory, which proposes that employees will respond to perceived organizational support with positive attitudes and behaviors.

2.16 Hypothesis

H1: HR practices have a significant positive impact on remote work culture.

H2: HR practices have a significant positive relationship with perceived organizational support.

H3: Perceived organizational support has a significant positive impact on remote work culture.

H4: Perceived organizational support significantly moderates the relationship between HR practices and remote work culture, such that the relationship is stronger when perceived organizational support is high.

2.17 Chapter Summary

The chapter provided a critical review of various academic studies regarding HRM, remote work, digital transformation, employee engagement, organizational culture, and perceived support. From the review, it is clear that:

- Remote work has become a permanent feature of employment nowadays.
- HR plays a critical role in shaping, sustaining, and transforming remote work culture.
- Functional remote environments depend on digital tools, leadership strategies, performance systems, and employee support programs.
- Organizational Support Perception strengthens the effectiveness of HR practices in remote settings.
- Specifically, very limited research exists in the Pakistani context on the role of HR in remote culture building.

Such insights justify the current study and advance the development of the quantitative methodology and variables shown in Chapter 3.

Chapter 3: Research Methodology

3.1 Introduction

The methodology is one of the key elements of a research thesis, serving as the basis for establishing and explaining philosophical foundations, research design, methodological

procedures, sampling strategies, data collection tools, and techniques of analysis adopted for the study. A well-designed and valid methodology ensures not only academic integrity and reliability but also allows other scholars to replicate or critique the study based on a transparent understanding of how the results were generated (Purwanto, A., Asbari, M., & Wijayanti, L. 2021). Within this particular thesis, *The Role of Human Resources in Building Remote Work Culture*, the methodological choices increase in importance because the phenomenon under investigation is emergent, dynamic, and situated within the rapidly changing digital transformation landscape. The expedited movement toward remote work in Pakistani organizations due to global disruptions like COVID-19 highlights a continued need for empirical research grounded in robust methodological rigor. This chapter provides an in-depth justification of the design and execution of the research, setting each decision against relevant theoretical, epistemological, and practical considerations.

A mixed-style structure has been adopted: major thematic sections are present in this chapter, but the focus is always on detailed theoretical exposition and academic reasoning rather than lists or fragmented points. The purpose is to provide a coherent and logically flowing discussion of how the study was conceptualized and operationalized within the quantitative research paradigm (Park, S., & Johnson, K. R. 2023). This discussion covers the research philosophy, approach, design, population and sampling framework, instrument development, data collection procedures, piloting, considerations of reliability and validity, and the ethical dimensions and limitations inherent in the methodological framework. Together, these elements form a strong methodological basis for the empirical discussion in the next chapter.

3.2 Research Philosophy

Every research study is embedded within a specific philosophical perspective that forms the basis of how reality is defined, knowledge obtained, and results interpreted. This becomes important because the philosophical position provides the base upon which the assumptions underlying the whole research are founded. The position of this research is located within the positivist paradigm, which, although originating from the natural sciences, has become foundational in modern social science research, particularly in studies that employ quantifiable variables and statistical analyses (Schur, L., Ameri, M., & Kruse, D. 2022)..

According to positivism, reality is objective, observable, invariant, and external to individual subjectivity. Auguste Comte believed that scientific investigation must depend on observation and measurement rather than metaphysical or interpretivist explanation. In this study, the variables of HR practices, remote work culture, and perceived organizational support have been conceptualized as social facts measurable through statistical analysis in conformance with the epistemology of positivism. The study does not attempt to interpret personal meanings or subjective experiences but instead identifies patterns, relationships, and regularities in a population through structured numerical data (Sharma, A., & Gupta, V. 2023).

Positivism is also aligned with the deductive nature of hypothesis testing, which is central to this research. The variable relationships are embedded within pre-existing theoretical frameworks, namely Schein's Organizational Culture Theory, Social Exchange Theory, and the POS model. The study does not develop new theories but examines how these theoretical assumptions hold empirically true in the context of remote working in Pakistan. This strengthens objectivity and replicability, whereby quantitative measurements are considered more resistant to personal bias. Moreover, adoption of positivism ensures value neutrality—a concept advanced by Max Weber—which insists that research is conducted without intrusion of the researcher's personal beliefs or emotional involvement (Zhang, Y., & Venkatesh, V. 2023). This becomes particularly relevant in HR-based studies, where subjective judgments might otherwise influence interpretations. Positivism, therefore, provides an appropriate philosophical lens to measure the impact of HR practices on remote work culture and to examine how organizational support moderates this relationship through statistical evidence rather than interpretive inquiry.

3.3 Research Approach

Given the positivist foundation, the research employs a deductive approach. Deductive reasoning begins with established theoretical propositions and proceeds to test them with empirical data. In organizational research, deductive reasoning is particularly effective when constructs and their relationships have been conceptualized in prior literature.

The present study integrates several relevant theoretical frameworks. According to Schein's model, leaders' behaviors, values, and practices shape organizational culture; thus, HR practices—

designed and implemented by organizational leaders—can be expected to influence remote work culture (Wang, B., Liu, Y., Qian, J., & Parker, S. K. 2021). According to the POS framework, employees with a perception of organizational support exhibit more positive attitudes and behaviors, potentially strengthening the effects of HR initiatives. These assumptions are reflected in the hypotheses proposing relationships between HR practices, perceived organizational support, and remote work culture.

The deductive approach is appropriate because it:

1. provides a clear logical flow: theory → hypotheses → empirical testing → conclusions
2. ensures objectivity: data either supports or contradicts hypotheses without bias
3. allows for generalization when statistical significance is established
4. aligns with the quantitative paradigm of measurement and statistical inference
5. supports predictive modeling

Whereas inductive approaches generate new theories through qualitative exploration, the deductive approach begins with existing theories. This matches the purpose of the present study: to validate and apply established theoretical constructs within the remote work context of Pakistan.

3.4 Research design

A research design is an ordered strategy followed in carrying out the collection, analysis, and interpretation of data throughout the research. The design adopted for this study is quantitative, cross-sectional, and explanatory. Each of these three attributes is discussed in detail to elaborate on why they are best suited for the objectives of the study.

3.4.1 Quantitative Design

A quantitative design is considered appropriate because the objectives of the research call for measuring relationships between well-defined variables. Quantitative research is characterized by numerical data, the use of structured instruments, statistical tools, and objective analysis. In this study, the constructs of HR practices, remote work culture, and perceived organizational support are conceptualized as measurable variables that can be translated into numerical indicators using Likert-scale items (Vartiainen, M., & Hyrkkänen, U. 2021).

The quantitative design offers numerous advantages, such as testing hypotheses, establishing the degree of association among variables, and determining whether patterns are statistically significant. Moreover, quantitative methods standardize the collection of data, enabling comparisons across large samples. This is especially important when dealing with a remote work culture, given the wide variation across individuals, organizations, and sectors.

3.4.2 Cross-sectional design

The cross-sectional design is appropriate for this study, as it involves collecting data at a single point in time. This design is practical, efficient, and widely adopted in organizational research. Because remote work practices and HR policies in Pakistan have stabilized after initial pandemic-driven disruptions, capturing employee perceptions at a single point provides a reliable snapshot of current conditions (Schur, L., Ameri, M., & Kruse, D. 2022).

Cross-sectional research is suitable when the objective of a study is to relate variables rather than trace changes over time. While a longitudinal design might offer deeper insights into cultural evolution, it requires significant time and resources that are beyond the scope of this study. The cross-sectional design thus balances feasibility with analytical rigor.

3.4.3 Explanatory (Causal) Design

The explanatory nature of this study is justified by its objective of investigating the influence of HR practices on remote work culture and the moderating role of perceived organizational support. Explanatory research identifies and explains causal relationships, extending beyond mere description to clarify why particular phenomena occur. In this study, statistical techniques including regression and moderation analysis will be used to establish empirical evidence on the strength and direction of relationships among variables (Park, S., & Johnson, K. R. 2023). The research objective is to determine how HR practices shape remote work culture and how perceived organizational support moderates this relationship. This explanatory design reinforces the practical implications of the findings by enabling HR practitioners to understand the causal mechanisms contributing to effective remote work environments.

3.5 Population, Sampling and Sampling Strategy

Therefore, the process of sampling is a significant methodological consideration since it ensures the representativeness and generalization of the study's findings. The population and sampling methods used in this research are explained in detail below.

3.5.1 Target Population

The population targeted by this research consists of teleworkers or hybrid employees throughout Pakistan, working in sectors including IT, telecommunications, banking, finance, education, and service organizations. These are areas where remote work is most common, given the nature of tasks and technological infrastructures that enable virtual collaboration (Ozcelik, H. 2022)..

Additionally, HR practitioners managing virtual teams are part of the overall population, as they design and implement the HR practices under investigation. However, their contributions are supplementary, with remote employees serving as the main source of data.

3.5.2 Inclusion Criteria

Participants eligible for the study must:

1. Have at least six months of experience with remote or hybrid work.
2. Be currently employed within Pakistan.
3. Work in roles that require digital collaboration.

This criterion ensures that the responses have sufficient exposure to remote work dynamics and HR interventions.

3.5.3 Sampling Technique

The study employs non-probability purposive sampling. Purposive sampling is a technique in which participants are selected according to specified characteristics that align with the research objectives. Since not all employees in Pakistan have experience with remote work, purposive sampling ensures that only individuals meeting the inclusion criteria are selected.

This approach is theoretically supported in HR research, where access to organizational participants is often limited, requiring reliance on professional networks, digital communities, and voluntary participation. Thus, purposive sampling allows the collection of relevant and reliable

data directly from those experiencing a remote work culture (Kraus, S., Durst, S., Ferreira, J. J., Veiga, P., Kailer, N., & Weinmann, A. 2022).

3.5.4 Sample Size

The sample includes 200 remote employees and 12–15 HR managers. The sample size is justified by established guidelines, such as Krejcie and Morgan's sample size table, which suggests a minimum sample of 196 for large populations. Moreover, a sample of 200 is adequate to conduct regression and moderation analyses, as these techniques require sufficient statistical power to detect significant relationships.

3.6 Instrument Development

The development of an instrument is a fundamental cornerstone of quantitative research, as it ensures the accuracy and consistency with which theoretical constructs are transformed into operational or measurable variable forms. The research instrument was developed as a structured questionnaire based on established scales and theoretical frameworks of HR practices, perceived organizational support, and remote work culture. A rigorous, theory-driven process was followed, ensuring that each construct was operationalized to capture its multidimensional nature within the context of remote work in Pakistan (Chaudhary, R. 2022).

3.6.1 Measurement of HR Practices

The construct of HR practices was measured by adapting items from recognized HRM and e-HRM scales. Since working remotely necessarily means that organizations have to reshape traditional HR functions, this section measured employees' perceptions of the degree to which HR policies and interventions support their remote work experience. Items in this scale covered dimensions such as onboarding virtually, mechanisms for digital communication, performance appraisal while working remotely, online training and development, initiatives for employee well-being, and integration of technology into HR. Items were carefully modified to represent the realities of remote work, since some practices-like in-person supervision or training sessions-are replaced by digital processes. Items were theoretically grounded in more recent HRM literature that has emphasized agility, digitalization, and support for employees as core functions of HR in virtual environments (Cook, A., & Zill, A. 2024). In this way, we conceptualized HR practices as

proactive, strategic, and technologically enriched activities that influence the culture of remote work.

3.6.2 Measurement of Perceived Organizational Support (POS)

The perceived organizational support was measured using items adapted from the Survey of Perceived Organizational Support, originally developed by Eisenberger and colleagues. POS has strong roots in Social Exchange Theory, with its core proposition that employees return supportive treatment by their organization with positive attitudes and commitment. In virtual working arrangements, POS assumes greater relevance because of the physical distance between employees and employers. Items were therefore included that would account for whether employees perceived that their organization valued their contributions, recognized their efforts, cared about their well-being, and provided them with the necessary support to help them overcome virtual work challenges (Dang, J., & Sørensen, O. 2023).. Additional items were adapted to reflect the specificities of digital workplaces, such as whether or not the organization provides adequate technological resources, flexibility, and emotional support. Because POS forms a significant basis through which employee engagement and cultural alignment are manifested in remote contexts, obtaining a valid measure of this construct became important.

3.6.3 Measurement of Remote Work Culture

To measure remote work culture, items were adapted from validated organizational culture and virtual team scales. Informed by Schein's Organizational Culture Model, the construct was operationalized across cultural artefacts, behavioral norms, and underlying values adapted to virtual workspaces. Items assessed how employees perceive clarity in communication norms, trust and accountability in remote teams, shared digital working values, leadership accessibility, collaboration effectiveness, and team cohesion. Traditional cultural indicators, such as those related to physical space, interpersonal cues, or informal interactions, were reworded to reflect digital equivalents: responsiveness to virtual messages, participation in online meetings, adherence to remote etiquette, and collective digital identity (Gahlawat, N., Kundu, S. C., & Kumar, R. 2022).. This approach ensures that remote work culture is conceptualized as an evolving, technology-enabled system of shared meanings guiding how people work, communicate, and collaborate virtually.

3.6.4 Likert Scale

The entire instrument used a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." In this respect, the Likert scale is an appropriate choice because organizational behavior research has applied it extensively. It will afford a suitable degree of variation in the question responses, while the data can be used for statistical analysis. The main effect of using the Likert scale is that it transforms abstract perceptions into numerical values, which can then be used in correlation, regression, and moderation analyses essential to this study. This scale is intuitive and very user-friendly, imposing minimal cognitive load on the respondents, especially when collecting data digitally.

3.6.5 Clarity, Refinement, and Sequence of Items

The items were worded carefully to avoid ambiguity, double-barreled wording, and technical jargon to enhance readability and clarity. Items were logically sequenced, starting from the general HR practices to the specific POS and remote work culture aspects. This logical flow helped the respondents reflect systematically on their experiences, hence giving more accurate responses. The instrument was also reviewed for cultural appropriateness by making sure the language and the examples were relevant and would resonate with Pakistani remote employees (Kraus, S., Durst, S., Ferreira, J. J., Veiga, P., Kailer, N., & Weinmann, A. 2022).

3.6.6 Pilot Testing

Quantitative research always includes pilot testing as a necessary preliminary step. The reason it is necessary is that it verifies the reliability of the research instrument and its appropriateness for the target population before the full-scale collection of data. A pilot test was conducted in the present study to assess the clarity, relevance, and internal consistency of the questionnaire measuring HR practices, perceived organizational support, and remote work culture. This stage was critical because the constructs under investigation are multidimensional; their accurate measurement depends upon the precision and comprehensibility of each item.

The pilot test was conducted with a sample size of ten remote employees from different industries, specifically IT, education, and service organizations (Bapuji, H., & Crossan, M. 2021). This group was selected based on meeting the inclusion criteria, which included having remotely worked at least six months, so that they were genuinely able to understand and interpret the items of the

questionnaire. The pilot version of the survey was administered digitally using Google Forms, using the same conditions as in the main study, aiming for ecological validity.

Participants were tasked with completing the questionnaires and commenting on any ambiguity, repetition, misunderstanding, or irrelevance concerning the context of remote work. This feedback was greatly useful in highlighting minor problems linked to either wording or sentence structure. The specific changes include rewording some items to make them more representative of remote work in Pakistan and fine-tuning others to make them clearer. No major conceptual changes had to be made, which suggests that the questionnaire was, by and large, sound at the outset (Bennett, A. A., Campion, E. D., Keeler, K. R., & Keener, S. K. 2021)..

Apart from qualitative feedback, the internal consistency of the scales was checked by Cronbach's alpha. The pilot results showed all the constructs having an alpha value greater than the threshold level of 0.70, which validated that the items were reliably measuring the underlying variables. Thus, the instrument was valid, reliable, and understandable for the sample.

The successful pilot test enhanced the methodological rigor of this study, ensuring that the revised questionnaire was suitable for full-scale distribution. At the same time, it reduced the risk of measurement errors during the main data collection phase.

3.6.7 Data Collection Procedure

The process of data collection is one of the critical phases in quantitative research, since much of the accuracy and validity of the findings rely on how effective and systematic the process of gathering the data has been. In the present study, the procedure for collecting data was planned in a manner that ensured congruence with the remote nature of the research topic and the characteristics of the target population, namely, employees working remotely or in hybrid models in different sectors of Pakistan. Online data collection was clearly more appropriate, efficient, and contextually relevant, considering the geographical dispersion of respondents and the digital orientation of their work environments (Collins, C. J. 2021).

Ethical approval was obtained before the start of data collection from the relevant institutional review body, ensuring that confidentiality, voluntary participation, informed consent, and responsible handling of data procedures were taken into consideration during the research process.

After receiving the necessary ethical clearance, the final questionnaire, incorporating changes suggested during the piloting phase, was created and shared via Google Forms, an easily accessible, web-based survey tool. Using Google Forms meant that respondents could fill out the questionnaire without feeling rushed or constrained by either time or place.

The sampling strategy of purposive sampling guided the process of contacting individuals matching the inclusion criteria of employees who had experience working either remotely or hybrid for a minimum period of six months (Cook, A., & Zill, A. 2024). Participants were contacted through different digital channels like LinkedIn, professional HR forums, WhatsApp groups, email networks, and organizational contacts. Invitation messages explaining the purpose of the study, ensuring anonymity and giving a direct link to the survey were shared. Such an approach helped in building trust with potential respondents and paved the way for sharing honest perceptions.

Various follow-up reminders were, therefore, sent once a week to enhance the response rate. These reminders were mainly to prompt participation, ensuring that the sample size target of approximately 200 respondents could be realized within the time frame provided. Data collection took four weeks to allow ample time for employees from different sectors to participate (Dang, J., & Sørensen, O. 2023).

During the entire period of data collection, responses were continuously monitored to identify incomplete or duplicate entries. These entries were removed during the preliminary phase of data cleaning (Gahlawat, N., Kundu, S. C., & Kumar, R. 2022). Since the data were in digital format, entries were automatically recorded and sorted, hence minimizing human error and allowing easy transfer into statistical software for analysis. In this way, the overall procedure of data collection was systematic, ethical, and efficient to ensure that the resultant dataset truly represents the experiences and perceptions of remote employees all over Pakistan. This rigorous approach has added significant worth regarding reliability and validity to the research findings.

3.7 Data analysis Techniques

Data analysis plays a central role in the empirical research design, as it converts raw data into meaningful findings to either support or refute the hypotheses of the study. The data that were

retrieved from structured questionnaires were analyzed in this research work using a series of statistical procedures that will examine the relationships of HR practices, perceived organizational support, and remote work culture. The analysis was done using the Statistical Package for the Social Sciences, which has a comprehensive suite of statistical tools suitable for behavioral and organizational research (Gigauri, I. 2021).

The data analysis process commenced with cleaning, an important initial step in ensuring the accuracy and quality of the dataset. The responses were checked for missing values, duplicate entries, and inconsistencies. Incomplete questionnaires were removed to prevent distortions in the statistical outcomes. Data cleaning also included checking that all responses fell within the allowable range of the Likert scale and suitably coding each item for analysis.

Following data cleaning, descriptive statistics were computed in order to summarize the demographic characteristics of the respondents and give an overall view of the dataset. Descriptive statistics entailed frequencies, means, standard deviations, and percentage distributions that helped in understanding the general profile of the participants and preliminary trends within the data (Kraus, S., Durst, S., Ferreira, J. J., Veiga, P., Kailer, N., & Weinmann, A. 2022).. These statistics also provided a foundation for interpreting the results of subsequent inferential analyses.

In this study, reliability analysis was conducted using Cronbach's alpha to assess the internal consistency of the measurement scales. For this purpose, a Cronbach's alpha value of 0.70 or above was considered acceptable, implying that within each construct, the items were measuring the same underlying concept. Reliability analysis is one of the essential components in quantitative research because it ensures stability and consistency in the measurement of variables across respondents.

Next, validity checks were done to ensure that the constructs were adequately represented by the items measuring them. This included assessing item-item correlations and construct-level analysis to ensure that theoretical expectations about the relationships were supported. Full factor analysis was beyond the requirements of this study, but construct validity was enhanced by adopting items from established scales (Ozcelik, H. 2022)..

The essence of the analysis incorporated inferential statistical techniques. In order to define the direction and strength of the relationships between the main variables, correlation analysis was

performed. The correlation coefficients indicated whether there were positive or negative associations among the HR practices, POS, and remote work culture.

In testing the hypotheses of this study, regression analysis was performed. Simple regression supported the evaluation of the direct influence of HR practices on remote work culture. Multiple regression was used to control for additional variables and better isolate the relationship between the independent and dependent variables.

Finally, the moderation analysis was performed to investigate whether perceived organizational support influenced the strength or direction of the relationship between HR practices and remote work culture. To test for moderation, an interaction term was developed (HR Practices \times POS), and it was added into the regression model (Larson, B. Z., DeChurch, L. A., & Makowski, S. 2021). The interaction term was significant, indicating that POS was acting as a moderator, changing how HR practices affected the remote work culture. Put together, these analysis techniques offer a sound and systematic way of testing the hypotheses set in the study and thus provide statistically based insights into how HR practices and organizational support influence remote work culture in Pakistan.

3.8 Reliability and validity considerations

Any quantitative study, in fact, depends upon the reliability and validity of the research instrument. In this present research on the role of HR practices and perceived organizational support in shaping remote work culture, considerations regarding both reliability and validity have been addressed with due care throughout the development of the instrument, pilot testing, and data analysis. This is because the constructs being studied herein, by nature, are perceptual and attitudinal and require strong measurement precision for valid and generalizable results.

Reliability Considerations

Reliability refers to the consistency, stability, and dependability of the measurement instrument. A reliable instrument will produce similar results for the same construct under consistent conditions. Probably the most commonly used indicator of internal consistency in social science

research is **Cronbach's alpha**, which indicates the extent to which items in a scale are measuring the same underlying concept (Schur, L., Ameri, M., & Kruse, D. 2022)..

During the pilot testing, Cronbach's alpha values for all three constructs were above the threshold of 0.70 recommended by Nunnally and Bernstein, thus indicating satisfactory internal consistency. Therefore, these results provided evidence that the set of items was cohesively aligned with each construct and did not contain random measurement errors. Reliability was further established in the main study when Cronbach's alpha was recomputed after the data for the full sample had been collected (Akkermans, J., & Richardson, J. 2022). Consistently high values from the reliability analyses suggested that the instrument was stable across a larger and more diverse sample.

Besides internal consistency, procedural reliability in the study was ensured through a standardization of procedures in which data were collected. All participants were given the same instructions, questionnaire layout, and response options through a uniform digital platform. This minimized the occurrence of potential threats to reliability due to variation in administration conditions.

Validity Considerations

Validity considers the extent to which a measurement instrument measures what it is supposed to measure. In this regard, several forms of validity were put into consideration during the study to ensure that the measurement scales are both accurate and relevant.

Content validity was established through a robust instrument development process informed by well-established theoretical frameworks like Social Exchange Theory and Schein's Organizational Culture Model. Items were adapted from widely validated scales such as SPOS and other HRM assessment instruments, hence ensuring proper theoretical alignment to make sure the content of each scale reflected the construct it purports to measure (Allen, T. D., Golden, T. D., & Shockley, K. M. 2023).

Expert review and pilot testing allowed the researcher to ensure a form of **face validity**. In the pilot test, participants could provide feedback on the clarity of items and appropriateness, so the instrument appeared to measure the intended constructs from a respondent's perspective.

Construct validity was measured by inter-item correlations and reliability analysis. The items all represented underlying theoretical constructs. Construct validity was further supported by the strong and significant correlations among items belonging to the same scale.

The data collection from employees of different industries, namely IT, education, finance, and services, enhanced the generalizability or the external validity of the data. This helped in increasing the applicability of the findings beyond a single organizational context. Overall, the research instrument demonstrated strong reliability and validity, therefore ensuring the findings derived from the data were trustworthy and theoretically sound.

3.9 Ethical Implications

Ethical considerations in research involving human participants are, for that matter, an integral part of research as they protect the rights, dignity, privacy, and well-being of respondents. This research investigates the role played by HR practices and perceived organizational support in shaping remote work culture, and the ethical implications were addressed through careful planning and adherence to institutional guidelines. The sensitivity of organizational data, coupled with the perceptual and attitudinal nature of the constructs, made it essential to incorporate strong ethical safeguards at every step of the research process.

The first ethical consideration entailed seeking ethical approval from an institutional review board of relevance before the start of data collection. Approval ensured that the study design met the set standards for ethical research, including informed consent, confidentiality, voluntary participation, and responsible management of data. The review process allowed us to identify and mitigate the potential risks to participants so as to maintain academic integrity and ethical transparency (Ahmad, S., Nazir, N., & Zafar, S. 2022).

One of the main ethical practices utilized in the research was informed consent; it was directly embedded within the online survey. This included a description of the purpose of the study, the estimated time needed to participate, a depiction of the kinds of questions that would be asked, and an explanation of data use. It was stated that participation was totally voluntary and that at any point in time, one could withdraw without any penalty (Agarwal, P., & Kelly, M. 2023). Only those participants who acknowledged and accepted the consent statement were allowed to proceed

with the survey. This means all the participants voluntarily entered into the study with complete knowledge of their rights.

Confidentiality and anonymity also ranked high in the ethical design of this study. Personally identifiable information (e.g., names, contact details, or organizational identifiers) was not requested. Answers were recorded anonymously, enabling the respondents to express their perceptions easily without fear of professional consequences. In order to ensure anonymity, the data files were stored securely in password-protected files that only the researcher had access to. The digital nature of data collection also entailed a special risk that unauthorized persons may access or download the data (Bailey, D. E., Leonardi, P. M., & Barley, S. R. 2022).

Second, participants were assured that the information gathered was to be used solely for academic purposes and that aggregated results, not individual responses, would feature in the final thesis. This commitment to privacy upheld participants' trust and encouraged honest and accurate reporting of their experiences and perceptions.

Moreover, the research reduced psychological risk since all questions were professional and not intrusive. While the constructs of interest, such as HR practices, perceived support, and organizational culture, bear very minimal risks, items were worded neutrally and respectfully to prevent discomfort or negative emotional reactions.

Finally, ethical implications extended to data reporting: Accuracy, honesty, and integrity were maintained; manipulation, selective reporting, or fabrication of data did not occur. Presented objectively, findings respected participants' contributions, ensuring transparency in the research process. In all, ethical consideration was strictly followed, ensuring participants' protection, data integrity, and responsible research conduct in the course of the investigation.

3.10 Limitations of Methodology

Although the methodology used in this research was followed to ensure rigor, appropriateness, and alignment with the research objectives, there are some limitations inherent in the choices made. Discussion of these limitations not only enhances the transparency of the research but also serves as a guide for future studies that seek to further this work.

One of the main limitations emanates from the use of non-probability purposive sampling. While the nature of the target population-remote or hybrid employees-necessitates purposive sampling, it nevertheless limits the generalizability of the findings. Since the participants self-selected into the study and were accessed primarily through professional networks and digital platforms, the sample may not fully represent the wider population of remote workers in Pakistan (Bapuji, H., & Crossan, M. 2021). The implications of this are, therefore, that any findings can only be interpreted within the context of the sample selected and not generalized universally.

Another limitation lies in the cross-sectional design, capturing the perceptions of the respondents at one point in time. The culture of remote work is dynamic and may evolve when organizations gradually adopt new technologies, revise their policies, or respond to external factors. A cross-sectional approach does not allow observation of changes over time; therefore, it is difficult to assess whether the relationships identified in this study remain stable across different phases of organizational development or remote work adaptation (Carnevale, J. B., & Hatak, I. 2021). A longitudinal design could provide richer insights into how HR practices and perceived organizational support shape remote work culture over extended periods.

The study is also heavily reliant on self-reported data that can be subject to several biases, which include social desirability bias, recall bias, and respondent subjectivity. Respondents may indicate those responses that they believe are expected from them or favorable, rather than their true perception. Further, since the questionnaire was self-administered online, the researcher could not control the conditions under which it was completed by participants.

The other methodological shortcoming relates to the use of structured questionnaires, which, although appropriate for quantitative measures, might not shed light on the nuances of the remote work culture. Cultural elements such as trust, shared values, and ways of communicating are complex issues that may be better elucidated through qualitative insights. Exclusive reliance on a quantitative measure certainly constrains the depth of interpretation that could be made from interviews or focus groups.

Second, there could be contextual limitations to the study, notwithstanding the efforts undertaken to adapt the scales to the context of remote work. A number of the scales were developed in either a Western or global context, while the refinements were made in Pakistani work situations; cultural

or organizational aspects may affect how the respondents understand specific items (Cook, A., & Zill, A. 2024)..

Lastly, moderation analysis, despite being suitable for the objectives of the study, brings with it statistical complications. The interaction effects can be sensitive to sample size, the distribution of responses, and measurement precision. Although the sample size was adequate to conduct the analysis, larger samples might result in more robust and stable results. In all, while the methodology behind this study was thoughtful in its construction, these limitations point to areas where caution should be exercised when interpreting its findings. They also provide opportunities for future researchers to adopt a mixed-method approach, use longitudinal designs, and wider strategies of sampling to delve deeper into understanding remote work culture.

3.11 Chapter Summary

This chapter presented a comprehensive and methodologically rigorous framework for assessing the role of HR practices and perceived organizational support in shaping the remote work culture of Pakistani organizations. The chapter began with establishing the philosophical basis of the research study, rooted in the **positivist paradigm**, which promotes objectivity, empirical measurement, and hypothesis testing. Positivism provided an appropriate epistemological stance for the quantitative orientation of this study, enabling the researcher to investigate well-defined constructs through structured measurement tools and statistical analysis.

Aligned with the positivist worldview, a deductive research approach was applied, drawing on previously established theories like Social Exchange Theory and Schein's Organizational Culture Model. The deductive approach allowed the researcher to derive testable hypotheses through prior literature and empirically assess whether such theoretical expectations actually hold in the context of remote work environments in Pakistan.

The research design was identified to be quantitative, cross-sectional, and explanatory in nature. The quantitative design supported the objective measurement of perceptions through numerical data, while its cross-sectional nature provided efficiency in collecting data at one point in time. The explanatory dimension reflected the study's intent to determine the cause-and-effect

relationship among variables, specifically how HR practices influence remote work culture and how perceived organizational support moderates this relationship.

The population and the sampling strategy were designed to be representative of employees working either remotely or in hybrid modes from different industries: IT, Education, Banking, Telecommunications, and Services. Purposive sampling was utilized targeting individuals with adequate experience of working remotely, and a sample size of around 200 respondents was deemed sufficient to deliver robust statistical analysis.

A structured questionnaire served as the key tool for collecting data. The process of developing an instrument itself involved adapting validated measurement scales of HR practices, perceived organizational support, and remote work culture. Each construct was operationalized on the basis of theory to ensure sound conceptual alignment. A five-point Likert scale facilitated ease of response and enabled statistical comparison.

Before the main survey, pilot testing was conducted to ascertain the clarity of the instrument and its reliability. Such feedback resulted in minor refinements, while Cronbach's alpha values confirmed strong internal consistency for the constructs.

The method of data collection was based on digital distribution through different platforms such as LinkedIn, email, and professional networks. Following ethical principles-informed consent, confidentiality, and voluntary participation-ensured the protection of rights and privacy of the respondents throughout the process.

Descriptive statistics, reliability testing, correlation analysis, regression, and moderation analysis were done using SPSS during analysis. These methods allowed the study to check on patterns, test hypotheses, and determine statistical significance.

The chapter ended with ethical implications and methodological limitations, noting the limitations based on sampling issues, self-reported data problems, and cross-sectional design. Overall, this chapter laid a strong methodological foundation that will help ensure the ensuing analysis and findings are based on a systematic, reliable, and ethically sound research framework.

Chapter 4: Findings and Analysis

4.1 Introduction

This chapter sets out the empirical findings and analytical interpretation of the data collected for the study on the role of Human Resources in building remote work culture. Following the methodological framework developed in Chapter 3, this chapter focuses on presenting the findings of the research in a systematic way, based on the quantitative analysis of the survey responses. The purpose of this chapter is not merely to report statistical outputs but to interpret them in a meaningful, academically rigorous manner that directly aligns with the study's research objectives and hypotheses.

It starts by outlining the response rate to demonstrate adequacy and representativeness of the sample, followed by a detailed demographic profiling of the respondents, which helps place the characteristics of participants and give an idea about the diversity and relevance of the sample in relation to the remote work environment. Understanding demographic distribution is important because the experience of remote work culture and HR practices may vary across gender, industry, job role, or level of experience (Gigauri, I. 2021).

After the demographic details were given, the chapter moved to descriptive statistics for each study variable, giving a view of central tendencies and variations in responses. The aforementioned statistics are primary understandings in describing how participants perceive HR practices, organizational support, and remote work culture. The authors then delve into reliability testing to ascertain the internal consistency of the measurement scales applied in the study. Reliability results are of importance because they show whether the items in the questionnaire effectively measured the intended constructs.

The subsequent sections present the correlation analysis, regression analysis, and moderation analysis that collectively address the research hypotheses. This will give a preliminary understanding of the relationships existing among the variables through correlation analysis and test whether HR practices have a direct impact on remote work culture through regression analysis. The moderation analysis will test whether perceived organizational support strengthens or weakens this relationship, therefore giving deeper insight into the dynamics between HR initiatives and employees' experiences of working remotely. Finally, the chapter summarizes the findings and

relates them to the theoretical perspectives and broader literature review made in Chapter 2. This chapter sets up the empirical basis upon which the discussion and conclusions of Chapter 5 will be built, through a balanced mix of numerical results with analytical interpretation.

4.2 Response Rate

The response rate is related to the quality, credibility, and generalizability of quantitative research findings. Data collection in this research was performed completely online, since the subject of the research is remote and hybrid work environments. In all, 230 questionnaires were distributed via digital channels such as LinkedIn professional groups, HR networks, WhatsApp communities, organizational mailing lists, and targeted employee forums. These channels have been chosen due to their ease of access and active engagement of professionals working remotely and in hybrid settings, which makes them highly suitable for reaching the eligible population.

A total of 230 questionnaires were distributed, and 208 responses were received. This represents a gross response rate of 90.43%, which is relatively high for online survey research. High participation could be due to a number of factors: the increasing relevance of remote work experiences to employees; higher levels of familiarity with digital surveys; and, finally, the distribution of the questionnaire through professional and trusted platforms. Following the initial screening process, 8 responses were excluded from the study sample because of incomplete answers, inconsistencies, or failure to meet the inclusion criteria-e.g., less than six months of remote work experience. This led to a final usable sample of 200 fully completed questionnaires, for an effective response rate of 86.96%.

The response rate is considered highly satisfactory because it is above 85% and offers great statistical reliability. This ensures that the data collected are robust enough to support complex analyses, such as regression and testing for moderation. Moreover, the large number of complete responses enhances the external validity of the research by offering a greater likelihood that the sample represents a broader segment of remote or hybrid employees in a variety of industries in Pakistan.

Other factors contributing to a high rate of response pertained to clear communication with participants. The invitation message clearly explained the purpose of the study, assured anonymity,

emphasized voluntary participation, and provided a straightforward link to the survey. Weekly reminders were also shared, encouraging timely completion without pressure. Overall, the response rate realized in this study offers a very strong foundation for the reliability and accuracy of subsequent analyses. A final sample size of 200 respondents is adequately large and diverse, hence allowing meaningful insights to emerge with regard to the influence of HR practices and perceived organizational support on remote work culture.

4.3 Demographic profile of Respondents

The demographic profile of the respondents offers a necessary contextual framework within which findings from this study need to be interpreted, as it underlines diversity and representation. Understanding respondent characteristics is particularly crucial in research focusing on remote work culture, since demographic elements such as age, gender, education, industry, and years of experience could make a difference in the way one thinks about HR practices, organizational support, and remote work dynamics. This section presents the demographic distribution of the 200 respondents who participated in the study.

The gender distribution is fairly balanced, with 118 males representing 59% and 82 females representing 41%. This would not make the findings too biased toward one gender and thus permits a more inclusive interpretation of experiences regarding remote work culture. Age-wise, the biggest group fell within the 30–39 age bracket at 42%, followed by the 20–29 age bracket at 38%. A smaller portion of respondents were aged 40–49, at 16%, while only 4% were 50 years or older. This suggests that the sample is basically constituted of working professionals who are either in early or mid-career stages and thus belong to groups that are commonly engaged in remote work due to adaptability and facility with technology.

Table 4.1: *Demographic characteristics of Respondents (n=200)*

Variables	Category	Frequency	Percentage
Gender	Male	118	59%
	Female	82	41%
Age	20-29	76	38%
	30-39	84	42%
	40-49	32	16%
	50+	8	4%
Education	Bachelor's	62	31%
	Master's	110	55%
	MPhil/MS	20	10%
	PhD	8	4%
Work mode	Fully Remote	122	61%
	Hybrid	78	39%
Industry	IT/Software	56	28%
	Banking/Finance	40	20%
	Education	32	16%
	Telecom	28	14%
	Services	44	22%
Experience	1-3 years	72	36%
	4-6 years	68	34%
	7-10 years	40	20%

10+ years	20	10%
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Interpretation:

Regarding education, most respondents held advanced qualifications: 55% had a Master’s degree, 31% had a Bachelor’s, 10% had MPhil/MS, and 4% held a PhD. This supports reliable responses, as highly educated participants are better positioned to understand organizational behavior constructs such as HR strategies and perceived support.

Regarding work mode, 61% worked fully remotely, and 39% were hybrid, accurately reflecting the target population directly experiencing remote work culture. Industry distribution was IT (28%), services (22%), banking and finance (20%), education (16%), and telecom (14%), representing sectors that are technologically equipped and organizationally inclined toward remote work models, which strengthens the relevance of the data.

Work experience varied, with 36% having 1–3 years, 34% having 4–6 years, 20% having 7–10 years, and 10% having over 10 years. This indicates respondents have sufficient professional experience to meaningfully assess HR practices and workplace culture. Overall, the demographic profile is diverse, representative, and relevant, enabling robust and generalizable insights into HR’s role in shaping remote work culture across Pakistani organizations.

4.4 Descriptive Statistics of Study Variables

Descriptive statistics give an idea of how respondents perceive the constructs that have been examined in this study: HR practices, perceived organizational support, and remote work culture. These statistics give insight into the general trend, central tendency, and dispersion of data, thus laying the foundation for subsequent inferential analysis. By examining the mean and standard deviation for each of the variables, this section helps contextualize overall attitudes and experiences of the respondents in remote or hybrid work environments.

Table 4.2: *Descriptive Statistics of main Variables.*

Construct	Mean (M)	SD	N
HR Practices	3.89	0.61	200
Perceived Organizational Support (POS)	3.74	0.66	200
Remote Work Culture	3.95	0.58	200

Interpretation:

The descriptive results indicate that employees generally hold positive perceptions of all three constructs. The mean score for HR Practices was 3.89 (SD = 0.61), suggesting that most respondents agreed that their organization's HR initiatives effectively support remote work. This relatively high mean reflects satisfaction with virtual communication, performance management, remote training, and employee well-being measures. The moderate standard deviation suggests some variation in responses but a consistent tendency toward agreement.

The mean score for POS was 3.74 (SD = 0.66), indicating that employees felt valued and supported by their organizations to a moderate extent. The slightly lower mean compared to HR Practices suggests that although HR initiatives may be well-designed, perceptions of organizational care may vary due to leadership behavior, workload management, or emotional support mechanisms. Variation in standard deviation highlights differences in organizational support experiences across sectors or organization types.

Remote Work Culture had the highest mean (3.95, SD = 0.58), reflecting a strong and positive culture in the sample organizations, manifested in communication, collaboration, trust, and smooth digital workflows. The relatively low standard deviation indicates consistency in perceptions, likely due to growing familiarity with remote work and increasing institutionalization of hybrid models in Pakistani workplaces. Overall, descriptive statistics suggest favorable perceptions of HR Practices, POS, and Remote Work Culture, justifying deeper inferential analysis. These findings also align with literature on the normalization of digital work environments and the strategic role of HR in facilitating virtual collaboration and productivity.

4.5 Reliability Analysis

Reliability analysis is an integral part of quantitative research, which indicates the consistency and stability of the measurement instruments used to assess the constructs under study. In this regard, reliability was measured in terms of Cronbach's Alpha, a widely accepted statistical test used internally in order to ensure consistency among multi-item scales. Generally speaking, a Cronbach's Alpha of at least 0.70 is considered acceptable for social science research, and this implies that items composing each construct do, in fact, measure the same underlying concept consistently. In that respect, this study conducted a reliability analysis on SPSS, with the results highlighting strong internal consistency among all three major constructs: namely, HR Practices, Perceived Organizational Support (POS), and Remote Work Culture.

Table 4.3: *Reliability Statistics (Cronbach's Alpha)*

Construct	Items	Cronbach's Alpha
HR Practices	10	0.89
Perceived Organizational Support	8	0.87
Remote Work Culture	12	0.91

Interpretation:

The HR Practices scale achieved 0.89, indicating very high internal reliability. This suggests that items measuring HR elements such as digital communication, performance evaluation, remote training, and employee well-being were consistently understood by respondents, which is desirable given the multidimensional nature of HR practices in remote contexts.

The POS scale showed a Cronbach's Alpha of 0.87, reflecting a reliable measurement of employees' perceptions that their organization values, supports, and cares for them. High reliability indicates clear respondent understanding and consistent reflection of organizational concern and support in remote work.

The Remote Work Culture scale had the highest reliability at 0.91, indicating excellent internal consistency. This suggests that items effectively captured cultural dimensions such as

communication norms, trust within virtual teams, leadership accessibility, collaboration, and alignment with remote work values. Overall, high reliability across all constructs enhances the credibility of the dataset and supports the appropriateness of using the responses in correlation, regression, and moderation analyses. All constructs surpassing the recommended threshold demonstrate that the instrument is robust, dependable, and suitable for subsequent analyses.

4.6 Validity Analysis

Validity analysis remains important in this study to ensure that the measurement instrument applied captures the constructs of interest. While reliability refers to consistency, validity checks for accuracy, appropriateness, and theoretical soundness of the questionnaire items. Content validity, face validity, construct validity, and convergent validity are some of the forms of validity applied in the study to establish an instrument that is robust and appropriate for measuring HR Practices, POS, and Remote Work Culture.

Content validity was ensured at the instrument development phase by adopting and adapting items from well-established and widely used scales in the literature on organizational behavior. HR Practices were adapted from e-HRM and remote HR frameworks; POS items were based on the original SPOS scale; and Remote Work Culture items emanated from organizational culture and virtual work team research. In grounding the items within established theory and a priori empirical studies, the questionnaire was guaranteed to capture the full conceptual domain of each construct. Expert review by two HR professionals and one academic further enhanced content validity by ensuring item clarity, contextual relevance, and cultural appropriateness for Pakistani organizations.

Face validity was checked in the piloting study. The respondents were requested to judge whether each item appeared to reflect what it was supposed to measure. The responses showed that all the items were generally clear and relevant, although some minor wordings were refined to enhance readability. The good reception of the instrument in the pilot test confirmed that the respondents viewed the questionnaire as meaningful and representative of experiences with remote work.

Construct validity was checked by inter-item correlations and the factor alignment trends that were observed from data analysis. Items within the same construct correlated at a moderate to strong

level, ranging from 0.42 to 0.76, which indicated that all these items together reflected the theoretical concept. No problematic cross-loading of the items occurred; this supports the discriminant validity, showing that constructs were different from each other.

High reliability scores (from Cronbach's Alpha ranging from 0.87 to 0.91) supported the convergent validity in that items measuring the same construct converge toward a unified underlying concept. Strong internal consistency reinforces the view of each set of items as being a coherent scale. In general, the instrument showed strong validity on all dimensions. These validity checks confirm that the data collected are reliable, theoretically sound, and appropriate for advanced statistical analysis in subsequent sections.

4.7 Correlation Analysis

The correlations among the key study variables were examined to assess the strength and direction of the relationships between HR Practices, POS, and Remote Work Culture. Pearson's correlation coefficient was used, as it is suitable for continuous data with normally distributed variables. Preliminary assumption testing confirmed that these conditions were met. Findings provide initial empirical evidence supporting the hypotheses that HR Practices positively contribute to Remote Work Culture and that POS strengthens this association.

Correlation analysis results reveal that all three variables are positively and significantly related at $p < 0.01$, implying that increases in HR Practices and organizational support are positively associated with improvements in Remote Work Culture. Correlation values are presented in Table 4.4.

Table 4.4: *Correlation Matrix.*

Variables	HR Practices	POS	Remote Work Culture
HR Practices	1	0.612**	0.658**
Perceived Organizational Support (POS)	0.612**	1	0.594**
Remote Work Culture.	0.658**	0.594**	1

A strong positive correlation ($r = 0.658$) exists between HR Practices and Remote Work Culture, suggesting that effective HR interventions—such as digital communication systems, performance management frameworks, remote training, and employee well-being initiatives—strongly influence the development of a healthy and productive remote work environment. This finding aligns with existing literature emphasizing HR’s central role in shaping virtual team culture.

The correlation between HR Practices and POS ($r = 0.612$) indicates that supportive, transparent, and well-implemented HR systems increase employees’ perceptions of organizational care and value, consistent with Social Exchange Theory, which posits that supportive organizational practices reinforce employee trust and positive attitudes.

POS is moderately correlated with Remote Work Culture ($r = 0.594$), suggesting that employees who perceive higher organizational support are likely to report a more positive remote work culture. This reflects the importance of emotional and structural support in distributed work environments.

Overall, these correlations confirm positive relationships among the study variables and provide robust preliminary evidence for subsequent regression and moderation analyses, supporting the argument that HR Practices and organizational support jointly foster an effective remote work culture.

4.8 Regression Analysis

Regression analysis explored the direct effect of HR Practices on Remote Work Culture. Unlike correlation, regression allows examination of the extent to which HR initiatives predict variations in remote work culture across organizations. A simple linear regression model was applied to test the direct relationship between the independent variable (HR Practices) and the dependent variable (Remote Work Culture). Linearity, homoscedasticity, normality of residuals, and absence of multicollinearity were assessed before analysis, confirming satisfactory fulfilment of these assumptions.

The regression model produced statistically significant results, indicating that HR Practices substantially shape Remote Work Culture. Table 4.5 presents the model summary, and Table 4.6 provides regression coefficients.

Table 4.5: *Model Summary.*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate.
1	0.658	0.433	0.430	0.47231

The R value (0.658) indicates a strong positive relationship, and the R² (0.433) shows that 43.3% of the variation in Remote Work Culture is explained by HR Practices—a substantial proportion for social science research. This highlights the importance of HR policies such as remote communication, virtual performance management, digital training, and employee well-being initiatives.

Table 4.6: *Regression Coefficient*

Model	Unstandardized B	Std. Error	Beta	t-value	Sig.
(Constants)	1.214	0.181	—	6.707	0.000
HR Practices	0.705	0.056	0.658	12.589	0.000

Regression coefficients reveal that HR Practices significantly and positively influence Remote Work Culture ($\beta = 0.658$, $p < 0.001$). The unstandardized coefficient ($B = 0.705$) indicates that a

one-unit increase in HR Practices corresponds to a 0.705-unit increase in Remote Work Culture. The high t-value (12.589) further underscores the strength of this relationship. These results are consistent with the literature emphasizing HR's strategic role in enabling remote work through supportive policies, technology, and employee-centred practices.

Overall, regression analysis demonstrates that HR Practices are a significant predictor of Remote Work Culture, strongly supporting the primary hypothesis.

4.9 Moderation Analysis: POS as a moderator

In addition, moderation analysis was performed to see whether POS strengthens or weakens the relationship between HR practices and remote work culture. Although regression analysis in the previous section already confirmed that there is a strong direct influence of HR practices on remote work culture, testing for moderation allows for deeper insights by identifying whether the strength of this relationship varies with different levels of perceived organizational support. This confirms the theoretical assumption that supportive work environments would strengthen the effectiveness of HR initiatives, especially for remote teams that heavily rely on communication, trust, and emotional support.

For the moderation test, an interaction term was created by multiplying the standardized values of HR Practices and POS. The hierarchical regression approach was followed. In step one, entering HR Practices and POS allowed an assessment of the independent contribution of each of these variables. The interaction term was entered in step two to examine whether moderation occurred. Adding the interaction term increased R Square significantly, which suggests that the moderating effect is meaningful.

These results are statistically significant at $p < 0.01$, thus indicating that POS moderates the relationship between HR practices and remote work culture. More specifically, HR practices showed a stronger positive effect on the outcomes of a remote work culture when employees perceived a higher level of organizational support. This means that even well-designed HR interventions-such as digital performance management systems, remote training programs, and strategies of communication-become more effective when employees feel valued, supported, and recognized by their organization.

Table 4.7: Moderation Analysis.

Predictor	B	t-value	Sig.
HR Practices	0.46	7.22	0.000
POS	0.28	4.01	0.000
HR × POS	0.17	2.96	0.003

Graphical examination of the moderation effect confirmed that the slope of HR Practices on Remote Work Culture was steeper at high levels of POS and weaker at low levels. This indicates that low organizational support attenuates the influence of HR Practices on remote work culture. These findings highlight POS as a critical contextual factor, amplifying the impact of HR interventions in remote environments where recognition, responsiveness, empathy, and resources serve as support signals.

Overall, moderation analysis provides robust evidence that POS not only directly influences Remote Work Culture but also strengthens the effect of HR Practices.

4.10 Chapter Summary

This chapter presented the empirical findings through systematic data analysis. The results provide a comprehensive understanding of how HR Practices and POS contribute to the development of a remote work culture.

The effective response rate (86.96%) and diverse demographic profile across age, gender, education, industry, and experience support the reliability and generalizability of the findings. Descriptive statistics showed positive perceptions of HR Practices, POS, and Remote Work Culture, with mean scores ranging from 3.74 to 3.95. Reliability and validity analyses confirmed that the measurement instruments were robust, internally consistent, and theoretically sound.

Correlation analysis demonstrated significant positive relationships among all major variables, indicating that stronger HR initiatives and supportive organizational practices relate to enhanced remote work culture. Regression analysis confirmed that HR Practices significantly predict Remote Work Culture, explaining 43.3% of its variance, highlighting HR's role in facilitating digital collaboration, engagement, and trust.

Moderation analysis showed that POS strengthens the relationship between HR Practices and Remote Work Culture, emphasizing that organizational support amplifies the effectiveness of HR initiatives.

Overall, the findings provide empirical support for the study hypotheses and underscore the strategic importance of HR and organizational support mechanisms in developing effective remote work cultures. These results set the stage for discussion and implications in Chapter 5.

Chapter 5: Discussion, Conclusion and Recommendations

5.1 Introduction

Chapter 5 interprets the findings of the empirical analysis, presents their connection with the theoretical framework and existing literature, and intends to draw meaningful conclusions regarding the role of HR in building a sustainable remote work culture. It also reflects on the wider implications of these results for academic scholarship, organizational practice, leadership strategies, and policy development. Then, it outlines the limitations that arose during the course of the study and proposes avenues for future research in this area to gain further insights into remote work culture in evolving organizational environments.

This chapter aims to weave together the statistical findings from Chapter 4 with the conceptual grounding established in Chapter 2. Since the previous chapters have described the methodology and measured variables, and empirical results, this chapter will go beyond numerical outputs to discuss what these findings mean on a broader organizational context. Its interpretation focuses on the comprehension of how HR practices shape cultural experiences in virtual environments and how employees' perceptions of organizational support influence the effectiveness of HR interventions.

Consistent with the outline, the major sections of this chapter include: The key findings are discussed in great detail in Section 5.2, interpreting the strength and direction of the relationships identified from the quantitative analysis, along with implications. Section 5.3 describes the theoretical contributions of this study, showing how this research extends or reinforces the established frameworks, like Social Exchange Theory and Organizational Support Theory. Practical implications of the study involve addressing how organizations and HR departments could apply the results to strengthen digital collaboration and employee engagement in remote work environments, which is covered in Section 5.4.

Remote work has emerged as a significant signature of contemporary employment, hastened by rapid technological changes and global disruptions. In the face of a rising tide of organizations adopting completely remote or hybrid models, it has become critically important to understand the mechanisms that support a healthy culture of remote work. The results of this study signal the

strategic role of HR and organizational support systems in shaping the experiences, commitment, and collaboration outcomes of remote work.

In sum, Chapter 5 represents the interpretive and reflective part of the thesis, which links quantitative evidence to theoretical insights and practical realities. It provides an all-around understanding of how HR practices and organizational support create an enabling remote work culture.

5.2 Discussion of Key Findings

This section represents an interpretation of the main findings and places them within larger theoretical and empirical contexts. Each subsection covers one central research objective and hypothesis.

5.2.1 HR Practices Significantly Affect the Culture of Remote Work

One of the key results from this study is that HR practices are highly significant determinants of remote work culture. From a regression perspective, it was found that HR practices explain more than 43% of the variance in remote work culture; thus, they are crucial. This result also strongly resonates with global research in declaring that HR needs to transition beyond administrative roles and embrace strategic facilitation roles for digital collaboration.

The following elements of HR practices measured in the study included:

1. Virtual communication systems
2. Digital performance management
3. Remote training and development
4. Employee well-being initiatives
5. Digital Onboarding
6. Policies on flexibility and autonomy support

The mean score of 3.89 in the descriptive statistics reflects an overwhelming number of positive perceptions among the employees regarding the effort that HR is investing into taking care of remote work. Such findings are consistent with studies that argue that an effective HRM system

forms the basis for the support of organizational culture, particularly in those conditions when employees have to work from dispersed locations.

In remote settings, staff lean heavily on the systems and structures designed by HR departments. For example, virtual communication protocols become the backbone for collaboration, replacing face-to-face interaction. Virtual training programs enable employees to adapt to an ever-changing environment. Transparent performance management systems show staff what is expected of them and help connect them to the goals of the organization, even when they are physically far apart.

This research demonstrates that the HR function adding value through consistent, accessible, and employee-centred practices makes a marked difference in creating a culture of trust, engagement, accountability, and digital fluency. These are the very cultures that will help maintain productivity and morale across dispersed teams.

5.2.2 Perceived Organizational Support Moderates the Relationship between HR Practices and Remote Work Culture

Perhaps the biggest added value of this research is the empirical demonstration of how perceived organizational support strengthens the relationship between HR practices and remote work culture. The moderation analysis indeed showed that when employees feel valued, recognized, and supported by their organization, the positive impact of HR practices becomes significantly stronger on the remote work culture.

This result represents the core logic of the Organizational Support Theory, which says that employees form beliefs about the extent to which their organization values their contributions and cares about their well-being. When there is a strong support perception, employees are more likely to trust human resources initiatives and interpret them in a positive way.

For instance:

1. Training via web-based programs is not perceived as a necessity but as an investment in the growth of employees.
2. Company remote-work rules are seen as ways to enable autonomy, not as tools for commanding and controlling.
3. Communication platforms are seen more as platforms of collaboration, not surveillance.

By contrast, when POS is low, employees tend to be cynical or disengaged, thinking that HR programs are superficial or even inadequate. This mediating effect helps explain why the very same HR systems lead to distinctly different cultural consequences in different organizations: that organizational support functions as the emotional and psychological lens through which employees view HR practices.

This supports Social Exchange Theory, which purports that positive organizational treatment begets feelings of obligation, loyalty, and reciprocity. Organizational support is even more important in remote settings because employees commonly experience isolation, blurred personal-professional boundaries, and reduced interpersonal visibility. The results indicate that when employees feel supported, HR practices lead to stronger cohesion, engagement, and shared cultural values among remote teams.

5.2.3 Remote Work Culture-a New Organizational Imperative

The descriptive results have pointed out the highest mean score for remote work culture, with a mean of 3.95, indicating that employees perceive their remote environments positively. That means that a lot of organizations in Pakistan have effectively implemented remote and hybrid models, prioritizing digital transformation, structured virtual communication, and psychological support during remote operations.

This is in consonance with global trends, especially in the post-pandemic era, where remote work has moved from an emergency response to a sustainable organizational strategy. Literature indicates that the culture of remote work is influenced by several factors:

1. Clear communication
2. Trust between employer and employee
3. Access to resources
4. Leadership responsiveness
5. Peer collaboration
6. Flexibility and autonomy

Results of this study confirm that such factors exist in Pakistani organizations and are being strengthened through focused efforts of human resources and organizational support.

Furthermore, the strong correlations among the HR practices, POS, and remote work culture underscore the fact that organizational systems interlink even in virtual settings. The study also demonstrates that remote work culture cannot occur organically without structured HR interventions and supportive leadership. Remote work is not the simple rearrangement of physical arrangements but a transformation in organizational dynamics and cultural values.

5.3 Theoretical Implications

This section discusses how the study contributes to the HRM, organizational behavior, and remote work academic literature and theoretical frameworks.

5.3.1 Contributing to Literature on HRM and Remote Work

These findings also affirm that HRM is an influential player in the experience of working remotely. Remote work literature has been increasing rapidly, but evidence from developing economies, such as Pakistan, is still rare. This research contributes to that deficit by delineating how HR practices work in a different cultural, economic, and technological context than one occurring in the West, as most remote work research does.

The empirical evidence is thus provided for integrating the Digital HRM framework with the models of Remote Work Culture, emphasizing how human resource practices will have to be redesigned for dispersed teams. It extends the conversation beyond operational adjustments, like work-from-home policies, to cultural and psychological dimensions of remote work.

5.3.2 Extension of the Organizational Support Theory

This study strengthens the literature on organizational support by showing how POS moderates the relationships of HR–culture in remote settings. This is important because most prior studies have examined POS as a direct predictor of, for instance, job satisfaction, commitment, or performance, instead of as a moderator in culturally oriented outcomes.

Remote work diminishes face-to-face interactions, and emotional and structural support becomes even more vital. This is an empirical proof that POS acts as a psychological amplifier in enabling employees to embrace HR initiatives more positively.

5.3.3 Reinforcing Social Exchange Theory

The research affirms the reciprocity mechanisms of Social Exchange Theory by identifying the role of supportive HR practices. The supportive HR interventions demonstrate that the

organization cares, and as such, employees respond by being engaged, committed, and adhering to a positive remote culture. The moderating role of POS underlines the fact that perceptions of employees are as important as HR systems per se. Even a technically sound HR program will not work if employees do not perceive the organization as genuinely supportive.

5.4 Practical Implications

This study has a number of practical implications for HR professionals, organizational leaders, managers, and policymakers looking to further the remote work culture. The findings underpin that the potential of developing a positive remote work culture is realized through intentional, well-designed HR practices that are supported by organizational structures fostering trust and well-being.

This would therefore imply the development of better digital HR infrastructure in organizations. HR needs to be proactive and implement systems that enable collaboration remotely through methods such as digital communication platforms, virtual onboarding, and online performance management systems. These tools help employees navigate remote environments more effectively and foster a sense of continuity and structure.

Another important implication is the emphasis on employee well-being and emotional support. Perceived organizational support emerged as a significant moderator, indicating that employees respond more positively to HR practices when they feel valued and cared for. Organizations should, therefore, invest in wellness programs, recognition initiatives, and supportive communication strategies that reinforce a culture of empathy and responsiveness. Leadership is also important in translating HR strategies into cultural outcomes. Leading remotely demands certain new competencies: digital communication skills, emotional intelligence, and the management of teams without micromanaging. The organizations have to provide leadership development programs that help managers lead in virtual environments. The findings also indicate clarity of policies and thoroughness. The policies of working remotely need to address expectations on communication, performance evaluation, use of technology, and work-life balance. Clear-cut policies avoid ambiguity and ensure employee alignment with cultural norms. Finally, the study shows that policymakers can contribute by promoting digital transformation at

the national level through encouraging investments in technology infrastructure, flexible work arrangements, and guidelines for remote work practices. In general, the practical implications highlight a strategic and integrated approach toward remote work management—a combination of HR practices with organizational support and leadership behaviors to create a strong and sustainable culture of remote work.

5.5 Managerial implications:

The findings of this study offer several important managerial implications for organizations transitioning to or operating within remote and hybrid work environments. The results highlight that HR practices play a strategic role in shaping remote work culture and that perceived organizational support significantly strengthens this relationship. Managers and organizational leaders can leverage these insights to improve employee engagement, performance, and cultural cohesion in remote settings.

First, managers should recognize HR practices as strategic enablers rather than administrative functions. The study demonstrates that well-designed HR practices—such as remote onboarding, digital performance management, virtual training programs, and structured communication systems—significantly influence remote work culture. Managers should collaborate closely with HR departments to ensure that these practices are consistently implemented and aligned with organizational goals. Clear expectations, transparent evaluation criteria, and accessible HR support systems help remote employees feel connected and accountable, despite physical distance.

Second, the moderating role of perceived organizational support indicates that managers must actively foster a supportive and empathetic work environment. Managers should demonstrate care for employee well-being through regular check-ins, recognition of achievements, flexibility in work arrangements, and responsiveness to employee concerns. Such behaviors strengthen employees' perceptions of organizational support, thereby enhancing the effectiveness of HR initiatives and reinforcing positive cultural norms.

Third, managers need to adapt leadership styles for remote contexts. Traditional supervisory approaches based on physical monitoring are less effective in remote environments. Instead, managers should adopt outcome-based performance management, trust-based supervision, and

participative decision-making. Training managers in digital leadership skills, emotional intelligence, and virtual communication is essential to ensure effective coordination and relationship-building within remote teams.

Fourth, the findings suggest that managers should prioritize employee autonomy and work-life balance. Excessive monitoring or rigid scheduling can weaken remote work culture and reduce employee motivation. Managers should encourage flexibility, allow employees to manage their work schedules, and focus on deliverables rather than time spent online. This approach fosters trust and enhances employee commitment.

Finally, managers should ensure continuous feedback and communication. Regular virtual meetings, feedback sessions, and team-building activities help maintain alignment and strengthen social connections among remote employees. By integrating supportive leadership behaviors with structured HR practices, managers can create a resilient and cohesive remote work culture.

Overall, the study emphasizes that effective managerial action—grounded in trust, support, and strategic HR collaboration—is essential for sustaining successful remote work environments.

5.6 Conclusion

The study examined how HR practices help in building a remote work culture and explored the moderating effect of perceived organizational support on this relationship. The results indicate that there is a strong and significant influence of HR practices on remote work culture, proving that successful HR interventions are of prime importance to mold appropriate remote working environments. It has also been established that POS strengthens the impact of HR practices, which indicates that organizational support merely serves as an additive rather than an integrating variable that enhances the overall effectiveness of HR strategies.

Empirical evidence from a sample of 200 remote and hybrid employees suggests that remote work culture is constructed through a mix of structured HR systems and supportive organizational behaviors. It was observed that HR practices in virtual performance management, remote training, digital communication systems, and wellbeing initiatives made significant contributions to the cultural norms constituting employee experiences within the contexts of remote work. The

regression results showed that HR practices explained 43.3% of the variance in remote work culture, hence central.

Furthermore, the moderation analysis disclosed that POS strengthens the relationship between HR practices and remote work culture. Workers who perceive that their organizations genuinely support them are more responsive to HR initiatives, show more engagement in processes of remote work, and are more aligned with the values of the organization. This strengthens the theoretical approach, suggesting that organizational support strengthens commitment and provides greater cultural integration among employees, especially in remote contexts where feelings of isolation could be perceived.

The results therefore support key theoretical frameworks such as Social Exchange Theory and Organizational Support Theory by showing how employee perceptions influence organizational outcomes. The study offers key takeaways for organizations adopting or refining remote and hybrid work models.

In sum, it follows that HR practices and organizational support are interdependent elements in developing an appropriate remote work culture. It follows from the findings that working remotely will be successful based not only on technological infrastructure but also on the human-centered approach that would successfully enhance trust, engagement, communication, and well-being. It is only when an organization invests in structured HR systems and supportive leadership behaviors that its potential for constructing a resilient and cohesive culture of remote work increases.

5.7 Recommendations

Based on the results of this study, a number of recommendations can help organizations reinforce their cultures of remote work. These recommendations are targeted at the HR professional, leaders, and policymakers influencing the design and implementation of policies related to working remotely.

First, organizations need to enhance their digital HR infrastructure through reliable communication platforms, AI-enabled HRM systems, remote onboarding portals, and digital performance dashboards. Such tools standardize processes, ensure transparency, and assure continuity of

communication, which is key for remote workers who would, by and large, depend on digital systems for guidance and collaboration.

Therefore, organizations must ensure employment well-being and emotional support, since the positive response of POS significantly moderated the relationship of HR practices with remote work culture. HR departments may need to develop holistic wellness programs, mental health support services, employee assistance programs, and regular check-in mechanisms that make remote employees feel valued and supported.

Third, there is a need for training the leadership on remote management. The leaders need training on virtual communication, conflict resolution, empathy, and building trust. In work-from-home conditions, leaders must be capable of maintaining visibility and accessibility without falling into the trap of micromanagement. For this, leadership strategies need to be changed from task-monitoring to outcome-based assessment.

Fourth, an organization should implement clear and transparent policies on remote work. Communication expectations, response times, digital security protocols, performance evaluation criteria, and guidelines for balancing work and personal responsibilities should be clearly pointed out in the policy. Clear policies reduce ambiguities and help employees align with the norms of the remote work culture.

Fifth, employee autonomy must be encouraged. Freedom to organize a work schedule and independently choose ways of working positively influences the performance of remote employees. In this respect, HR management is expected to encourage flexibility, avoid excessively rigid monitoring, and orient staff toward results rather than processes.

Finally, the policymakers can support organizational strategic efforts in promoting national-level digital transformation and flexible work regulations and providing guidelines on remote work standards.

These recommendations can be implemented to enhance the appropriateness of HR strategies, organizational support, and leadership behaviors toward developing resilient, productive, and positive remote work cultures.

5.8 Limitations of the Study

Yet, though this study gives some useful insights, a few limitations must be recognized for the contextual application of this work. All of these limitations were identified to guide future studies and create balanced interpretations of the results.

First, the entire study was based only on self-reported data from questionnaires, which may introduce a number of response biases, such as social desirability or subjective interpretation of Likert-scale items. Anonymous responses do reduce this type of bias; however, self-reporting cannot avoid inaccuracies altogether.

Second, the research had a cross-sectional design; thus, it captured perceptions at only one point in time. Remote work is dynamic, and employee experiences can evolve as organizations refine their digital processes. A longitudinal study would give far greater insights into how HR practices and organizational support influence remote work culture over time.

Third, the sample for the study was mainly selected among employees in remote and hybrid settings across selected industries. Although this was a diverse sample, this limits the generalizability of the findings. Those that required physical presence, such as manufacturing and healthcare sectors, were excluded; for these, the dynamics at work during remote work might be entirely different.

Fourth, this study looked at three important constructs of interest, including HR practices, POS, and remote work culture. Although these are important, other critical variables include leadership style, digital literacy, job autonomy, organizational communication climate, and employee personality traits that were not considered. With the addition of those variables, more depth could be added to the understanding of remote work dynamics.

Fifth, the quantitative approach cannot fully capture the experiences of remote workers beyond statistical relationships. Qualitative insights through interviews or focus groups may give deeper context about challenges, emotions, and interpersonal dynamics inherent in working remotely.

Finally, this research relied on participants' access to the internet and digital competence—elements that are limiting for less technologically fortunate test persons, which is a selection bias relevant to remote work research.

Although these grounds might limit the scope of the findings, the study lays a very strong foundation for conceptualizing how HR and organizational support influence remote work culture. Future studies can build on these limitations to deepen and expand the research.

5.9 Future Research Directions

The evolving nature of remote work is bound with opportunities for future research. From the limitations and findings of the present study, a few directions are recommended to further scholarly understanding and the practical implementation of remote work strategies.

First, future studies need to employ a longitudinal research design to trace the changes in remote work culture. This could capture more intricate details of how changing HR practices and organizational support influence employee experiences at various phases of organizational transformation.

Second, mixed-method approaches are much needed in future research, integrating qualitative data through interviews, case studies, or focus groups. Qualitative insights can uncover deeper emotional and psychological aspects of remote work than what any quantitative survey can fully capture.

Third, future models should include added variables. For instance:

1. Digital literacy can affect employees' ability to get used to the systems of remote work.
2. Especially, transformational and servant leadership styles can significantly shape the remote work culture.
3. More nuanced understanding of remote work may come from job autonomy, work-life balance, and team trust.

Fourth, some comparative studies across countries or cultures may research how remote work culture differs in different socio-economic contexts. For example, developing economies have their own set of challenges in digital infrastructure, leadership styles, and employee expectations.

Fifth, future studies should focus more on hybrid work models, which have recently become increasingly common. Understanding how HR practices vary between fully remote and hybrid setups can provide useful guidance for organizations transitioning between these modes.

Sixth, sector-specific studies may be performed to provide insights into certain areas of education, healthcare, finance, and public administration.

Finally, future studies can investigate how the adoption of AI-driven HR practices, remote monitoring technologies, and digital mental health tools shape employee perceptions and remote work culture. The more embedded technology becomes within these HR systems, the more pertinent psychological and ethical implications there are that will need examination.

Future research should build on the current study to gain deeper insights and support organizations in developing remote work environments that are resilient, adaptive, and employee-centred.

5.10 Summary

This chapter synthesized the major findings of the study, connected such to theoretical frameworks, and outlined practical and academic contributions. It was proven that HR practices have a meaningful impact on remote work culture, perceived organizational support enhances this relationship, and, therefore, confirms the critical interplay between structural HR interventions and relational organizational behaviors.

The discussion section highlighted how remote work culture is a result of deliberate HR practices like digital communication systems, remote training, initiatives aimed at ensuring the well-being of workers, and performance management frameworks. These practices provide a structured environment in which workers can remain productive while working remotely. The moderating effect of POS further underlined that employees' emotional perceptions and feelings of appreciation strengthen the impact of such HR systems. It also presented the theoretical implications of our findings, discussing how the contributions add to the literature on HRM, Organizational Support Theory, and Social Exchange Theory. Our study extends these frameworks by demonstrating how psychological perceptions and organizational systems interact in remote work contexts. Practical implications were provided for HR professionals, leaders, and policymakers. In this regard, recommendations included developing a digital HRM system, focusing on the well-being of the employees, training leaders for virtual management, and providing comprehensive remote work policies. These recommendations aim to help organizations cultivate resilient and cohesive remote work cultures. The chapter also recognized a number of

limitations: the reliance on self-reported data and the lack of qualitative insights. Besides that, the authors have suggested several avenues for future research: longitudinal studies, mixed-method designs, additional moderators and mediators, and cross-cultural comparisons. Chapter 5 summed up the research findings into a comprehensive interpretation that substantiated the hypothesis that it is the combined features of HR practices and organizational support which shape appropriate work cultures for working remotely. The insights drawn from this study can help organizations develop better strategies for remote work that build trust, engagement, well-being, and collaboration.

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Appendices:

Appendix A: Survey Questionnaire:

Section 1: Demographic Information:

(Please select the most appropriate option):

1. Gender.

- Male
- Female

2. Age.

- 20-29
- 30-39
- 40-49
- 50 and above

3. Education Level.

- Bachelor's
- Masters
- MPhil/MS
- PhD

4. Work Mode.

- Fully Remote
- Hybrid

5. Industry.

- IT
- Banking
- Education
- Telecom
- Services

- Other. _____

6. Work Experience.

- 1-3 years
- 4-6 years
- 7-10 years
- 10+ years

Section 2: HR Practices

(Strongly disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

1. My organization deploys efficient digital communication systems that enable remote working.
2. HR has set clear boundaries for working from home.
3. Remote performance evaluations are fair and transparent.
4. The HR provides training and development that's best suited for remote employees.
5. My organization supports employees' well-being in remote settings.
6. HR policies facilitate collaboration among remote teams.
7. HR provides timely support if issues with working from home arise.

Section 3: Perceived Organizational Support.

(Strongly disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5)

1. My workplace values my input.
2. My organization values my well-being.
3. My company offers assistance in situations where I experience issues related to work.
4. My organization values my work.
5. My needs for telecommuting are taken into consideration by my organization.
6. My organization provides support for professional development.

Section 4: Remote Work Culture

(Strongly Disagree=1.Strongly Agree=5)

1. Communication practices in my company promote working remotely in teams.
2. There is trust among members of my distributed team.
3. Leaders are available as support when working from home.
4. "Remote collaboration tools are efficient and easy to use."
5. This promotes autonomy in performing offshore tasks.
6. My team has a positive and cohesive telecommuting work environment.
7. Values in organizations are effectively disseminated in remote areas.

Appendix B: Participant Consent Form

Research Title:

The Role of HR in Developing a Remote Work Culture

Researcher

Rida Naqvi – MBA/Master's Candidate

Purpose of the Study:

The purpose of this research study is to investigate how HR practices affect the work culture of remote working, as a function of POS.

Participant Rights:

Participation is voluntary.

Whenever you like, you are able to withdraw.

All of your answers will be anonymous.

Data will be used for purely academic pursuits.

"Statement of Consent":

I acknowledge that I have read and understood the information that has been given to me. I willingly participate in this research.

Participant Signature: _____

Date: _____

Appendix C: Pilot Test Summary

Before delivering this final survey, a pilot test was also done with a sample of 20 respondents who were either working from home or in a hybrid model.

Pilot Testing Aims

- To assess the validity of survey questions
- To find ambiguous and redundant statements
- To increase readability and make for a logical flow, it has
- To make it relevant

Findings from Pilot Test

- All respondents were able to complete their survey without difficulty.
- Some minor changes were introduced in wording, reducing the complexity of long statements.
- The respondents were able to understand and easily follow the Likert scales.
- Internal Consistency Results:
 - HR Practices: $\alpha = 0.86$
 - POS: $\alpha = 0.84$
 - Work from Home Culture: $\alpha = 0.88$

Conclusion

The pilot test ensured that it was reliable, understandable, and suitable for large-scale data gathering.

Appendix D: Reliability Output

Cronbach's Alpha Summary.

Construct	Items	Cronbach's Alpha
HR Practices	10	0.89
Perceived Organizational Support	8	0,87
Remote Work Culture	12	0.91

Appendix E: Correlation Matrix.

(SPSS Output).

Variables	HR Practices	POS	Remote Work Culture.
HR Practices	1	0.612**	0.658**
Perceived Organizational Support (POS)	0.612**	1	0.594**
Remote Work Culture.	0.658**	0.594**	1

Appendix F: Regression Output.

Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate.
1	0.658	0.433	0.430	0.47231

Regression Coefficient.

Model	Unstandardized B	Std. Error	Beta	t-value	Sig.
(Constants)	1.214	0.181	—	6.707	0.000
HR Practices	0.705	0.056	0.658	12.589	0.000

Appendix G: Moderation Analysis Output.

Moderation Analysis.

Predictor	B	t-value	Sig.
HR Practices	0.46	7.22	0.000
POS	0.28	4.01	0.000
HR × POS	0.17	2.96	0.003