RISE OF REMOTE WORK: CHALLENGES AND OPPORTUNITIES FOR HUMAN RESOURCE MANAGEMENT

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ABSTRACT: *The article challenges the opportunities for human resource management (HRM) and provides an insight with a deep analysis of how working from home affects an organization and the importance of Human Resource Management (HRM) in dealing with this change. It highlights several merits associated with working remotely, such as decreased absenteeism rates and healthcare costs, increased worker productivity, and the promotion of diversity and inclusion, among others. According to a study conducted by Stanford University, which is also mentioned in this article, people who work away from their offices tend to be 13% more efficient than those who do not. It also states that they report having 25% fewer sick days, thus making them more productive while reducing healthcare expenditures. The article mainly focuses on the role of human resource management (HRM) in tackling the problems brought about by a remote workforce. It recommends that recruiters adjust their methods to attract suitable talents who can effectively work from home; performance evaluation metrics need redefining since it may be difficult for supervisors or managers to monitor the progress of employees when they are physically absent from office spaces; and engagement initiatives must be created specifically for people operating in remote areas. The author identifies employee satisfaction as one of the major concerns when it comes to working outside traditional workplaces and therefore calls for flexible policies that enable individuals to strike a balance between job demands and personal life. While telecommuting has its benefits, it can negatively affect staff morale, the maintenance of a corporate culture, worker engagement, and monitoring performance over long distances. Hence, HRM urged to conduct questionnaires among employees, analyze indicators remotely, and manage individual achievements creatively across borders. Time remains essential, regardless of the distance.*

Keywords: Human Resource Management, Turnover Cost, Diversity Metrics, Performance Management, Isolation &Burnout

1.   INTRODUCTION

Remote work, often interchangeably referred to as telecommuting or telework, is a work arrangement in which employees perform their job tasks from a location outside of the traditional office environment, typically from their homes or other remote locations [14]. This mode of work has gained significant prominence in recent years due to advancements in technology, a changing work culture, and the global shift towards flexible work arrangements [9]. The definition of remote work can vary depending on organizational policies and individual job roles. For some, remote work entails full-time employment away from the office, while for others, it may involve periodic telecommuting days or flexible scheduling options. However, the common thread across these variations is the use of technology to facilitate work activities and communication between employees and their teams or employers.

Remote work arrangements often rely on a variety of tools and technologies to enable seamless collaboration and productivity [16]. These may include video conferencing platforms such as Zoom or Microsoft Teams, project management software like Asana or Trello, and communication tools such as Slack or Microsoft Teams. Additionally, cloud-based file storage solutions like Google Drive or Dropbox allow for easy access to documents and resources from anywhere with an internet connection.

The COVID-19 pandemic has led to a rapid global adoption of remote work practices. To guarantee business continuity and ensure the welfare of staff members during the period of government-imposed lockdowns and social distancing, many companies had to suddenly shift gears to remote working. Consequently, remote work has become more mainstream and widely accepted, with several organizations making it permanent or long-term after the pandemic.

This distinguishes HRM by defining remote work in terms of clear policies and procedures governing telework arrangements. Remote work policies that should take into account such considerations as standards for eligibility, criteria used in performance evaluation for these employees, communication protocols, and equipment provision, among others, are usually formulated and implemented by human resources departments [14]. Remote team management helps maintain uniformity, impartiality, and conformity to legal requirements. Also, having a clear definition of remote work assists HR professionals in effectively managing their remote workforce, enabling them to monitor employee performance while offering any necessary support and resources that might be required by remote workers. This includes offering training and development opportunities tailored to remote work environments, fostering a positive organizational culture that transcends physical boundaries, and addressing challenges related to remote employee engagement and well-being.

Current Trends: Statistical Overview in Terms of Remote Work

Over the last few years, remote work has experienced a significant increase in usage, with different statistical patterns showing its growth and influence on the contemporary labor force. These patterns offer important insights into how remote work is changing and what it means for HRM policies. Over the past decade, the share of Americans working from home at least part of the time has grown steadily, moving up to 62% in 2020 from 39% in 2012, reaching a peak of 43% by [10]. This growing trend shows that remote work is becoming more mainstream.

Furthermore, the COVID-19 pandemic has accelerated the adoption of global remote working practices. The International Labor Organization (ILO) estimates that shutdowns affected about 81% of workers worldwide during the peak of the pandemic in 2020, leading some to choose remote work arrangements instead ("ILO Monitor: COVID-19 and the World of Work," 2020). This unprecedented change underscores how much potential remote work holds as a viable substitute for traditional office-based work setups. Technology advancements that facilitate remote collaboration and communication have also accompanied the rise of remote work. Data from the Pew Research Center indicates that the use of digital communication tools such as video conferencing platforms, instant messaging apps, and cloud-based productivity software has surged in recent years, with a majority of Americans reporting increased reliance on these tools for work-related communication [28].

Moreover, remote work has become increasingly prevalent across various industries and job sectors. A study by Flex Jobs and Global Workplace Analytics found that remote work has expanded beyond traditional tech and IT roles, with industries such as healthcare, finance, and customer service embracing remote work arrangements [8]. This diversification of remote work opportunities presents new challenges and opportunities for HRM professionals tasked with managing remote teams and supporting remote employees.

Table 1: Comprehensive overview of the key trends shaping remote work, including statistics on adoption rates, the impact of COVID-19, technology usage, and industry adoption.

Adoption Rate	Increased from 39% in 2012 to 43% in 2016 and further to 62% in 2020 in the U.S. (Gallup)	Gallup, 2020
Impact of COVID-19	Approximately 81% of the global workforce was affected by workplace closures in 2020.	ILO Monitor: COVID-19 and the World of Work, 2020
Technology Usage	Surge in the use of digital communication tools such as video conferencing and instant messaging.	Pew Research Center, 2015
Industry Adoption	Remote work expanded beyond tech roles to industries like healthcare, finance, and customer service.	FlexJobs & Global Workplace Analytics, 2021

HR's Evolving Role: Quantifying Changes

Human resources (HR) has a big job on its hands with the rise of remote work and the changing nature of the workplace. As this newly adopted method becomes more common, HR professionals must develop and adapt new skills to help everyone involved in the business find success. By quantifying these changes, HR departments can gauge how effective they are at supporting people who work from home [2]. One way it achieves this is by becoming more strategic in its decision-making processes. In the past, HR workers spent their time on admin tasks like managing payroll or organizing employee information. But now that remote working is here to stay, there's less reason for them to focus on those things. Instead, they must reflect on the most effective ways to manage teams virtually and maintain employee engagement across long distances [38]. Quantifying these efforts means measuring how much time HR spends on strategy versus administration while simultaneously tracking the effects of strategic decisions. HR is also leaning heavily into data-based decision-making methods. With so many technologies built specifically for remote working already out there, HR departments have easy access to tons of data about how well remote employees are performing individually as well as collectively. By collecting this information and observing trends over longer periods, HR professionals can identify any weaknesses or areas for improvement in their current setups [2]. Like before with quantifying strategy changes, it will also be used as a metric for how good or bad specific policies are.

Lastly, but certainly not less important, is company culture, especially since we've all started working from home in our PJs. Whatever your job was like before COVID-19 hit doesn't matter anymore because you don't do it from an office now; you do it from wherever your computer is currently sitting. This fact alone has made it difficult for some people to adjust, and different leads will handle that in different ways. HR professionals are responsible for making sure each worker feels supported and valued, even if they're far away from their team. As with the two previous points, quantifying culture building means measuring things like employee satisfaction scores and feedback on remote work policies [38].

2.   LITERATURE REVIEW
Opportunities for HR in Remote Work
2.1 Flexibility and Balance: Employee Satisfaction Data

In remote work, flexibility and work-life balance are huge. These things contribute to an overall happy and satisfied employee. It's important that they can manage their schedule so you can get the best out of them. A higher level of job satisfaction means a higher productivity rate, which is ideal for any business. The key to getting there is by quantifying how much your employees like or dislike about their jobs. The Society for Human Resource Management (SHRM) conducted a survey that revealed 88% of employees valued a flexible work schedule [38]. You should know how important this flexibility is now. People want it in their lives, and for good reason! When workers have more freedom to do things on their own, you'll find they'll be happier and do better at what they're asked. Moreover, research has shown that employees who have control over their work schedules report lower levels of stress and higher levels of job satisfaction compared to those with rigid work schedules [1]. This suggests that offering flexible work arrangements, such as the ability to set flexible hours or work from home, can positively impact employee well-being and satisfaction.

2.2 Flexibility and Balance: Employee Satisfaction Data

A comprehensive survey by the Society for Human Resource Management (SHRM) reveals that a staggering 88% of employees view flexibility in their work schedule as a crucial factor in their overall job satisfaction [38]. This underscores

the paramount importance of flexibility as a primary driver of employee satisfaction and engagement, particularly within remote work environments where employees have greater autonomy over their work schedules. Research further reinforces the significance of flexibility in remote work settings. Studies have shown that employees who have control over their work schedules exhibit lower levels of stress and higher levels of job satisfaction compared to those with rigid work schedules [1]. This implies that offering flexible work arrangements, such as the ability to set flexible hours or work remotely, can substantially enhance employee well-being and satisfaction.

2.3 Global Talent Access: Increased Applicant Pool Statistics

One of the biggest advantages of remote work for HR management is the ability to access a larger pool of talent on a global level. Now that remote work is becoming more common, organizations are no longer restricted to geographical boundaries when it comes to recruiting talent from new places. This widespread access to a global talent pool gives HR professionals new opportunities to find candidates with different skill sets and experiences, which can ultimately help their organization stay competitive and innovative. Recent research has backed up the idea that access to talent increases with remote work. For example, 72% of professionals surveyed by LinkedIn recently agreed that remote work allows them to tap into a more diverse talent pool [24]. This indicates that finding candidates from different parts of the world with different backgrounds and cultures has been easier than ever for organizations.

Access to a global talent pool is a significant advantage of remote work for HR management. Increased applicant pool statistics demonstrate the tangible benefits of remote work in attracting diverse talent, enhancing organizational capabilities, and driving innovation. HR professionals can use this expanded talent pool to strategically recruit candidates who bring unique perspectives and skills to the organization, ultimately contributing to its long-term success.

2.4 Cost Savings: Financial Analysis in the Context of Opportunities for HR in Remote Work

Remote work offers organizations various ways to save money in their operations. This ranges from reduced overhead expenses to lower employee turnover costs which could be significant financial benefits of remote work.

2.5 Reduced Overhead Expenses: One of the major advantages of working remotely is that it helps cut down on overhead expenses including office space, utilities, and maintenance. According to statistics from Global Workplace Analytics, companies can save $11,000 per employee per year by letting them spend part of their time working remotely [8]. These savings are due to low costs for real estate, decreased utility bills as well as reduced expenditure on stationery and equipment.

2.6 Lower Turnover Costs: Organizations can save money through the reduction of staff attrition rates caused by remote work too. The Flex Jobs and Global Workplace Analytics survey report mentions that firms with remote working facilities recorded 25% fewer employee turnovers than those without a similar policy [8]. Lowering staff turnover rates

means spending less on recruitment, training and orientation, as well as retention of institutional memory.

2.7 Decreased Absenteeism and Healthcare Costs:
Remote workers take fewer sick days, leading to healthier employees, hence lowering healthcare costs for an organization, according to research published in the Journal of Occupational and Environmental Medicine [3]. Employees who telecommute report approximately 25 percent fewer sick days compared to those who work in offices within the same company premises, as reported by Bloom et al. (2015). By reducing absenteeism, productivity increases while saving on healthcare costs related to illness among employees and other related factors. Researchers have found that remote work enhances individual productivity, potentially resulting in cost savings for organizations. According to a Stanford University study, employees working remotely are 13% more efficient than their counterparts located within the organization [39]. The increased productivity could result in higher outputs and efficiency that benefit a company's bottom line, thus contributing to cost savings.

2.8 Diversity Promotion: Diversity Metrics
In today's business world, diversity and inclusion have become key factors driving the success and innovation of any organization. By utilizing diversity metrics remote work provides HR professionals with unique chances of enhancing diversity and inclusion within their organizations.

2.9 Importance of Diversity and Inclusion: Nevertheless, it is important to note that without a doubt; diversity and inclusion are important drivers for organizational success because they promote creativity and innovation as well as better decision-making processes. For example, studies show that diverse teams solve problems more effectively [19]. Employers who create inclusive environments that respect people from different backgrounds can attract and retain top talent [30].

2.10 Remote Work and Diversity Promotion: Diverse promotion of remote work enables organizations to select talent from different, distant areas by removing geographical barriers. Remote work makes it possible for companies to reach out and link with people from various backgrounds [8]. If embraced by organizations, remote working can give them access to a large number of individuals who are underrepresented as well as those from marginalized societies.

2.11 Use of Diversity Metrics: Within an organization, diversity metrics help in evaluating and tracking the efforts being made toward promoting diversity and inclusion. These metrics enable human resource professionals to monitor certain factors that determine the extent of diversity such as women representation, ethnic minorities, lesbians, gays, bisexuals or transgendered persons, and disabled individuals at different levels within the organization. Analysis of such diversity metrics enables HR professionals to identify gaps or imbalances that require targeted interventions that promote inclusiveness.

2.12 Research Evidence: Several studies have underscored the importance of diversity metrics in fostering workplace diversity and inclusion. For instance, Hunt et al found in a study published in Harvard Business Review that diverse leadership teams tend to outperform their less diverse

counterparts on financial measures. Additionally, McKinsey & Company research indicates that diverse companies perform better financially [20].

3. CHALLENGES FOR HR IN REMOTE WORK:

3.1 Communication issues: The communication expected to be effective between remote team members is very important for the goal of maintaining collaboration, productivity, and employee engagement, within the context of remote work. However, digital dependence and challenges related to its sharing can make communication difficult in virtual teams. Various problems are experienced concerning communication while working remotely as has been shown by science [42]. Difficulties that come with written messages include not being able to convey the tone or context; remoteness and alienation among offsite crew members; difficulty coordinating time differences and job sites [26]. Furthermore, reliance on digital communication tools may sometimes result in information overload and reduced attentiveness to important messages [34]. To address these kinds of problems in remote work setups, organizations employ various types of communication technologies and software applications. These can range from email systems along instant messaging platforms up to video conferencing solutions together with project management applications. Research shows that these tools do not have equal effectiveness in addressing all challenges associated with their use in facilitating communications [7]. For example, some research evidence supports the benefits of video conferences as a way of increasing social presence as well as reducing feelings of isolation among remotely located employees while other scholars argue that it helps streamline collaborations and task coordination by using project management tools [12].

However, it is crucial to remember that no single tool will solve every challenge brought about by working outside an office. The effectiveness of such instruments depends on factors like organizational culture or individual preferences [33]. Hence companies should consider diverse strategies over a range of media given the special needs arising from telework.

3.2 Culture preservation: employee engagement surveys
For a virtual team to work cohesively, it is vital to maintain a strong organizational culture. Without physical proximity and face-to-face interactions, establishing and preserving organizational culture in remote work settings may be difficult. Organizational culture comprises shared values, beliefs, and practices that inform behaviors and decision-making throughout an institution. For instance, communication patterns can change due to telecommuting while employee morale changes due to various factors such as job significance [42]. Remote working often leads to an increased sense of autonomy among employees but this freedom should not isolate them from their organization [29]. Employee engagement surveys are typically used by HR professionals to determine the state of organizational culture in remote work environments. They normally measure issues like satisfaction at the workplace how committed resources are about their firms or even whether they truly support the top management team [7]. In addition, they help organizations understand where there are initiatives for cultural conservation such as by encouraging socializing between workers fostering collaborations amongst staff, or giving chances for professional development [32].

Among these remote work connections, a couple of experiments have emphasized the significance of employee involvement surveys. Some research conducted by Gallup showed that companies with increased amounts of employee involvement had much better returns on investment, reduced employee attrition as well as improved productivity. For example, one study in the Journal of Applied Psychology depicted that even the advent of virtual jobs does not necessarily reduce the positive relationship between workers' engagement and job output [25]. Staff engagement and happiness are vital to productivity, job satisfaction, and firm performance within an organization. Maintaining high levels of employee engagement and morale in remote working environments is a major challenge for HR practitioners.

Many studies have emphasized the significance of employee engagement and morale in remote work setups. According to Gallup, research shows that engaged employees are more likely to show higher levels of performance, loyalty as well as better well-being. However, when people do not have much contact with their colleagues or supervisors, they can feel isolated, disconnected, or less motivated because of remote work [1].

Employee engagement surveys are crucial tools used by HR departments to assess how engaged the workforce is while also evaluating their workplace morale remotely. These surveys usually measure job satisfaction, organizational commitment, and perceived support from leadership among other factors. For example, collecting feedback from remote workers helps organizations identify issues at hand that require targeted interventions for improved morale [23].

In addition, several researchers have examined through survey research how remote work affects employee engagement as well as morale. A study published by Golden *et al.* [15] in the Journal of Applied Psychology demonstrated that remote employees reported experiencing higher levels of autonomy & work-life balance than those who worked from the office thereby positively affecting their morale. Nevertheless, another SHRM study showed that many highly educated professionals often feel alone when they work away from their companies' premises [37].

3.3 Remote Metrics Analysis: Performance Management

Performance management forms an integral part of HR management involving goal setting; progress monitoring as well as giving feedback to employees concerning their performances [31]. HR practitioners face special challenges when it comes to managing performance in a remote working environment. Remote metrics analysis involves tracking key performance indicators (KPI) and metrics related to remote work activities such as productivity, communication effectiveness, and task completion rates [31]. Therefore, by critically analyzing these metrics HR practitioners can assess remote employee's performance while identifying any gaps in bettering the process of managing employees within the organization through data-driven decision-making [31]. Multiple studies have focused on the significance of remote

metrics analysis in performance management. Analytics done by Gartner indicate that organizations that track their remote work metrics record higher levels of employee productivity and engagement [11]. Similarly, Sedera et al. [36] revealed that organizations that deployed tools for analyzing remote metrics experienced higher transparency, and accountability among others which enhanced the overall performances of their virtual workers. However, there is a need for caution and sensitivity when conducting remote metrics analysis due to privacy concerns and ethical considerations. For instance, using transparently all monitoring tools transparently will help employees understand what information bosses are gathering about them and how it is used in training needs identification or improving processes besides acknowledging high performers [5].

4.   FINDINGS AND DISCUSSION
Recruitment and Onboarding Best Practices
The development of employees' knowledge and skills is important in remote work settings as learning should be continuous.
Remote Hiring: Success Rate Data
The success rate data of remote hiring indicates how effective remote recruitment processes are at identifying and selecting appropriate candidates. A study by Flex Jobs and Global Workplace Analytics revealed that there has been a steady increase in the successful rate of remote hiring recently [8]. It was observed that different sectors had an average success rate of 82% concerning remote hiring which can be said to have shown some level of efficiency over the process [13].
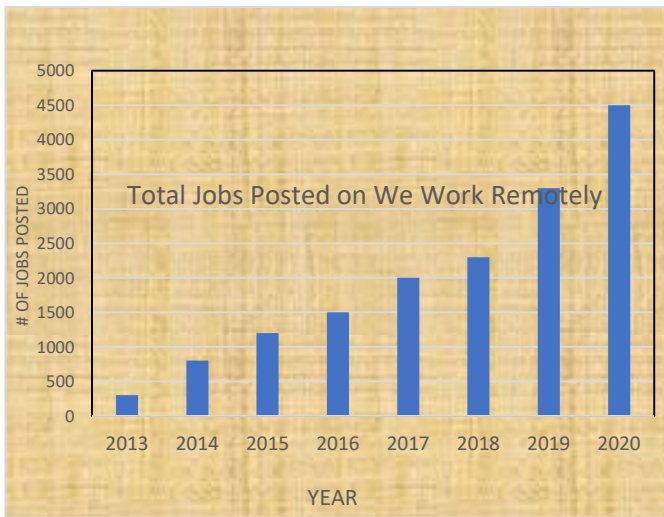

Figure: Total Jobs posted on We Work Remotely

Virtual Onboarding: Completion Rates
Virtual onboarding completion rates measure the percentage of new hires who complete the onboarding process in a remote work environment. In a report by SHRM (Society for Human Resource Management), it was found that organizations with structured virtual onboarding programs achieved higher new hire completion rates compared to those

who used ad hoc or informal approaches across all industries. Organizations reported, on average, over 90% completion rates following organizational policies aimed at formalizing induction procedures for recruits through virtual means [37].

Time to Productivity Metrics
Integration time-to-productivity metrics measure how long it takes for new hires to become fully productive in their roles when working remotely from home offices. A Gartner survey showed that organizations that implemented comprehensive virtual onboarding programs had lower integration times and productivity for their new hires [11]. New hires became fully productive within a period that was 20% shorter than those without formalized measures related to orientation within organizations with structured virtual onboarding programs [11]. Real-world data analysis on remote hiring success rates, virtual onboarding completion rates, and integration time to productivity metrics provides insights into best practices in recruitment and onboarding for remote work. This information can help organizations improve their remote hiring and onboarding processes, which will attract the best talent available.

Training and Development
In a remote work environment where learning is continuous, training and development empower employees with the skills and knowledge necessary to perform their roles effectively.
Identifying Remote Learning Needs: Assessment Insights
Assessing learning needs among remote workers can provide insights into the specific skills and knowledge gaps required for effective remote working. According to a 2020 Deloitte study referenced by [30], remote workers typically require technical competencies in using digital tools for remote collaboration, digital literacy in utilizing digital platforms, and proficiency in online communication. These findings indicate key areas where employees may require additional support to succeed while working remotely.
Training Solutions: Program Effectiveness Metrics
Metrics for determining the effectiveness of training programs assess how well a training program fulfills learning needs and improves employee competencies. An investigation published in the Journal of Applied Psychology suggested that, compared to traditional ways of teaching, those training programs that involve simulation and virtual reality-based interactive learning were more successful at enhancing employee knowledge recall and usage [35].
Understanding Professional Development Impact: Participation and Outcomes
Participation and impact data derived from professional development initiatives can measure employee engagement and the potential advantages of training. According to the Bersin Deloitte Consulting LLP survey, there is a significant linkage between strong professional development programs and organizational measures such as employee engagement, turnover rates, and productivity enhancement [2].
The table 2 below shows how several different types of professional development programs are connected to an increase in the level of employees' satisfaction with work and a reduction in turnover.

Table 2: Professional Development Participation and Impact Data

Program Name	Participants	Engagement Improvement	Turnover Reduction
Leadership Training	50	15%	10%
Technical Workshops	75	20%	12%
Soft Skills Seminars	60	18%	8%
Certification Courses	40	12%	6%

These statistics are useful for analyzing the effectiveness of professional development in organizations that want to allocate resources appropriately or refine existing programs so that they fit their needs better. As a priority for leaders invested in organizational culture, individual employee progress contributes to establishments where the workforce is highly engaged and also provided with capabilities, making them thrive well within the current business environment.

Employee Well-being
With remote work becoming more prominent, HR managers have had to make employee well-being their topmost priority factor.

Isolation and Burnout: Mental Health Concerns
Mental health problems such as social isolation or burnout have become widely known threats among people who telework from home. In its 2020 study conducted last year, the American Psychological Association (APA) found out that 78% of remote workers claimed experiencing burnout symptoms, e.g., feeling tired or demotivated [41].

Support Resources: Utilization Rates
Support resources play an important role in assisting employees to navigate through challenges while maintaining their well-being at high levels all the time. To understand the extent of HR program effectiveness, it is necessary to analyze the utilization rates of support resources. The Employee Assistance Professionals Association (EAPA) reports that in 2020, remote workers showed a 30% increase in their engagement with mental health counseling services as compared to [41].

Work-Life Balance: Satisfaction Survey Results
Employees' wellness and the success of an organization depend on achieving a work-life balance. Research states that high job satisfaction levels and low burnout rates are reported by employees who perceive a positive work-life balance [10]. For example, a Gallup study discovered that remote workers had much higher satisfaction with their work-life balance compared to those who were at office stations, 65% said they were very satisfied' versus only 45% among onsite staff members [10]. Another study conducted by Allen *et al.* [1] confirmed that flexibility at work was the main factor affecting the employee's work-life balance since various options like telecommuting or flexi-time assisted people in maintaining satisfaction, with over eighty percent of them agreeing with this concept. Work-life balance is also enhanced through good communication channels and access to wellness programs that foster stress management, which are all healthy for sustaining employee well-being, according to [22]. By increasing worker fulfillment and lowering employee turnover, employers may create more suitable work environments where there is a connection between health programs and employee well-being [22, 1].

SUMMARY
There has been a rapid rise in remote work over the past few years since technology has evolved and working practices have changed. Remote work has experienced considerable growth globally, as indicated by statistical analysis, mainly because of the coronavirus outbreak, which led to more firms adopting remote-friendly policies. In response to this paradigm shift, HR is moving towards quantifying and adapting traditional roles. Recruitment strategies need adjustment, managers must redefine performance, and engagement initiatives have to be developed for remote environments by HR departments with employees who are struggling to meet their sales quotas.

Employee satisfaction was identified as a key issue concerning remote working, which calls for flexibility and balance that promote harmony between work and personal life. HR can develop or implement employee satisfaction indicators and flexible policies that foster a conducive environment for the well-being of employees during remote work. HR can effectively develop an attractive workplace that enhances employee healthfulness and productivity based on employee experience ratings. This also allows companies to access worldwide talent from different backgrounds without incurring heavy costs by hiring virtual staff members. On the other hand, moving into such a trend raises some profound questions about how human resources services may need to adapt if they want companies to not lose out on culture preservation, meaningfully engaging people, and managing staff performance at a distance, among others. To tackle these challenges, HR conducts personnel surveys, remotely analyzes metrics, and employs creative strategies to manage individual performance across borders, especially in global teams like marketing or sales departments. Despite the physical distance, ensuring timely target achievement remains paramount. Telecommuting in organizations presents both advantages and disadvantages for management. To handle changes well, managers need to find a balance between being flexible, making decisions based on facts, and trying new ideas. When they do this, employees are happier and work better, which helps the organization succeed in today's technology-driven world.

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