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Research paper



Examining The Role of HR Management in Enhancing Remote Employee Satisfaction: Critical Influencing Factors

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Abstract

Employee satisfaction is crucial for organizational success, influencing productivity, as well as retention morale. The IT sector's shift towards remote work, driven by technological advancements, has altered traditional work dynamics. Remote work offers flexibility but also poses challenges to employee satisfaction. To address these, human resource management (HRM) development practices must evolve. By identifying and prioritizing key factors, the research provides insights for optimize HRM practices to enhance the remote work environment. Sampling done through stratified random sampling, A questionnaire on the Likert scale was distributed to IT workers from Indian businesses. The t-test and structural equation modeling (SEM) were utilized for inferential and illustrative insights in the information analysis. HRM practices and employee satisfaction were found to have a significant positive correlation, according to the study. One of the most important findings is that counseling, career development, teamwork spirit, and training and development all have a significant impact on employee satisfaction and career growth. Career development and counseling had a negative impact on employee satisfaction, whereas teamwork, training, and development have a positive impact on employee performance. The findings emphasize the significance of individualized HRM practices for increasing remote employee satisfaction. Organizations can improve overall performance and employee well-being by recognizing and meeting the specific needs of remote workers. Understanding the crucial role of Remote employees this is the first work that aims to understand the factors that promote satisfaction of these employees with particular reference to IT sector in India. Although there have been studies conducted on IT sector employees but none of the studies have been conducted on those employees that work remotely.

Keywords: *Remote Workers; Employee Satisfaction; HRM Practices; Organization, Career Growth.*

1. Introduction

Remote work originated in the 1970s when telecommunications and personal computers enabled some individuals to work remotely. Freelancers and consultants utilized fax machines and early email systems to communicate with clients and employers [1]. Despite these technological advancements, remote work was uncommon due to the high cost of equipment and limited internet capabilities, which hampered communication and collaboration. The landscape of remote work began to change dramatically around the turn of the 21st century with the rapid improvement in digital connectivity. High-speed internet, affordable personal computers, and mobile devices made remote work more feasible for larger segment of the workforce. Organizations began to perceive the expected advantages of remote work, for example, diminished office space costs and the capacity to draw in ability from a more extensive geological region [2] [3]. The IT area, known for its adaptability, saw especially outstanding expansion in remote work reception. In 2020, the COVID-19 pandemic significantly accelerated remote work adoption. Companies quickly invested in digital infrastructure, and employees were forced to adapt to new work patterns. The pandemic demonstrated that many jobs could be effectively performed remotely, prompting organizations to reconsider remote work policies. Effective human resource management (HRM) practices [4] are crucial for maintaining accountability and productivity among remote employees who are physically distant from their supervisors and coworkers. HRM practices that focus on employee well-being and development enhance workplace satisfaction, retention, and overall workforce readiness. When companies invest in their remote workforce, employees feel valued and motivated [5]. Providing opportunities for skill development and career advancement can increase job satisfaction and loyalty. Recognizing and rewarding remote employees' accomplishments can further boost morale and productivity. In the remote work, employees rely heavily on digital communication technologies, which lead to misunderstandings and delays. Remote workers may also find it challenging to disconnect from work, resulting in longer hours and potential burnout [6]. To address these issues, companies can implement clear performance metrics and conduct regular check-ins. Project management tools and measurable targets can help remote workers stay on track and achieve their goals, ensuring effective and efficient work processes.

HRM practices are generally classified into two categories: hard and soft approaches [7] [8]. The hard approach places an emphasis on increasing efficiency and lowering costs. In this methodology, HR are seen only as an element of creation, as opposed to the novel asset

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equipped for changing creation inputs into benefit. Alternately, the delicate or "high-responsibility" move toward targets further develops representative execution by enabling them to accomplish authoritative objectives through common interest. High-commitment HRM practices involve employee participation in decision-making processes, increased accountability, and management trust in employees [9]. Comprehensive training programs that assist employees in developing relevant skills and personal development, teamwork activities that encourage the exchange of creative ideas and solutions, reward packages that reflect employees' commitments, and efforts to close the status chasm between management and employees are examples of these practices. The perceptions of HRM strategies held by employees may be even more significant than their actual implementation [10], [11]. How employees view organizational decisions has a significant impact on the relationship between HRM practices and employee performance and commitment. When employees believe that the company values their efforts and cares about their well-being, it has a positive effect on their levels of satisfaction, involvement, and commitment. Employees' discretionary behavior and positive attitudes can improve an organization's performance, according to research [12], [13]. One important aspect of managerial practice research programs comprehends the underlying factors that influence these work attitudes and behaviors.

To succeed with remote work in the future, it is essential to manage its challenges. A Gartner survey revealed that 82% of business pioneers plan to continue to offer remote works, either totally remote or crossbreed, post-pandemic [14]. Twenty percent of the workforce would remain entirely remote, according to another study [15]. Surprisingly, many employees are willing to accept hybrid remote jobs with lower pay. Workers in Poland, for instance, were found to be willing to sacrifice 5.1% of their income for a hybrid work-from-home option over a remote one in a study [16] [17]. Another study in 27 countries [18] found that workers wanted an average of 1.7 work-from-home days per week and valued a hybrid option with 2-3 days per week at 5% less than their current pay. Employees' and businesses' attitudes toward remote work have changed significantly, according to these findings [19]-[20]. Remote work has transformed the global workforce, particularly after the COVID-19 pandemic. While various studies have examined remote work dynamics in Western economies, limited research has explored how Human Resource Development (HRD) practices affect remote employee satisfaction in the Indian IT sector—one of the most rapidly digitizing and dynamic industries. This study aims to fill this critical gap by analyzing the role of HRD practices in enhancing the satisfaction of remote employees in India's technology-driven corporate environment. The uniqueness of this study lies not only in its focus on an under-researched geographic and sectoral context but also in its theoretical contribution. By integrating both the JD-R theory and the AMO framework—an approach not yet applied together in recent literature—this study provides a novel and comprehensive lens for understanding the mechanisms behind employee satisfaction in remote work settings. As a result, the purpose of this study was to investigate the personal and organizational factors that influence remote IT workers' levels of job satisfaction and advancement. This study utilized the Ability, Motivation, Opportunity (AMO) framework to investigate career advancement and employee satisfaction. Particularly, it anticipated:

- Identify the significant predictors of employee satisfaction.
- Identify the significant predictors of career growth.
- Map the relationships between significant predictors of employee satisfaction and career growth.
- Explore the role of HR practices and organizational culture in remote work environment.

2. Literature review and hypothesis development

Among the most significant outcomes derived from enlightened HRM practices, employee satisfaction and employability hold primary roles. Employability is a complex, relational, and multidimensional concept, often understood as an individual's chance of securing employment in internal and/or external labor markets. However, employability extends beyond being merely an individual resource; it can be interpreted as a valuable asset for organizations. An employable workforce, characterized by flexibility and adaptability, is better equipped to handle unexpected challenges and changes, thereby enhancing overall organizational resilience. By fostering a supportive and development-focused work environment, efficient HRM practices that place an emphasis on employee satisfaction can significantly improve employability. Even higher educational institutions are not able to have adequate development with respect to standards and quality as these institutions do not manage their human resource effectively [17]. Organizations cultivate a happy, motivated, and employable workforce that is capable of driving sustained success and innovation by investing in employee training and career development.

2.1. Recent works

Recent literature has extensively examined the macroeconomic and organizational implications of remote work, particularly following the COVID-19 pandemic. Barrero et al. (2023) documented the sustained shift toward remote work and its implications for labor allocation and workplace dynamics, highlighting how this transition could reshape long-term HRM practices [49]. Complementing this, Giménez-Nadal et al. (2024) analyzed the effect of remote work on time use and well-being, suggesting that flexible work arrangements can improve work-life balance, potentially reducing absenteeism [53]. Kitagawa et al. (2021) also emphasized how remote work influences productivity and mental health, reinforcing the importance of HRM strategies that address employee well-being [52]. Furthermore, Gopalakrishnan et al. (2024) provided empirical evidence on the productivity outcomes of remote work, revealing mixed but largely positive effects on performance, which may correlate with reduced absenteeism if effectively managed [51]. Baudot and Kelly (2020) offered early insights into employee perceptions, indicating that perceived autonomy and managerial support were key drivers of productivity [50].

To address the COVID-19 pandemic-driven rise in remote work, a hybrid work model with task-characteristic autonomous job design is used [21]. A mixture system is utilized to further develop work independence, balance between fun and serious activities, and occupation fulfillment. They targets Jakarta and neighboring employees using purposive sample due to the difficulty in calculating population size using convenience sampling. Hypothesis testing using structural equation modeling (SEM) shows that the hybrid method considerably increases job satisfaction, with task trademark independence and balance between fun and serious activities as complete middle people. The quantitative cross-sectional study [22], stratified sampling is used to recruit 70 virtual workers who complete questionnaires on pertinent factors. Data is descriptively analyzed using SPSS version 25.0, which includes percentages, rates, means, and standard deviations. FWA and employee benefits are examined using inferential statistics like linear regression. Flexible work arrangements including flexitime, annualized hours, and home working improve job satisfaction, work-life balance, and performance. The report suggests boosting FWA within the organization, which have neglected. FWA alone not increase organizational commitment, hence it proposes considering motivation. HR strategies [23] improve operational efficiency and employee satisfaction, according to the research. Remote employment requires adaptive management and technology use for successful communication and performance tracking. For employee engagement and motivation, reward schemes, participatory decision-making, and skills development are essential. The virtual human resource

management (VHRM) [24] affects remote team effectiveness and employee retention during the COVID-19 pandemic. Two-dimensional statistics show that VHRM deployment boosts employee productivity, effectiveness, and retention as they adjust to technological changes. VHRM investments help identify, implement efficient solutions, such as adopting new technology/tools (48%), improving communication (52%), and up skilling (52%).

Flexible work practices and employee performance is used for the public service commission of Kenya and addressed the need of human resource management in response to increasingly complicated demands for quality public service [25]. The study examined how telecommuting and hybrid work arrangements affect employee performance using descriptive research approach and 223 employees from various management levels. Using descriptive and inferential statistics, questionnaire data shows that hybrid and remote work improve employee performance. The report emphasizes the need for clear hybrid work regulations and a culture of teamwork and collaboration across remote teams in the public service commission of Kenya to improve employee performance and productivity. A positive correlation between employee happiness and FWAs like remote work, hybrid models, and flexible working hours was found in a quantitative survey of 122 IT professionals. The study provides companies in Bosnia and Herzegovina with insight that can be implemented [26] and enhances both theoretical and practical comprehension of FWAs in the IT industry. Strategic alignment of FWAs with business objectives and ongoing adaptation and implementation based on feedback and industry best practices are emphasized in the research. Beyond the IT sector, the findings deepen conversations on contemporary work arrangements and guide enterprises toward creating pleasant and gratifying work environments. A survey on organizational practices and employee participation in digital tool productivity emphasizes the need to integrate workspace design, social contact, and individual wellbeing to enhance work techniques [27]. Practical consequences include the need for tailored organizational methods that promote well-being and flexibility, especially in hybrid workplaces. The hybrid work arrangement improves work-life balance for women, reduces the wage gap, and reduces commuting carbon emissions, supporting social and environmental goals. This study's focus on employee well-being and autonomy as key drivers of organizational performance and its individualized approach to empowerment and inclusivity make it unique.

The effects of working remotely on productivity which spurred by trends in globalization and technical development [28]. The major goals of the study is comprises a number of questions, are to determine the impact of remote work on productivity in the workplace and to catalog the difficulties that come with it. They used a random sampling technique to select 150 workers from range of ages and job functions. There appears to be no correlation between remote work and the difficulties that workers have, since the results show that the two are not significantly related. To examines the impact of various work arrangements on employee satisfaction through a survey that is provided to them [29]. The findings show that employees are generally more satisfied when they have more leeway to decide how they work. AMOS and Hayes' PROCESS macro is used to analyze data from 418 Indian employees using SIP theory [30]. Stronger CSR linkages reduce employee alienation. To improve employee impressions amid crises, firms establish communication expectations and communicate CSR activities.

Post-Pandemic Trends in Remote and Hybrid Work :

The emergence of hybrid and remote work models in the post-pandemic era has significantly reshaped employee performance, job satisfaction, and organizational policies. Toscano et al. (2025) [43] conducted a diary study comparing job performance in home versus office settings and found that working from home can positively influence performance when employees experience high autonomy and support. Complementing this, Berger Ploszaj et al. (2025) explored the interplay between remote work and job satisfaction, work-life balance, stress, and gender, highlighting that while remote work often improves flexibility, its effects vary notably across genders [44]. In examining how organizations are regulating remote work practices, Smite et al. (2025) [45] revealed a shift toward negotiated arrangements, with employees increasingly influencing decisions on work locations. From an industry-specific perspective, de Souza Santos et al. (2024) presented a case study of software companies, showing that hybrid models require intentional planning and leadership engagement to maintain productivity and team cohesion [46]. Furthermore, Castro-Trancón, [47] performed a systematic review emphasizing gender-based disparities in the well-being outcomes of telework, suggesting that women often face heightened challenges balancing domestic responsibilities. Finally, [48] offered global insights into perceived productivity while working from home, noting that productivity perceptions are highly contextual, influenced by personal, organizational, and cultural factors. These studies collectively demonstrate that while remote and hybrid work arrangements can offer substantial benefits, their impact on job performance, well-being, and satisfaction is complex and mediated by contextual variables such as gender, autonomy, and organizational support.

This study's on alienation through sense making integrates work communication, increase comprehension of distant worker attitudes. We divide HRM practices into hiring, job definition, performance evaluation, compensation, employee involvement, and training and development. It is hypothesized that improved individual and organizational performance will result from the successful implementation of HRM practices, which will also increase employee commitment and satisfaction. In a variety of organizational contexts, it has consistently been demonstrated that HRM practices like recruitment and selection, compensation management, performance evaluation, and training and development have a positive impact on employee job performance and productivity. Based on this existing literature, the following hypotheses are developed for validation in our target population.

1) Effective recruitment and selection practices significantly enhance employee satisfaction and career growth of the organization.
2) Compensation management practices positively influence employee job satisfaction and commitment.
3) Performance appraisal processes are positively correlated with increased employee job performance and productivity.
4) Comprehensive training and development programs lead to higher levels of employee job satisfaction and performance.

These hypotheses are based on the premise that well-implemented HRM practices can effectively contribute to enhance employee outcomes, job performance, satisfaction, and commitment.

2.2. Theoretical framework: integrating AMO and JD–R theories

The Ability, Motivation, Opportunity (AMO) framework [31] is theoretical model that provides comprehensive perspective on the factors influencing employee performance with organizations. Developed primarily in the context of HRM, AMO framework posits that three key elements—ability, motivation, and opportunity—interact to determine an individual's job performance.

1) Ability: It refers to the skills, knowledge, competencies, and resources that an individual possesses to perform a task effectively. Factors influencing ability include educational background, training received, technical skills, experience, cognitive abilities, and physical attributes. Ability serves as the foundational component of the AMO framework. It highlights the importance of ensuring employees have the requisite skills and resources to meet job demands effectively.
2) Motivation: It refers to the psychological and emotional factors that drive individuals to engage in certain behaviors and exert effort toward achieving specific goals. It influences the intensity, persistence, and direction of behavior in the workplace. Motivation factors include job satisfaction, intrinsic and extrinsic rewards, recognition, career development opportunities, autonomy, job design,

organizational culture, and leadership styles. These elements shape employees' willingness to exert effort and perform at high levels. Motivation complements ability by influencing how individuals utilize their skills and resources. It emphasizes the importance of aligning organizational objectives with employees' personal goals and values to foster commitment and engagement.

3) Opportunity: It refers to the environmental factors and conditions that enable or constrain an individual's ability to perform tasks effectively. It encompasses the organizational context, resources, tools, support systems, and work conditions. Factors influencing opportunity include access to necessary tools and equipment, supportive work environment, effective communication channels, clear role expectations, organizational policies and procedures, and leadership support. These elements provide the structural foundation for job performance. Opportunity acts as the external component that complements ability and motivation. It underscores the organizational responsibility to create conducive work environments that facilitate employee performance and minimize barriers to productivity.

Effective HRM practices aim to optimize each dimension to enhance employee performance and organizational effectiveness. Organizations that adopt high-performance work system leverage the AMO framework to create environment where employees are empowered with the necessary skills. Organizations use AMO framework to design HRM practices that support employee development, engagement, and performance. By systematically assessing and addressing factors related to ability, motivation, and opportunity, HR departments can enhance job satisfaction, retention rates, productivity, and organizational success. Continuous evaluation and adjustment of HRM strategies based on AMO framework allow organizations to adapt to changing internal and external environments while maximizing employee potential.

Job Demands-Resources (JD-R) Theory :

While the AMO framework identifies how HR practices influence performance through enhancing individual capacity, motivation, and opportunity, the JD–R theory complements this by offering a lens through which the psychological demands and supportive resources of remote work can be understood.

The Job Demands-Resources (JD-R) Theory, originally proposed by Demerouti [55], offers a comprehensive framework to understand how workplace conditions affect employee well-being and job performance [54, 56]. The model posits that every job has specific demands and resources. Job demands are the physical, psychological, or emotional aspects of the job that require sustained effort (e.g., workload, time pressure), and when excessive, they lead to strain and burnout. In contrast, job resources (e.g., autonomy, feedback, support) and personal resources (e.g., self-efficacy, optimism) help in achieving work goals, reducing job demands, and stimulating personal growth, learning, and development.

As shown in the figure 1, JD-R theory outlines two core psychological processes:

1) The health impairment process, where high job demands lead to strain, and ultimately reduce job performance.
2) The motivational process, where sufficient job and personal resources enhance motivation, engagement, and performance.

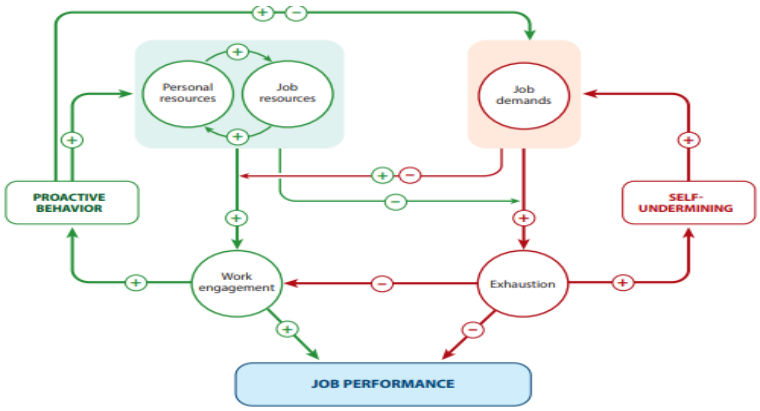


Fig. 1: The Job Demands–Resources Model. Data from Bakker & Demerouti (2017) [54].

In this study, which focuses on remote employees, the JD-R theory is particularly relevant. Remote work settings can increase job demands such as isolation, communication barriers, and work-life imbalance. However, effective HR development practices—like continuous training, virtual mentoring, regular feedback, and emotional support—act as crucial job resources. These resources can enhance employee satisfaction by boosting motivation and reducing strain. Therefore, integrating the JD-R framework allows for a deeper understanding of how HR interventions can buffer negative effects of remote job demands and enhance positive outcomes like job satisfaction and performance.

3. Materials and methods

3.1. Data collection

This study employed a combination of descriptive and explanatory research designs to collect data beginning January 1, 2024. Test information were assembled from an Indian populace of telecommuters utilizing a connection plan. Members met two consideration standards: (a) They were employed full-time and either worked entirely remotely or under a hybrid arrangement [32] There were 143 respondents (n = 143) in the final sample thanks to the use of a convenience sampling technique. In terms of the demographics of the sample, 12% of respondents were between the ages of 18 and 24 (n = 17), 34% were between the ages of 25 and 34 (n = 49), 27% were between the ages of 35 and 44 (n = 38), 12% were between the ages of 45 and 54 (n = 18), 12% were between the ages of 55 and 64 (n = 17), and 3% were 65 years of age or older (n = 4). Sixty-seven percent (n = 96) of respondents worked in the information technology sector, while twenty-eight percent (n = 28) and thirteen percent (n = 19) were employed in non-profit organizations. Major multinational corporations (17%, n = 24), start-up businesses (16%, n = 23), and financial or insurance companies (13%, n = 19) were among the businesses that were represented among the respondents. 57%, n = 81, of the sample's remote workers were employed by large businesses with at least 1,000 employees. The larger part (58%, n = 83) had under four years of involvement with their ongoing association. Despite the fact that our target population included hybrid and fully remote workers, the majority of respondents (63 percent, n = 90) were fully remote employees. A series of Chi-square tests was used to examine any differences in respondents' qualities in relation to their work plans. According to the

analyses, fully remote and hybrid workers did not differ significantly in age, organizational sector, industry type, organization size, or experience.

3.2. Collection tool and procedure

Using a self-contained, pre-tested survey, data were gathered. Because of its broad use in sociology research and its ability to productively gather information from a huge example, a Likert scale poll [33] was chosen. The questionnaire was constructed using a five-point Likert scale with a range of 1 to 5. Participants in the study were asked how HRM practices affected IT remote workers' levels of job satisfaction and career advancement. To guarantee the legitimacy and reasonableness of the review instrument, a pilot study was led with 143 haphazardly chosen telecommuters. The fulfillment and consistency of the reactions were painstakingly checked during information assortment. The study examined the questionnaire's suitability for the study setting and validity. The questionnaire items' internal consistency was also demonstrated by Cronbach's alpha reliability analysis.

Table 1: Descriptive Summary on Statistics of Variables

Domain	Attributes	Minimum	Maximum	Mean	Standard deviation	Cronbach's alpha	Absolute skewness	Absolute excess Kurtosis
Ability	self-belief	1	100	74.56	16.23	0.85	1.12	1.36
Motivation	Intrinsic	1	5	5.41	0.85	0.86	0.58	0.02
	External	1	5	2.99	0.91	0.90	0.75	0.26
	Identified	1	5	3.15	0.80	0.86	1.24	1.64
	Amotivation	1	5	2.64	1.45	0.99	0.64	0.81
Opportunity	Opportunity	1	5	3.46	0.86	0.90	0.56	0.35
HRM practices	Training and development	1	5	2.25	1.15	0.95	0.71	0.98
	Performance appraisal	1	5	1.82	1.20	0.96	0.69	1.10
	Reward	1	5	1.40	1.26	0.98	0.68	1.22
	Career development	1	5	0.97	1.32	0.65	0.66	1.34
	Teamwork spirit	1	5	0.54	1.37	0.79	0.65	1.46
	Succession planning	1	5	0.12	1.43	0.86	0.63	1.58
	Counseling	1	5	3.52	1.49	0.92	0.62	1.70
Organizational culture	Supervisor	1	5	4.15	1.54	0.91	0.60	1.82
	Relationship	1	5	3.56	1.60	0.76	0.59	1.94
	Work culture	1	5	2.18	1.66	0.83	0.57	2.06
	Teamwork	1	5	1.56	1.71	0.86	0.56	2.18
Organizational commitment	Affective	1	5	1.24	1.77	0.91	0.54	2.30
	Continuance	1	5	0.98	1.83	0.87	0.53	2.43
	Normative	1	5	0.85	1.88	0.93	0.51	2.55
Outcome	Employee satisfaction	1	5	1.14	1.94	0.86	0.49	2.67
	Career growth	1	5	0.86	2.00	0.76	0.48	2.79

3.3. Statistics of variables

Table 1 provides a descriptive summary of the domains and constructs studied. Despite the fact that all constructs were adapted from existing measures as described in the methods [33], we conducted an exploratory factor analysis (EFA) and a confirmatory factor analysis (CFA) to examine the confirmatory factor analysis [34]. This method was successful in ensuring that each construct represented a distinct solution based on eigenvalues greater than 1, as well as identifying items with factor loadings of 0.49 and low extraction commonalities. The most crucial metrics are the minimum, maximum, mean, standard deviation, Cronbach's alpha, absolute skewness, and absolute excess kurtosis. Self-belief has a Cronbach's alpha of 0.85, a mean of 74.56, a standard deviation of 16.23, and a high internal consistency within the Ability domain. The domain of motivation can be subdivided into external, identified, and Amotivation factors with an intrinsic motivation score of 5.41 and a Cronbach's alpha of 0.86. External motivation has a mean of 2.99 and a Cronbach's alpha of 0.90, while identified motivation has a mean of 3.15 and a Cronbach's alpha of 0.86. The Cronbach's alpha for Amotivation is 0.99, with a mean value of 2.64. The variable open door has a Cronbach's alpha of 0.90 and a mean of 3.46 in the Open door space. The HRM Practices domain includes counseling, performance evaluation, reward, career development, teamwork spirit, succession planning, and training and development. Cronbach's alpha is 0.96 for performance evaluation scores, while training and development scores average 2.25. The reward has a mean of 1.40 and a Cronbach's alpha of 0.98, whereas career development has a mean of 0.97 and a Cronbach's alpha of 0.65. Cooperation soul has a Cronbach's alpha of 0.79, progression arranging has a mean of 0.12, and guiding has the most noteworthy mean with a Cronbach's alpha of 0.92. Work culture has a Cronbach's alpha of 2.18, teamwork has a Cronbach's alpha of 1.56, and organizational culture has a Cronbach's alpha of 0.86. The relationship has a Cronbach's alpha of 3.56. The supervisor variable has a Cronbach's alpha of 0.91. There are three sorts of authoritative responsibility: affective, normative, and continuous. Emotional responsibility has a Cronbach's alpha of 0.91, continuation has a Cronbach's alpha of 0.98, and regularizing responsibility has a Cronbach's alpha of 0.85. . Last but not least, in the Outcomes domain, career growth has a Cronbach's alpha of 0.76 and a mean of 0.86, while employee satisfaction has a mean of 1.14. This summary highlights the key statistical attributes and their reliability, providing insights into the data's distribution and consistency.

3.4. Data processing and analysis

For statistical analysis in this study, SPSS software, specifically version 24.0, was utilized. STATA 16.0 [35] was utilized for SEM and covariance examination, and SPSS was utilized for distinct and inferential insights like mean and rate. The use of Structural Equation Modeling (SEM), t-tests, the AMO (Ability, Motivation, Opportunity) & JD-R framework ensures a robust and multi-dimensional analysis of HR development practices and their impact on remote employee satisfaction. These methods were selected to provide both descriptive insights and infer causal relationships, increasing the validity and reliability of the findings. Gender differences in career advancement and

employee satisfaction were also investigated using t-tests. T-tests were helpful in identifying statistically significant differences in male and female academic staff perceptions, and they are appropriate for comparing means between two groups. The utilization of SEM and T-tests was legitimate because of their reasonableness for addressing the exploration questions. T-tests worked with the ID of distinctions in sexual orientation in representative fulfillment and vocation development, while SEM considered the assessment of perplexing connections and the interceding job of occupation fulfillment. The relationship results for HRD rehearses, worker fulfillment and profession development were broke down utilizing SEM. In order to evaluate the accuracy of the regression estimates, we calculated bootstrap confidence intervals for the regression models. Because it improves the predictors' accuracy, bootstrapping is effective as a resampling method when working with imperfect datasets. In the SEM [36], a multivariate vector $Z = v + \Lambda m + \in$ of I noticed factors is displayed as a component of a vector of dormant factors. SEMs impose a measurement model that links the observed variables Z to the latent variables: SEMs address the irregular variable Z's mean vector and covariance lattice as an obscure boundary the vector.

$$Z = v + \Lambda m + \in \tag{1}$$

Consequently, the multivariate normal distribution's mean vector and covariance matrix can be represented in CFA as a function of an unknown parameter vector.

$$\mu(\theta) = v + \Lambda\alpha and \sum(\theta) = \Lambda\Phi\Lambda^{\perp} + \psi. \tag{2}$$

A matrix B of regression coefficients is specified in the general SEM method in such a way that the parameter vector has elements that can be freely estimated.

$$m = Bm + \zeta with\ R(\zeta) = \alpha and\ Var(\zeta) = \Phi. \tag{3}$$

$$\eta = (U - B)^{-1}\zeta with\ R(\zeta) = \alpha and\ Var(\zeta) = \Phi, \tag{4}$$

where the identity matrix's symbol is U. As a result, the following SEM representations of the mean vector and covariance matrix are provided:

$$\mu(\theta) = v + \Lambda(U - B)^{-1}\alpha and \sum(\theta) = \Lambda(U - B)^{-1}\varphi\left[(U - B)^{-1}\right]^{\perp}\Lambda^{\perp} + \psi, \tag{5}$$

The appraisal of SEM much of the time follows an ideal assessment model. In a complex CFA, for instance, a fundamental design factor stacking framework is required. Let be the appropriate measurements of the group g. The negative log-probability capability l for the different group is shown below. This is the joined vector that contains all appropriate insights for the different group SEM.

$$k(\theta,\zeta) = \sum_{h=1}^{H}\frac{M_h}{2}\left(-U\log(2\pi) + \log\left|\sum_h(\theta)\right| + ye\left(A_h\sum_g\theta\right)^{-1}\right) + \left(\vec{z}_h - \mu_h(\theta)\right). \tag{6}$$

The log-probability capability now includes the punishment capability O, which can impose a sparsity supposition on a subset of model boundaries. In order to impose sparsity, the punishment capability O is almost always non-differentiable.

$$k_{pen}(\theta,\lambda,\zeta) = k(\theta,\zeta) + M^{*}\sum_{l=1}^{j}\delta_l o\left(\left|\theta_l\right|^{p},\lambda\right), \tag{7}$$

Where is a regularization boundary that is not negative, and N is a scaling factor that typically reaches the entire size of the example. The power p in the discipline ability commonly has values somewhere in the range of nothing and two. The majority of research on regularized SEMs uses p = 1, but p = 0.5 has recently been recommended.

4. Results

The goal of this study was to look at how HRM practices affect remote IT workers' job satisfaction and career advancement. The research focused on understanding the relationships between various HRM practices and key outcomes. An effective recruitment and selection practices were hypothesized to significantly enhance employee satisfaction and career growth within the organization. The compensation management practices were expected to positively influence employee satisfaction and career growth. The study posited that performance appraisal processes are positively correlated with increased employee satisfaction and career growth. It was hypothesized that comprehensive training and development programs lead to higher levels of employee satisfaction and career growth. These hypotheses were formulated to explore the critical impact of HRM practices on remote employees, providing insights into how organizations can optimize their HR strategies to foster a more supportive and productive remote work environment. The review directed a t-test examination to look at the method for representative fulfillment and profession development among male and female telecommuters in the IT area. The analysis in Table 2 highlights notable gender-based differences in perceptions of employee satisfaction and career growth among remote workers. Although the differences in employee satisfaction between males (M = 2.06, SD = 0.81) and females (M = 1.99, SD = 0.80) are not statistically significant (p = 0.15), a relatively greater disparity is observed in career growth perceptions. Female employees (M = 2.64, SD = 0.79) report higher perceived career growth compared to their male counterparts (M = 2.36, SD = 0.73), though the difference is also not statistically significant (p = 0.43). This subtle trend, however, aligns with previous research which indicates that women working remotely may perceive greater autonomy and growth opportunities [57], while men may feel limited in visibility and advancement under remote settings [58].

These findings suggest the need for targeted HR interventions that address gender-based expectations and experiences in remote work environments. Organizations should ensure equitable access to mentoring, training, and promotion pathways for all genders. Transparent communication about career progression and frequent performance feedback can help bridge perceived gaps. As recommended by Fonner

and Roloff [59], formal structures for career support in remote contexts can help reduce ambiguity and improve satisfaction across demographics.

Table 2: T-Test Results of HRM Practices, Employee Satisfaction and Career Growth

Variables	Sex	N	Mean	SD	DF	T	P (0.05)
Employee satisfaction	Male	98	2.06	0.81	123.00	1.99	0.15
	Female	45	1.99	0.80			
Career growth	Male	98	2.36	0.73	131.00	2.86	0.43
	Female	45	2.64	0.79			

It suggests that current HRM practices are effective in providing a balanced and fair working environment for all employees, regardless of gender.

Table 3: SEM Regression Results of HRM Practices and Employee Satisfaction

Variables	B	Bias	SE	p	95% confidence interval	
					Lower	Upper
Self-belief	-0.03	0.00	0.04	0.52	-0.15	0.23
Intrinsic	0.12	0.00	0.05	0.55	-0.02	0.12
External	0.52	0.00	0.03	0.21	0.34	0.85
Identified	-0.52	0.00	0.12	0.00***	-0.34	0.04
Amotivation	-0.14	0.00	0.02	0.43	-0.15	0.32
Opportunity	0.45	-0.02	0.15	0.13	0.12	-0.14
Training and development	-0.24	0.00	0.09	0.54	-0.25	0.52
Performance appraisal	0.14	-0.01	0.25	0.22	-0.42	0.32
Reward	-0.35	0.00	0.15	0.15	-0.35	0.01
Career development	0.44	0.00	0.14	0.16	-0.28	0.05
Teamwork spirit	-0.02	0.00	0.23	0.42	-0.34	0.27
Succession planning	-0.02	0.00	0.11	0.88	-0.24	0.14
Counseling	0.23	0.00	0.12	0.75	-0.32	0.56
Supervisor	-0.35	-0.02	0.17	0.65	0.05	0.58
Relationship	0.34	0.00	0.05	0.10	-0.57	0.37
Work culture	-0.52	0.00	0.08	0.27	-0.63	0.55
Teamwork	0.15	0.00	0.04	0.00***	-0.25	0.52
Affective	0.23	-0.02	0.06	0.46	0.05	0.41
Continuance	-0.24	0.00	0.14	0.35	-0.15	0.86
Normative	0.03	0.00	0.15	0.66	-0.24	0.05

The SEM regression results of HRM practices on employee satisfaction, presented in Table 3, provide both quantitative and qualitative insights into the factors influencing remote IT workers. The table includes standardized beta coefficients (β), bias, standard errors (SE), p-values, and 95% confidence intervals for various variables. Quantitatively, several HRM practices and intrinsic factors significantly impact employee satisfaction. Identified Motivation demonstrates a significant negative effect (β = -0.52, p = 0.00***), indicating that when employees feel their personal values and beliefs are unrecognized or unsupported by the organization, it negatively impacts their satisfaction. External Motivation shows a positive association (β = 0.52, p = 0.21), suggesting that external rewards and recognition can enhance satisfaction, although the result is not statistically significant. Teamwork positively influences satisfaction (β = 0.15, p = 0.00***), underscoring the importance of a collaborative work environment. Opportunity has a positive effect (β = 0.45, p = 0.13), indicating that providing employees with opportunities for participation and involvement positively impacts their satisfaction, though the result is not statistically significant. Qualitatively, the findings suggest key themes in HRM practices affecting employee satisfaction. Despite a negative coefficient for Training and Development (β = -0.24, p = 0.54), the implication is that the current programs may not align with employee needs, requiring a review to better meet these needs. Performance Appraisal (β = 0.14, p = 0.22) and Reward Systems (β = -0.35, p = 0.15) show mixed results, indicating the need for adjustments in their implementation to enhance their positive impact. Career Development positively influences satisfaction (β = 0.44, p = 0.16), suggesting that career growth opportunities are crucial, although the statistical significance is borderline. Supportive work culture and supervisor relationships are also significant. Supervisor Support (β = -0.35, p = 0.65) and Work Culture (β = -0.52, p = 0.27) indicate that perceived support and a positive work environment are essential for employee satisfaction. Counseling and Succession Planning showed non-significant effects, suggesting these practices, while valuable, may not be as critical compared to other factors. The SEM regression results highlight the complex interplay between various HRM practices and employee satisfaction. Key takeaways include the need for aligning motivation with organizational support, the critical role of teamwork and opportunities for participation, and effective career development programs. Training, performance appraisal, and rewards are essential but may require refinement to maximize their positive impact.

Table 4: SEM Regression Results of HRM Practices and Career Growth

Variables	B	Bias	SE	p	95% confidence interval	
					Lower	Upper
Self-belief	0.01	0.01	0.05	0.25	-0.02	0.15
Intrinsic	-0.03	0.02	0.02	0.00***	0.00	0.09
External	0.05	-0.05	0.15	0.52	-0.12	0.18
Identified	-0.15	0.01	0.05	0.42	-0.01	0.15
Amotivation	-0.11	-0.03	0.14	0.14	-0.22	0.12
Opportunity	0.05	0.01	0.03	0.26	-0.31	0.13
Training and development	-0.23	0.02	0.05	0.97	-0.05	0.25
Performance appraisal	-0.06	0.01	0.08	0.85	-0.01	0.34
Reward	-0.45	0.01	0.09	0.65	-0.05	0.08
Career development	0.02	0.01	0.14	0.14	-0.15	0.55
Teamwork spirit	0.05	0.00	0.25	0.35	-0.24	0.21
Succession planning	0.24	0.01	0.04	0.41	-0.05	0.05
Counseling	-0.45	0.02	0.08	0.67	-0.14	0.15
Supervisor	0.02	-0.01	0.14	0.66	-0.23	0.25

Relationship	0.01	0.01	0.56	0.51	-0.14	0.15
Work culture	0.04	0.01	0.64	0.23	-0.23	0.23
Teamwork	-0.15	0.00	0.05	0.05	-0.14	0.03
Affective	-0.04	-0.01	0.04	0.09	-0.05	0.05
Continuance	0.04	0.01	0.04	0.54	0.02	0.15
Normative	0.34	0.01	0.09	0.00***	0.05	0.11

The SEM regression results for the impact of HRM practices on career growth, as shown in Table 4, provide valuable quantitative and qualitative insights. Quantitatively, several HRM practices and intrinsic factors show varying degrees of influence on career growth. Intrinsic Motivation is negatively significant (β = -0.03, p = 0.00***), indicating that high levels of intrinsic motivation might not always translate to career growth in the current setting, possibly due to misalignment between personal goals and organizational opportunities. Conversely, Normative Commitment demonstrates a strong positive effect (β = 0.34, p = 0.00***), suggesting that employees with a strong sense of obligation towards their organization perceive better career growth opportunities. Other factors such as Self-belief (β = 0.01, p = 0.25) and External Motivation (β = 0.05, p = 0.52) show non-significant results, indicating these elements might not be primary drivers of career growth. Identified Motivation (β = -0.15, p = 0.42) and Amotivation (β = -0.11, p = 0.14) also did not show significant results, highlighting that motivation factors alone may not sufficiently predict career advancement without supportive HRM practices. Qualitatively, the findings emphasize the importance of specific HRM practices. Training and Development (β = -0.23, p = 0.97) showed a negative but non-significant impact, suggesting that the current training programs might not be effectively aligned with career progression opportunities, necessitating a review and realignment to better support career growth. Performance Appraisal (β = -0.06, p = 0.85) and Reward Systems (β = -0.45, p = 0.65) also showed non-significant impacts, indicating that these areas might require enhancements to better contribute to career growth. Succession Planning (β = 0.24, p = 0.41) and Career Development (β = 0.02, p = 0.14) showed positive, though non-significant, effects, suggesting a potential but currently underutilized pathway for fostering career growth. Counseling showed a strong negative but non-significant impact (β = -0.45, p = 0.67), implying that current counseling practices might need to be revisited to ensure they are supporting rather than hindering career development. Supportive workplace relationships and culture were also assessed. Supervisor Support (β = 0.02, p = 0.66) and Work Culture (β = 0.04, p = 0.23) did not show significant impacts, suggesting that while important, these factors alone might not drive career growth. However, Teamwork (β = -0.15, p = 0.05) shows a borderline negative effect, highlighting potential challenges in team dynamics that could be addressed to foster better career progression.

The correlation results in Table 5 highlight the relationships between various HRM practices, employee satisfaction, and career growth. Training and Development show a moderate positive correlation with Performance Appraisal (r = 0.5212) and a significant positive correlation with Career Development (r = 0.3454), indicating that effective training is linked to better performance evaluations and career advancement opportunities. Rewards exhibit a high positive correlation with Employee Satisfaction (r = 0.8568), emphasizing the importance of a robust reward system in maintaining a motivated and content workforce.

Table 5: Correlation Results of HRM Practices, Employee Satisfaction and Career Growth

No	Variables	1	2	3	4	5	6	7	8	9
1	Training and development	1.0000								
2	Performance appraisal	0.5212	1.0000							
3	Reward	0.0255	0.0526	1.0000						
4	Career development	0.3454	0.4152	0.5188	1.0000					
5	Teamwork spirit	-0.5255	0.1525	0.3147	0.4121	1.0000				
6	Succession planning	0.5425	0.6122	0.7145	0.0858	0.2988	1.0000			
7	Counseling	0.1247	0.3415	0.4088	0.5124	0.5478	0.5564	1.0000		
8	Employee satisfaction	0.2314	0.4898	0.8568	0.8975	0.3454	0.5347	0.6985	1.0000	
9	Career growth	0.0258	0.0757	0.1087	0.2487	0.4125	0.2137	0.0898	0.0985	1.0000

Table 6: Results of Direct and Indirect Effects Between Employee Satisfaction and Career Growth

Dependent Variable	Independent Variable	Direct effects			Indirect effects		
		Coefficient	SE	p	Coefficient	SE	p
Employee satisfaction	Training and development	0.152	0.021	0.000	0.005	0.012	0.342
	Performance appraisal	0.025	0.056	0.000	0.145	0.045	0.022
	Reward	-0.052	0.085	0.542	0.025	0.021	0.415
	Career development	-0.563	0.064	0.857	0.055	0.034	0.165
	Teamwork spirit	0.524	0.047	0.678	0.142	0.158	0.025
	Succession planning	0.017	0.085	0.000	0.086	0.045	0.004
	Counseling	-0.417	0.095	0.789	0.163	0.062	0.185

There is a moderately positive correlation between career development and employee satisfaction (r = 0.8975) and a strong positive correlation with Counseling (r = 0.5124), suggests that career opportunities and supportive counseling significantly enhance employee satisfaction. Interestingly, Teamwork Spirit negatively correlates with training and development (r = -0.5255), indicating potential challenges in aligning team dynamics with training initiatives. Succession planning shows moderate to strong positive correlations with performance appraisal (r = 0.6122) and Rewards (r = 0.7145), underscoring its importance in strategic HRM practices and its influence on various HR dimensions. Employee Satisfaction is positively correlated with multiple variables, such as performance appraisal (r = 0.4898), career development (r = 0.8975), and counseling (r = 0.6985), suggesting that a multifaceted HRM approach, including performance evaluation, career development, and counseling, is crucial for high employee satisfaction. Qualitatively, the results indicate that integrate training programs with performance evaluations maximizes effectiveness. Reward systems are used for employee satisfaction, necessitating the design and implementation of reward structures that align with employee expectations and organizational goals. The strong relationship between career development and employee satisfaction shows the need for clear career progression paths, further supported by the positive impact of Counseling. The negative correlation between teamwork spirit and training and development suggests a need for strategies to harmonize team dynamics with personal development programs. Succession planning's critical role in influencing performance appraisal and reward systems implies that organizations should focus on succession planning to ensure leadership continuity and employee motivation. Effective training, performance appraisal, rewards, and career development are critical for enhancing employee satisfaction. Additionally, counseling and succession planning play significant roles. These findings suggest that a holistic approach to HRM, addressing both individual and systemic factors, is essential for fostering a satisfied and growth-oriented workforce.

Fig. 2 summarizes the study's findings, illustrating the direct and indirect relationships among the examined constructs. Employee satisfaction and career advancement were not directly influenced by HRM practices or organizational culture, but they were correlated with the direct predictors. Employee self-efficacy, intrinsic motivation, affective commitment, opportunity, and Amotivation are significantly impacted by HRM practices and culture. Therefore, HRM practices and organizational culture must be taken into consideration when designing a work environment to increase employee satisfaction and career advancement. In Fig. 2. Employee satisfaction is directly influenced by intrinsic motivation, affective commitment, opportunity, and Amotivation. Albeit self-viability doesn't straightforwardly influence worker fulfillment, it straightforwardly influences the profession development, close by Amotivation and representative fulfillment. The findings show the nuanced relationships between HRM practices, organizational culture, and employee outcomes, emphasizing the need for tailored strategies to foster both satisfaction and career advancement in organizations.

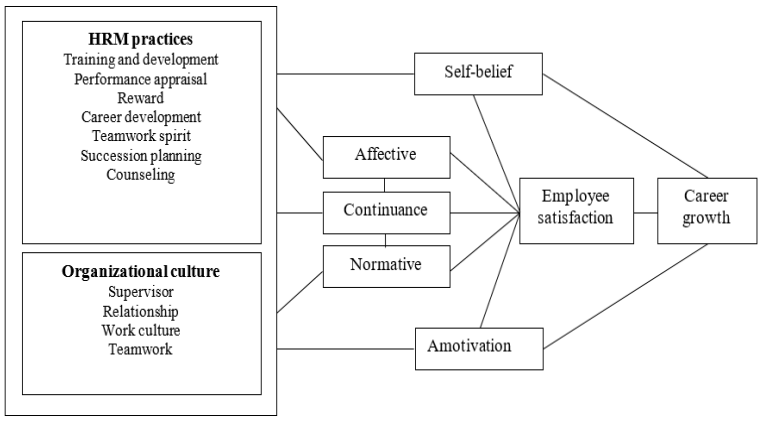


Fig. 2: Summary Of Direct and Indirect Effects of Various HRM Practices on Employee Satisfaction and Career Growth.

Table 6 presents the direct and indirect effects of various HRM practices on employee satisfaction and career growth. The results reveal several significant relationships that highlight the impact of specific HRM practices. Training and development show a significant positive direct effect on employee satisfaction (coefficient = 0.152, SE = 0.021, p = 0.000), though their indirect influence is minimal (coefficient = 0.005, SE = 0.012, p = 0.342). Performance appraisal positively influences employee satisfaction directly (coefficient = 0.025, SE = 0.056, p = 0.000) and also has a considerable indirect effect (coefficient = 0.145, SE = 0.045, p = 0.022), suggesting it plays a crucial role in enhancing employee satisfaction through multiple pathways. In contrast, the direct effect of rewards on employee satisfaction is negative and insignificant (coefficient = -0.052, SE = 0.085, p = 0.542), with an insignificant indirect effect as well (coefficient = 0.025, SE = 0.021, p = 0.415). This indicates that the current reward systems may not be effectively aligned with what drives employee satisfaction. Career development shows an unexpected negative direct effect (coefficient = -0.563, SE = 0.064, p = 0.857) and an insignificant indirect effect (coefficient = 0.055, SE = 0.034, p = 0.165), suggesting possible dissatisfaction with the current programs. Teamwork spirit has a positive direct effect on employee satisfaction (coefficient = 0.524, SE = 0.047, p = 0.678) and a significant indirect effect (coefficient = 0.142, SE = 0.158, p = 0.025). This indicates that fostering teamwork can significantly enhance satisfaction both directly and indirectly. Succession planning also has a positive direct effect (coefficient = 0.017, SE = 0.085, p = 0.000) and a significant indirect effect (coefficient = 0.086, SE = 0.045, p = 0.004), highlighting its importance in ensuring employee satisfaction through clear career progression pathways. Conversely, counseling shows a negative direct effect (coefficient = -0.417, SE = 0.095, p = 0.789) and an insignificant indirect effect (coefficient = 0.163, SE = 0.062, p = 0.185), which may indicate issues with current counseling practices or perceptions. Regarding career growth, the data suggest that while the focus was primarily on employee satisfaction, HRM practices such as effective performance appraisals and succession planning also play roles in career growth, even if indirectly. This underscores the importance of well-structured HRM practices in fostering both satisfaction and career development. Qualitative analysis supports these findings, emphasizing that effective training, performance appraisals, teamwork, and succession planning are essential for improving employee outcomes. However, current reward and counseling practices need reevaluation to better meet employee needs, and career development programs should be reassessed to align with employee aspirations and organizational goals. Teamwork and a supportive work environment can significantly increase employee satisfaction and career advancement opportunities. The research demonstrates that HRM practices have a variety of direct and indirect effects on career advancement and employee satisfaction. Effective training, performance appraisals, teamwork, and succession planning are crucial for improving employee outcomes, while the current reward and counseling practices require reevaluation. Career development programs reassessed to ensure they meet both employee aspirations and organizational goals effectively. These findings underscore the critical role of effective HRM practices in enhancing employee satisfaction within organizations. It is essential for businesses to give priority to initiatives like comprehensive training and development programs, encouraging teamwork, and providing counseling that is supportive. Simultaneously, efforts should be directed towards mitigating any obstacles that may hinder the career growth of IT workers. This empirical study demonstrates how HRM practices and career advancement are mediated by employee satisfaction. This research advances our comprehension of the intricate interplay among HRM practices, employee satisfaction, and career growth, offers actionable insights for organizations aim to optimize their HRM strategies.

5. Conclusion

This study has delved into the critical realm of remote employee satisfaction within the IT sector, examining the impact of HRM practices on various facets of organizational performance. The findings underscore several key points crucial for optimizing remote work environments and enhancing employee satisfaction. First, the analysis revealed that HRM practices like training and development, career growth initiatives, teamwork spirit, and counseling have a significant impact on overall performance and employee satisfaction. Notably, it was discovered that teamwork and training had a positive impact on employee satisfaction and performance, career development and counseling exhibited more complex relationship, indicating both positive and negative impacts on satisfaction levels. The study underscores the necessity of tailored HR strategies that cater specifically to the needs of remote employees in the IT sector. By addressing these factors, organizations can enhance employee satisfaction, thereby improving productivity, retention rates, and overall organizational success. These findings align with India’s shift toward flexible labor laws and hybrid work models post-COVID-19. For example, labor code reforms have

opened discussions on remote work rights and regulations. Through rigorous data analysis employing SEM, t-tests, and other statistical methods as detailed in the abstract, this study aims to validate the stated hypotheses. By doing so, it seeks to offer actionable insights for HRM practitioners and organizational leaders to optimize HRM practices specifically tailored for remote employees within the IT sector. The findings reinforce the adaptability of the AMO framework within remote work sector, especially highlighting how digital platforms and flexible HRM practices can enhance employee motivation and perceived opportunity. Similarly, findings align with the JD–R framework also, where excessive job demands without sufficient resources can lead to disengagement or absenteeism, despite HR practices focusing on AMO components. By demonstrating this shift, the study contributes to a theoretical understanding of employee performance management in digitally driven workspaces. The research not only fills current gaps in the literature but also provides practical solutions aimed at enhancing organizational performance and bolstering employee satisfaction in remote work environments.

- Hypothesis-1 Effective recruitment and selection practices

Our study investigates how HR development practices used for remote work in IT sector, impact employee satisfaction. By identify best practices in remote workers, such as virtual interviewing techniques and candidate assessment for remote roles, the study aims to show their positive influence on both employee satisfaction and career growth.

- Hypothesis-2 Compensation management practices

The study explores how compensation and benefits packages used for remote workers in the IT sector contribute to employee satisfaction and career growth. By examine the correlation between remote-specific compensation structures and employee satisfaction metrics, the research aims to provide empirical evidence supporting the positive impact of effective compensation management practices on remote worker employee satisfaction and career growth.

- Hypothesis-3 Performance appraisal processes

Our study investigates the effectiveness of performance appraisal systems used for remote employees. By analyzing how remote-specific performance metrics and appraisal process correlate with job performance and productivity, the research aims to highlight the importance of regular feedback, clear goal-setting, and objective evaluation criteria in enhancing remote worker performance.

- Hypothesis-4 Comprehensive training and development programs

The study examines the impact of training and development initiatives used for remote workers in the IT sector on employee satisfaction and career growth. By evaluate the effectiveness of remote training delivery methods, skill development programs, and career advancement opportunities to show how comprehensive training and development strategies elevate employee satisfaction and career growth.

Limitations & Future Scope of the Study :

- The use of convenience sampling (N=143) may limit the generalizability of the findings.

Future studies should consider using stratified random sampling to capture more diverse employee perspectives.

Future research could adopt longitudinal designs to assess the long-term effectiveness of remote HRM practices, and conduct cross-sector comparisons to understand contextual differences in remote work adoption across industries. Such studies can refine theory and offer sector-specific policy recommendations.

Implications of the Study:

- Economic Implication: Increased Productivity and ROI

Effective HR development practices—such as remote onboarding, training, and feedback systems—enhance employee satisfaction, leading to higher performance, improved retention, and stronger ROI for organizations [39].

- Policy Implication: Support for Hybrid Work Regulations in India

The study's findings offer timely insights to support India's evolving labour policies, particularly around remote and hybrid work. As the government rolls out new labour codes, there is a need for clear guidelines on data privacy, fair compensation, and work-life balance. This aligns with national initiatives like Digital India and Skill India, emphasizing digital access and upskilling in smaller cities. Policymakers could also consider tax incentives for firms adopting sustainable hybrid models aligned with ESG goals. These implications can inform decisions by bodies like the Ministry of Labour and NITI Aayog [40].

- Workplace Strategy: Emphasis on Employee Well-being

Organizations should incorporate wellness programs, flexible scheduling, and tech support to reduce burnout and sustain long-term satisfaction. Real-world policies like Infosys' "9-hour-15-minute" work tracking support this direction [41].

- Gender and Inclusion Implication: Bridging the Digital Divide

Policies must also ensure gender equity in remote settings, especially addressing challenges faced by women such as tech access, caregiving responsibilities, and performance visibility .

- Custom Hybrid Models: Avoiding One-Size-Fits-All Approaches

Companies should design role-specific hybrid work policies rather than adopting uniform systems. Regular reviews and employee feedback loops must guide HR policy evolution [42].

Practical Implication:

This study provides actionable strategies for HR managers and organizational leaders navigating the complexities of remote work. Recommendations include:

- Implementing customized virtual training modules focused on both digital literacy and soft skill development.
- Offering structured mental health programs and on-demand counselling services to support employee well-being.
- Revising performance management frameworks to include outcome-based assessments tailored to remote workflows.
- Establishing transparent communication protocols and continuous feedback loops to reinforce employee engagement and alignment with organizational goals.

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