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OPTIMIZING REMOTE WORK STRATEGIES TO ENHANCE EMPLOYEE PRODUCTIVITY IN A BUSINESS START-UP

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ABSTRACT

The increasing adoption of remote work among business start-ups has created a need to understand how remote work strategies influence employee productivity. However, limited empirical evidence exists on this relationship in financial technology start-ups. This study aimed to determine the extent of implementation of remote work strategies and their relationship with employee productivity among remote customer service employees of SoLo Funds, an online business start-up based in Los Angeles, California. The findings served as the basis for the development of an Employee Productivity Enhancement Plan. The study employed a quantitative descriptive-correlational research design using the total population enumeration method involving thirty-three (33) remote employees. Data were collected through an adapted structured questionnaire and analyzed using frequency, percentage, weighted mean, and Pearson Product-Moment Correlation. The findings revealed that the respondents Strongly Agreed that remote work strategies were effectively implemented, with an overall weighted mean of 4.70, while Remote Management Style obtained the highest rating (WM = 4.76). Employee productivity was likewise rated Strongly Agree, with an overall weighted mean of 4.69, and Employee Engagement and Satisfaction received the highest mean (WM = 4.77). Correlation analysis showed significant positive relationships between remote work strategies and work quality, employee engagement and satisfaction, and overall employee productivity. However, no significant relationship was found between remote work strategies and task efficiency; thus, the null hypothesis was partially rejected. The findings imply that strengthening remote leadership, job design, and the digital work environment can enhance employee productivity. Consequently, an Employee Productivity Enhancement Plan was developed to optimize remote work strategies and sustain employee productivity in a fully remote business start-up environment.

KEYWORDS: *Remote Work Strategies, Employee Productivity, Remote Management Style, Digital Work Environment, Employee Productivity Enhancement Plan, Quantitative Descriptive-Correlational Research*

INTRODUCTION

The rapid advancement of digital technologies has transformed the workplace, leading many organizations, particularly business start-ups, to adopt remote work arrangements. Remote work offers benefits such as flexibility, reduced operational costs, and access to a broader talent pool (International Labour Organization, 2021). However, it also presents challenges related to communication, supervision, collaboration, and employee productivity, highlighting the need for effective remote work strategies to support employee performance.

Employee productivity is a crucial factor in organizational success, particularly in start-up environments where employees play an important role in achieving organizational goals. Productivity encompasses employees' ability to complete tasks efficiently, maintain work quality, and remain engaged in their work (Robbins & Judge, 2022). According to Armstrong and Taylor (2023), productive employees contribute to organizational effectiveness and competitiveness. In remote work settings, productivity may be associated with factors such as job design, management practices, and the digital work environment.

Effective remote job design, characterized by task autonomy, role clarity, and manageable workloads, has been associated with employee motivation and performance (Morgeson et al., 2022; Wang et al., 2021). Similarly, management practices such as effective communication, performance feedback, and employee support are related to employee engagement and productivity despite physical separation from supervisors and colleagues (Banks et al., 2021; Contreras et al., 2022). In addition, reliable digital technologies and collaboration platforms support employees in performing their tasks and minimizing work disruptions (Carillo et al., 2021; Waizenegger et al., 2022).

These considerations are particularly relevant to home-based customer service employees who rely heavily on digital communication and collaboration tools in performing their responsibilities. While remote work provides flexibility and may support work-life balance, employees may also encounter household distractions, social isolation, communication difficulties, and other challenges that may be related to their productivity (Allen et al., 2021; Wang et al., 2021). In the Philippines, studies have likewise reported that remote work

arrangements may be associated with employee performance when supported by appropriate management systems and digital resources (Dizon et al., 2022; Pontanoza, 2023).

Although remote work has been increasingly adopted by various organizations, limited research has examined the relationship between specific remote work strategies and employee productivity within business start-ups, particularly among home-based customer service employees. This study addresses this gap by examining the case of SoLo Funds, an online business start-up based in Los Angeles, California. However, the study is specifically limited to the remote customer service department of SoLo Funds. Thus, the findings are intended to describe the conditions and relationships observed among the employees included in this study and should not be generalized to all business start-ups or to other departments or employee groups within SoLo Funds. This delimitation provides a specific organizational context for examining how remote work strategies are related to employee productivity.

The study focuses on three dimensions of remote work strategies: remote job design, remote management style, and digital work environment. Employee productivity is examined in terms of task efficiency, work quality, and employee engagement and satisfaction. Using a descriptive-correlational research design, the study determines the extent of implementation of remote work strategies, the level of employee productivity, and the significant relationships between these variables. The study therefore uses terms such as relationship, association, and related to rather than implying a direct causal influence.

The study also supports Sustainable Development Goal 8 (SDG 8): Decent Work and Economic Growth, which promotes sustained, inclusive, and sustainable economic growth, productive employment, and decent work for all. By examining remote work practices and employee productivity within a business start-up setting, the study contributes to the understanding of workplace practices that may support productive and sustainable employment in digitally enabled work environments. The proposed Employee Productivity Enhancement Plan further supports this objective by providing practical strategies to strengthen remote job design, management practices, employee engagement, and the digital work environment.

Therefore, this study aims to determine the extent of implementation of remote work strategies at SoLo Funds in terms of remote job design, remote management style, and digital work environment; assess the level of employee productivity in terms of task efficiency, work quality, and employee engagement and satisfaction; and determine the significant relationships between remote work strategies and employee productivity among remote customer service employees. The findings will serve as the basis for the development of an Employee Productivity Enhancement Plan designed specifically for the remote customer service work context of SoLo Funds.

REVIEW OF RELATED LITERATURES

Job Demands–Resources (JD-R) Model

The Job Demands–Resources (JD-R) Model, proposed by Arnold Bakker and Evangelia Demerouti (2007), as refined in recent literature, explains employee productivity as a function of the balance between job demands and job resources. Job demands refer to aspects of work that require sustained cognitive, emotional, or physical effort and may result in strain when excessive. In remote customer service work, these demands often include continuous customer interactions, emotional regulation, multitasking, performance monitoring, and prolonged screen time. Studies emphasize that unregulated job demands in remote environments can negatively affect task efficiency, work quality, and employee engagement (Bakker, Demerouti, & Sanz-Vergel, 2023; Lesener et al., 2021).

Conversely, job resources are aspects of work that help employees manage demands, accomplish work goals, and sustain motivation. In this study, job design, management style, and the digital work environment are conceptualized as primary job resources. Job design includes task clarity, workload distribution, autonomy, and role alignment, all of which are critical in remote arrangements where employees work independently. Empirical evidence suggests that well-structured job design significantly enhances task efficiency and work quality among remote workers (Wang et al., 2021; Parker, Knight, & Ohly, 2023).

Management style functions as an important job resource within the Job Demands–Resources (JD-R) Model because supportive leadership can help employees manage job demands, maintain motivation, and achieve work goals. In remote work settings, supportive, communicative, and participative management practices provide employees with guidance, performance feedback, recognition, and emotional support despite limited face-to-face interaction. Recent research has shown that effective virtual leadership characterized by trust, clear communication, empowerment, and timely feedback is positively associated with employee engagement, work quality, and performance in remote work environments (Contreras et al., 2022; Banks et al., 2021). These mechanisms are particularly relevant to the present study because Remote Management Style is examined as one of the major dimensions of remote work strategies influencing employee productivity.

The digital work environment represents another important job resource within the JD-R framework. It includes the communication platforms, performance monitoring systems, data access tools, collaboration technologies, and technical support required for employees to perform their responsibilities remotely. Adequate and reliable digital resources can facilitate communication, coordination, information access, and task execution, thereby supporting work quality and employee engagement. Research has demonstrated that the availability and usability of digital technologies are important factors in enabling employees to adapt effectively to remote work and

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maintain performance (Carillo et al., 2021; Molino et al., 2022). In the present study, the digital work environment is therefore examined as a component of remote work strategies and as a potential contributor to employee productivity.

Social Exchange Theory (SET)

While the JD-R Model explains productivity from a structural and resource-based perspective, Social Exchange Theory (SET) explains productivity through relational and perceptual mechanisms. SET posits that employees develop reciprocal relationships with their organization based on the support, fairness, and resources they receive. When employees perceive that the organization invests in their well-being and success, they are more likely to reciprocate through higher commitment, engagement, and performance (Cropanzano et al., 2023).

In remote work arrangements, perceptions of organizational support become particularly salient due to reduced face-to-face interaction. Management communication, recognition, access to resources, and responsiveness to employee concerns signal organizational care and fairness. Recent SET-based studies show that perceived organizational support strengthens employee engagement and satisfaction, which in turn enhances productivity and work quality in virtual work environments (Eisenberger et al., 2020; Caesens, Nguyen, & Stinglhamber, 2022).

The integration of the JD-R Model and Social Exchange Theory provides a comprehensive explanation of how remote work strategies affect employee productivity. Job design, management style, and the digital work environment function simultaneously as job resources and as indicators of organizational support. When these strategies are effectively implemented, employees are better equipped to manage job demands and are more motivated to exert effort, resulting in improved task efficiency, higher work quality, and stronger engagement and satisfaction.

Complementing these, Self-Determination Theory (SDT) highlights that fulfilling employees' psychological needs for autonomy, competence, and relatedness enhances motivation and productivity (Ryan & Deci, 2021). Herzberg's Two-Factor Theory distinguishes between hygiene factors, such as working conditions and digital tools, and motivators, like recognition and achievement, which together impact job satisfaction and performance (Suwanakul et al., 2022). Additionally, the Technology Acceptance Model (TAM) explains that the perceived usefulness and ease of use of digital platforms significantly affect employees' adoption, engagement, and productivity in remote work settings (Venkatesh et al., 2022).

The study conceptualizes remote work strategies—specifically job design, management style, and the digital work environment—as independent variables that influence employee productivity, operationalized as task efficiency, work quality, and engagement and satisfaction. Job resources and digital tools, supported by leadership and motivation, enhance performance in line with the JD-R and SDT perspectives. Simultaneously, SET and Herzberg's framework explain how perceived support and satisfaction drive employee commitment, while TAM underscores the role of digital tools in enabling effective remote work.

Together, these theories provide a multi-dimensional lens for understanding the factors that optimize remote employee productivity in start-up organizations. Based on this framework, the study aimed to provide an evidence-based basis for developing an Employee Productivity Enhancement Plan that would sustain effective remote work practices, strengthen areas requiring continuous improvement, and further enhance work quality, employee engagement and satisfaction, and overall productivity among remote employees at SoLo Funds.

Research Methodology

This study employed a quantitative descriptive-correlational research design to examine the relationship between remote work strategies and employee productivity among the home-based Customer Service Department personnel at SoLo Funds, a financial technology start-up headquartered in Los Angeles, California. A descriptive design was utilized to profile respondents and ascertain the extent of implementation regarding remote work strategies (categorized by job design, management style, and digital work environment) alongside employee productivity levels (measured via task efficiency, work quality, and engagement), as supported by Creswell and Creswell (2018). Concurrently, a correlational component measured the strength and direction of the association between these variables without environmental manipulation (Polit & Beck, 2021). The target population comprised a total enumeration of thirty-three (33) home-based employees—consisting of twenty-eight (28) Customer Service Agents, three (3) Team Leaders, and two (2) Supervisors geographically distributed across the Philippines (30) and Mexico (3). Given the manageable and accessible population size, a total population enumeration (census method) was deployed to eliminate sampling error and secure comprehensive institutional insights (Sharma, 2017).

Data collection was administered through a structured online questionnaire adapted from validated instruments, specifically incorporating the Job Characteristics Scale (Hackman & Oldham, 1975) and the remote work productivity framework of Bélanger and Watson-Manheim (2006). The research procedure unfolded in three distinct phases: pre-data collection (securing institutional approval, expert validation of instruments, and obtaining informed consent), during data collection (distributing the digital survey and monitoring retrieval across dispersed locations), and post-data collection (reviewing data integrity, coding, and tabulating responses). A five-point

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Likert scale (ranging from 1.00 for Strongly Disagree to 5.00 for Strongly Agree) was utilized to quantify perceptions, with scale appropriateness grounded in the guidelines established by Boone and Boone (2012).

The gathered data were analyzed using both descriptive and inferential statistical tools to address the research objectives. Frequency counts, percentages, and weighted means were computed to summarize the respondents' demographic profiles and evaluate the perceived levels of remote work strategies and employee productivity (Creswell & Creswell, 2018; Boone & Boone, 2012). Furthermore, the Pearson Product-Moment Correlation coefficient was utilized to test the significant relationship between the variables, a statistical approach validated for assessing degrees of association without experimental manipulation (Polit & Beck, 2021; Hair et al., 2022). Ultimately, the synthesized empirical findings functioned as the foundational framework for developing a targeted Employee Productivity Enhancement Plan designed to optimize virtual operational practices at SoLo Funds.

RESULTS AND DISCUSSIONS

Profile of the Respondents

The demographic profile of the thirty-three participating employees at SoLo Funds illustrates a predominantly young, gender-balanced, well-educated, and experienced workforce suited for remote operations. Specifically, the age distribution reveals that the majority of respondents fall within the twenty-five to thirty-four age bracket (sixty-one percent, n=20) and the thirty-five to forty-four age bracket (thirty percent, n=10), with very few participants aged forty-five and above (six percent, n=2) or eighteen to twenty-four (three percent, n=1). This composition reflects a tech-savvy group with strong digital competencies and resilience, aligning with findings by Wang et al. (2021) and Allen et al. (2021), who noted that early-to-mid career professionals demonstrate higher adaptability and flexibility in virtual environments. Furthermore, gender distribution shows an almost equal split between female (fifty-two percent, n=17) and male (forty-eight percent, n=16) personnel, ensuring a comprehensive assessment that minimizes potential gender bias. This balance supports the observations of Carillo et al. (2021) and Ipsen et al. (2021), who emphasized that equitable organizational policies allow both male and female staff to achieve comparable levels of performance and engagement under remote structures.

In terms of civil status and educational attainment, the workforce is characterized largely by single individuals and highly qualified professionals. Over half of the respondents are single (sixty-four percent, n=21), while married employees constitute thirty-three percent (n=11) and three percent (n=1) preferred not to disclose, a breakdown that mirrors findings by Shockley et al. (2021) regarding how varying family structures influence schedule flexibility and work-life balance. Regarding educational background, a vast majority hold a Bachelor Degree (sixty-one percent, n=20) or higher, including twelve percent (n=4) with Master Degrees and twenty-one percent (n=7) at the college level, alongside minimal representation from high school graduates (six percent, n=2). This academic foundation endows employees with advanced analytical skills and self-management capabilities, corroborating Contreras et al. (2022) and Kniffin et al. (2021), who asserted that higher education directly correlates with digital literacy and remote work readiness.

Finally, organizational tenure and job positions highlight a stable workforce anchored by frontline operational staff. Most respondents have a tenure of one to three years (sixty-one percent, n=20) or four to six years (thirty-three percent, n=11), indicating sufficient familiarity with SoLo Funds culture, policies, and remote platforms, consistent with Parker et al. (2022) on the performance benefits of accumulated organizational experience. Job roles comprise primarily Customer Service Representatives (eighty-five percent, n=28), supported by Team Leaders (nine percent, n=3) and Supervisors (six percent, n=2). This structural hierarchy ensures that frontline execution is appropriately balanced with managerial insights, reinforcing Wang et al. (2021) and Kniffin et al. (2021) on the necessity of coordinated participation across all organizational tiers to sustain accountability and productivity in virtual business models.

Remote Work Strategies

This study evaluated the extent of implementation of remote work strategies at SoLo Funds across three core dimensions: remote job design, remote management style, and digital work environment. According to Wang et al. (2021) and Choudhury et al. (2021), sustainable remote operations require a balanced integration of clear job roles, supportive leadership practices, and reliable technological infrastructures to elevate employee engagement, flexibility, and operational effectiveness. The empirical findings revealed an overall weighted mean of 4.70 (SD = 0.35), indicating that respondents strongly agreed that these remote work strategies were successfully implemented. This demonstrates that SoLo Funds has created an organizational model that effectively synchronizes operational structures with employee needs in a virtual setting.

Among the specific dimensions, remote job design achieved an overall weighted mean of 4.70 (SD = 0.37), led by high ratings in role clarity (4.85), task autonomy (4.66), and workload management (4.60). These results signify that employees possess a precise understanding of their responsibilities and enjoy sufficient independence to manage schedules, which aligns with the framework of Wang et al. (2021) and the findings of Galanti et al. (2021) regarding how autonomy reduces stress and builds work motivation. Furthermore, remote management style recorded the highest dimension mean of 4.76 (SD = 0.38), driven by work style requirements (4.81), behavioral expectations (4.79), and team dynamics (4.69). These high evaluations highlight the critical value of e-leadership,

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matching insights from Contreras et al. (2022), Ipsen et al. (2021), and Waizenegger et al. (2021) concerning how active communication, trust-building, and clear behavioral norms minimize professional isolation and cultivate team cohesion.

The digital work environment also received robust support, yielding an overall weighted mean of 4.65 (SD = 0.48) anchored by virtual collaboration (4.70), technology availability (4.63), and system reliability (4.62). This indicates that employees are equipped with dependable virtual platforms and stable digital tools that facilitate smooth communication and task completion across geographical distances. Such outcomes corroborate the assertions of Waizenegger et al. (2021), Choudhury et al. (2021), and Carillo et al. (2021), who emphasized that robust digital readiness directly reinforces coordination, operational efficiency, psychological well-being, and long-term organizational commitment among remote workers.

The results confirm that remote management style, remote job design, and digital work environment operate as interdependent pillars of organizational success. The high ratings across all categories reinforce the conclusions of Kniffin et al. (2021) and Wang et al. (2021), demonstrating that technology alone is insufficient without accompanying managerial support and structured workflows. Consequently, the proven effectiveness of these integrated strategies establishes a solid operational foundation for SoLo Funds to sustain high employee productivity, secure organizational resilience, and support continuous growth in a decentralized work environment.

Employee Productivity

This study evaluated the level of employee productivity among remote customer service personnel at SoLo Funds across three core dimensions: task efficiency, work quality, and employee engagement and satisfaction. According to Kniffin et al. (2021) and Wang et al. (2021), modern assessments of remote productivity must extend beyond mere task completion to encompass overall professional efficiency, output quality, and psychological well-being. The empirical findings yielded an overall weighted mean of 4.69 (SD = 0.33), indicating that respondents strongly agreed that high productivity levels were consistently achieved. This demonstrates that SoLo Funds has successfully fostered a remote operational environment where employees can fulfill organizational duties effectively without traditional physical supervision.

Among the specific areas, task efficiency obtained an overall weighted mean of 4.68 (SD = 0.43), anchored by strong indicators in time management (4.77) and timeliness of task completion (4.59). These results indicate that workers possess exceptional self-regulation skills, allowing them to prioritize schedules and meet institutional deadlines, which aligns with the conclusions of Wang et al. (2021), Choudhury et al. (2021), and Allen et al. (2021) regarding how professional autonomy and schedule flexibility minimize workplace distractions and optimize performance. Additionally, work quality recorded an overall weighted mean of 4.63 (SD = 0.46), driven by consistency (4.66) and accuracy (4.60). These evaluations illustrate a deep organizational commitment to error-free, standardized output, corroborating findings by Galanti et al. (2021), Contreras et al. (2022), and Waizenegger et al. (2021) concerning the vital role of structured resources, clear expectations, and collaborative digital tools in maintaining high performance standards.

Employee engagement and satisfaction emerged as the highest-rated dimension with an overall weighted mean of 4.77 (SD = 0.31), led by job satisfaction (4.80), work motivation (4.78), and team connectedness (4.73). This highlights that staff members remain highly motivated and emotionally anchored to their colleagues despite physical dispersal. Such outcomes support the insights of Ipsen et al. (2021), Carillo et al. (2021), and Contreras et al. (2022), who emphasized that supportive leadership, empathy, trust-building, and communication channels directly enhance workplace morale and organizational commitment.

Ultimately, the summary results confirm that task efficiency, work quality, and engagement operate synergistically to drive comprehensive workforce productivity. The consistently high scores across all metrics validate the assertions of Kniffin et al. (2021) and Wang et al. (2021), proving that employee excellence is sustained through the combination of sound structural design, empathetic management, and positive psychological experiences. Consequently, these findings establish that SoLo Funds maintains a highly productive, resilient, and engaged remote workforce capable of driving long-term organizational success.

TEST OF SIGNIFICANT RELATIONSHIP BETWEEN REMOTE WORK STRATEGIES AND EMPLOYEE PRODUCTIVITY

This section presents the results of the tests of significant relationships between remote work strategies and employee productivity among remote customer service employees of SoLo Funds. The Pearson Product-Moment Correlation was employed to determine the strength and direction of the relationships between the dimensions of remote work strategies and employee productivity. According to Hair et al. (2022), correlation analysis is an appropriate statistical technique for examining the degree of association between continuous variables. The findings determine whether the dimensions of remote work strategies are significantly associated with employee productivity and provide empirical evidence for the proposed Employee Productivity Enhancement Plan.

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Table No. 1								
Test of Significant Relationship Between Remote Work Strategies and Employee Productivity								
Remote Work Strategies and Employee Productivity	**Task Efficiency**		**Work Quality**		**Employee Engagement and Satisfaction**		**OVERALL EMPLOYEE PRODUCTIVITY**	
	r-value	**p-value**	**r-value**	**p-value**	**r-value**	**p-value**	**r-value**	**p-value**
Remote Job Design	0.35	0.0488*	0.6	<0.001***	0.42	0.0161*	0.53	0.002**
Remote Management Style	0.23	0.2014	0.5	0.0029**	0.62	<0.001***	0.53	0.002**
Digital Work Environment	0.25	0.1669	0.37	0.0326*	0.49	0.0036**	0.43	0.0121*
OVERALL REMOTE WORK STRATEGIES	**0.32**	**0.0727**	**0.55**	**<0.001***	**0.58**	**<0.001***	**0.56**	**<0.001***

*Note: Pearson Product-Moment Correlation was used to test the relationship between the variables. $p < 0.05$ = *, $p < 0.01$ = **, and $p < 0.001$ = ***. Significant relationships are indicated by $p < 0.05$.*

Table 1 presents the results of the Pearson Product-Moment Correlation analysis examining the relationships between remote work strategies and employee productivity among remote customer service employees of SoLo Funds.
Remote Job Design showed significant positive relationships with Task Efficiency ($r = 0.35$, $p = 0.0488$), Work Quality ($r = 0.60$, $p < 0.001$), Employee Engagement and Satisfaction ($r = 0.42$, $p = 0.0161$), and Overall Employee Productivity ($r = 0.53$, $p = 0.002$). Among these relationships, the strongest association was observed between Remote Job Design and Work Quality. This indicates that higher levels of task autonomy, role clarity, and workload management tend to be associated with better work quality among remote employees. The significant relationship with Overall Employee Productivity further indicates that well-structured remote jobs are associated with higher overall productivity. Based on these findings, H_o1, which states that there is no significant relationship between Remote Job Design and employee productivity, is rejected.

The findings are consistent with Wang et al. (2021), who emphasized the importance of role clarity, job autonomy, and manageable workloads in supporting employee performance in remote work settings. Their study indicated that well-designed remote jobs provide employees with greater control over their work while reducing uncertainty associated with geographically dispersed work arrangements. Similarly, Galanti et al. (2021) found that autonomy and clearly communicated expectations were associated with favorable productivity and work outcomes among employees working from home. Kniffin et al. (2021) likewise emphasized the importance of appropriately structured remote work arrangements in supporting employee performance and accountability. These studies support the present finding that Remote Job Design is positively associated with employee productivity.

Remote Management Style showed varying relationships with the dimensions of employee productivity. It was not significantly related to Task Efficiency ($r = 0.23$, $p = 0.2014$), indicating that work style requirements, behavioral expectations, and team dynamics were not significantly associated with employees' time management and timeliness of task completion. However, Remote Management Style showed significant positive relationships with Work Quality ($r = 0.50$, $p = 0.0029$), Employee Engagement and Satisfaction ($r = 0.62$, $p < 0.001$), and Overall Employee Productivity ($r = 0.53$, $p = 0.002$). The strongest relationship was observed with Employee Engagement and Satisfaction, suggesting that supportive remote management practices are more strongly associated with employees' motivation, satisfaction, and team connectedness than with task efficiency. Since Remote Management Style was significantly associated with Work Quality, Employee Engagement and Satisfaction, and Overall Employee Productivity, H_o2, which states that there is no significant relationship between Remote Management Style and employee productivity, is rejected.

This finding is consistent with Contreras et al. (2022), who highlighted the importance of e-leadership practices involving trust, empowerment, communication, and performance feedback in maintaining employee engagement in virtual work environments. Ipsen et al. (2021) similarly reported that supportive management practices in remote work settings were associated with job satisfaction, collaboration, and organizational commitment. Waizenegger et al. (2021) further demonstrated the importance of communication and teamwork in virtual work arrangements. These findings support the present result that Remote Management Style is more strongly associated with employees' work quality and engagement-related outcomes than with task efficiency.

Digital Work Environment also showed varying relationships with employee productivity. It was not significantly related to Task Efficiency ($r = 0.25$, $p = 0.1669$), indicating that technology availability, system reliability, and virtual collaboration were not significantly associated with employees' ability to manage time and complete tasks promptly. In contrast, significant positive relationships were observed with Work Quality ($r = 0.37$, $p = 0.0326$), Employee Engagement and Satisfaction ($r = 0.49$, $p = 0.0036$),

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and Overall Employee Productivity ($r = 0.43$, $p = 0.0121$). These results indicate that a favorable Digital Work Environment tends to be associated with better work quality, stronger employee engagement and satisfaction, and higher overall productivity. Accordingly, H_03, which states that there is no significant relationship between Digital Work Environment and employee productivity, is rejected.

The findings are consistent with Waizenegger et al. (2021), who demonstrated the importance of collaborative digital technologies in facilitating communication, knowledge sharing, and coordination among remote teams. Choudhury et al. (2021) similarly emphasized the role of digital infrastructure in enabling employees to collaborate effectively despite geographical separation. Wang et al. (2021) further explained that technology functions as an important resource in remote work when it is effectively integrated with appropriate work design and management practices. These studies support the present finding that a reliable and collaborative digital work environment is positively associated with important dimensions of employee productivity.

When the composite variables were examined, Overall Remote Work Strategies showed no statistically significant relationship with Task Efficiency ($r = 0.32$, $p = 0.0727$). This indicates that the combined implementation of Remote Job Design, Remote Management Style, and Digital Work Environment was not significantly associated with employees' time management and timeliness of task completion. However, Overall Remote Work Strategies showed significant positive relationships with Work Quality ($r = 0.55$, $p < 0.001$) and Employee Engagement and Satisfaction ($r = 0.58$, $p < 0.001$).

More importantly, Overall Remote Work Strategies showed a significant positive relationship with Overall Employee Productivity ($r = 0.56$, $p < 0.001$). This indicates that higher overall implementation of remote work strategies tends to be associated with higher overall employee productivity. Therefore, H_04, which states that there is no significant relationship between Overall Remote Work Strategies and Overall Employee Productivity, is rejected.

The nonsignificant relationship between Overall Remote Work Strategies and Task Efficiency suggests that employees' time management and timeliness of task completion may also be associated with factors not directly captured by the remote work strategies examined in this study. Allen et al. (2021) emphasized the relevance of self-regulation, motivation, and individual work practices in remote work arrangements. Parker et al. (2022) similarly highlighted the importance of self-management, proactive behavior, and adaptability in autonomous work environments. These perspectives may help explain why the overall remote work strategies examined in the study were significantly associated with Work Quality, Employee Engagement and Satisfaction, and Overall Employee Productivity, but not with Task Efficiency.

Overall, the findings indicate that the dimensions of remote work strategies are significantly associated with several dimensions of employee productivity, although the strength and significance of these relationships vary. Remote Job Design was significantly associated with all dimensions of employee productivity, while Remote Management Style and Digital Work Environment were significantly associated with Work Quality, Employee Engagement and Satisfaction, and Overall Employee Productivity but not with Task Efficiency. The strongest dimension-level relationship was found between Remote Management Style and Employee Engagement and Satisfaction ($r = 0.62$, $p < 0.001$), followed by Remote Job Design and Work Quality ($r = 0.60$, $p < 0.001$).

Based on the results, H_01, H_02, H_03, and H_04 are rejected. The findings therefore provide sufficient statistical evidence of significant relationships between the major dimensions of remote work strategies and employee productivity, as well as between Overall Remote Work Strategies and Overall Employee Productivity. However, the nonsignificant relationships involving Task Efficiency under Remote Management Style, Digital Work Environment, and Overall Remote Work Strategies should also be considered in interpreting the findings. These results provide an empirical basis for the proposed Employee Productivity Enhancement Plan, particularly in strengthening remote job design, supportive management practices, and the digital work environment while recognizing the need to address additional factors associated with task efficiency.

CONCLUSION

The study concludes that remote work strategies are significantly associated with employee productivity among remote customer service employees of SoLo Funds, although the relationships vary across specific dimensions of productivity. Remote job design, management style, and the digital work environment are important organizational conditions associated with work quality, employee engagement and satisfaction, and overall productivity, while task efficiency may also be associated with factors beyond the remote work strategies examined in the study. Overall, the findings affirm the Job Demands–Resources (JD-R) Model, as adequate job resources and supportive work conditions were associated with favorable productivity outcomes, and Social Exchange Theory (SET), as positive organizational and management practices were associated with favorable employee responses. Thus, the findings emphasize the importance of an integrated approach to remote work and provide an empirical basis for the proposed Employee Productivity Enhancement Plan.

Recommendations

Based on the findings and conclusions of the study, SoLo Funds is recommended to adopt and implement the proposed Employee Productivity Enhancement Plan to strengthen remote work strategies and sustain employee productivity among remote customer service employees. The plan may serve as a practical guide for improving remote job design, management practices, the digital work environment, and employee engagement and satisfaction. Its implementation may be regularly monitored and evaluated to ensure its effectiveness and continued relevance to the needs of the organization and its remote employees.

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