Implementation of HR Strategies in Remote Work Settings

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ABSTRACT

The high growth rate of remote working has increased the desire to comprehend how human resource (HR) practices are translated into employee positive results in virtual environments. Although the existing literature reviewed relevant HR practices and employee performance, little empirical evidence has focused on the psychological process by which the practices can be applied in the truly remote settings. This gap was identified in this paper where the role of employee engagement was studied to be a mediating factor between the performance management and communication and engagement policies and the important employee outcomes. The main point is that the HR strategies impact the results of employees not directly but they work mainly through engagement. A cross-sectional research design was used, which is also quantitative. The structured questionnaire was used to gather data among the employees who have been working under the Remote working arrangements. The application of the measurement and structural models (reliability, validity, path relationships, mediation effects, and model fit indices) in the paper was tested through Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that employee engagement is majorly predicted by the performance management ($\beta = 0.408$, $p < 0.001$) and the communication and engagement policies ($\beta = 0.481$, $p < 0.001$). Employee engagement, in its turn, has powerful positive relationships with employee performance ($\beta = 0.768$) and job satisfaction ($\beta = 0.717$), employee productivity ($\beta = 0.694$) and employee retention ($\beta = 0.749$) all of them, at $p < 0.001$, which do confirm full mediation. This research adds to the literature as it empirically supports the engagement-oriented HR strategy model when working remotely, providing theoretical succinctness, managerial practical advice, and research future longitudinal and cross-circumstant directions.

Keywords: Remote work, Human resource strategies, Employee engagement, Performance management, PLS-SEM

INTRODUCTION

The worldwide movement to remote employment has rendered the subject of organization strategies and execution of human resources (HR) fundamentally different. Remote work, which was previously a one-time solution to the temporary nature of the coronavirus outbreak, has since become a lasting organizational structure in any industry with the acceleration of digitalization. Such change has upset the customary HR related practices of supervision, performance evaluation, communication and employee engagement, and organizations need to reexamine the application of HR strategies in virtual set ups. Current literature also notes that remote working environments exacerbate coordination, trust, and performance monitoring issues, and effective implementation of HR strategy, in turn, is the key factor to

organizational sustainability (Vrontis et al., 2023; Alexandro, 2025; Naqshbandi et al., 2024). Previous studies also reveal that telecommuting also changes psychological contracts and employee demands and requires more adaptive and more strategically oriented HR systems (Gajendran et al., 2007; Busch et al., 2011).

Human resource Management has taken a more strategic position of facilitating organizations to work well in remote work environments. According to Strategic Human Resource Management (SHRM) literature, HR strategies need to be oriented towards organizational objectives, and realities in the context so as to create sustainable competitive advantage. This alignment is even more complicated in the cases of remote work because of the limited physical interaction, use of digital tools, and workforce dispersal. In recent years, empirical data indicate that companies with properly adopted HR practices especially targeting performance management and formal communication systems are in a better place to keep their employees motivated and performing in virtual circumstances (Bondarouk & Brewster, 2016; Sharma and Ahmad, 2022; Suwaji et al., 2024). The previous SHRM research also emphasizes the fact that HR strategies are important organizational mechanisms in terms of which human capital is created and utilized, in particular, in the context of fluctuating work conditions (Wright and McMahan, 2011; Becker and Huselid, 2006).

Remote and hybrid work models in industries have shifted beyond a temporary fix and become a stable organizational practice brought about by the digital transformation and globalization of the workforce. The information technology, professional services, consulting, education, and creative industries are among the industries expanding the use of remote work as an option to introduce greater flexibility, gain access to talent globally and lower operational expenses (Vrontis et al., 2023; Alexandro, 2025). Empirical data in the field indicates that even though remote working enhances the responsiveness of the organization, it also brings intricate HR concerns regarding coordination, oversight, and involvement of employees (Naqshbandi et al., 2024; Givan, 2024). Furthermore, virtual work has been normalized, which has increased the strategic position of HR to maintain workforce performance and cohesion in the organizations (Mousa and Arslan, 2025).

Research Questions

RQ1: To what extent does the adoption of performance management practices affect the engagement among employees working remotely?

RQ2: What is the impact of communication and engagement policy on employees working remotely?

RQ3: What is the role of employee engagement in HR strategy implementation (performance management and communication and engagement policies) versus employee outcomes (performance, job satisfaction, productivity, and retention) in remote working environments?

Objectives of the Study

- To test effects of performance management practice on engagement of employees who work remotely.
- The study of the impact of communication and engagement policies on employee engagement of remote employees.
- To explore the connection between employee engagement and important employee outcomes, comprising of employee performance, job satisfaction, productivity and retention in the workplace of remote work.
- To determine the mediating value of employee engagement in a relationship between the implementation of the HR strategy (performance management and communication and engagement policies) and the employee outcomes in remote working environments.

Problem Statement

The quick institutionalization of remote work in all industries has posed a great challenge on organizations to effectively apply the human resource (HR) strategies that allow them to maintain the engagement and performance of the employees. Although remote work has brought beneficial flexibility and international talent access, it has also undermined conventional performance measurement systems, communication and connectivity with personnel, which has caused disengagement, decreased productivity, and turnover potential (Vrontis et al., 2023; Naqshbandi et al., 2024; Alexandro, 2025). The recent research states that a vast number of organizations are experiencing challenges not with designing HR strategies but with their implementation in remote situations, specifically with determining ways to bring performance management systems and policy of communication into regulation with virtual working conditions (Ferdiansah, 2024; Mohhlala et al., 2024).

LITERATURE REVIEW

Performance management is an HR strategy that is highly vital in shaping or influencing the behavior of the employees and aligning the efforts of the individual workers with the objectives of the organization especially in the remote work environment. Traditional supervisory apparatuses in the virtual worlds are substituted with result-driven evaluation, continuous feedback, and digitally empowered performance tracking applications, which makes performance management even more advanced but more competitive (Vrontis et al., 2023; Salam and Munawir, 2024; Juliadi et al., 2023). The recent research highlights that efficient remote performance management can make roles clear, accountable, and employees more motivated, and all these factors are needed to maintain engagement in conditions of no physical control (Ferdiansah, 2024; Alexandro, 2025). According to the previous studies, it is also reasonable to expect that poorly structured performance management systems may lead to the rise of role ambiguity and stress, which have a harmful impact on the attitudes and behaviors of employees (Aguinis, 2019; Pulakos et al., 2019). Therefore, performance management has been one of the underlying HR processes that impact employee engagement at work in a remote setting.

Theoretical Foundation

Social Exchange Theory (SET)

The primary theoretical framework of the current study is the Social Exchange Theory (SET), which can be used to interpret how employees are reactionary to the organizational practices in terms of reciprocity and theoretical support. The performance feedback, communication, and recognition in remote working environment are heavily dependent on HR systems, so the social interactions in the environment are considerably mediated by the HR policies. The research shows that successful performance management and open communication increase the involvement of the employees by indicating organizational support, which is returned by the employees with positive work behaviors (Saks and Gruman, 2023; Naqshbandi et al., 2024; Alexandro, 2025). Previous theoretical background of SET suggests that employees are more committed and engage more when they believe that Hr practices are just and helpful (Blau, 1964; Cropanzano and Mitchell, 2005). Therefore, SET is helpful in offering a good theoretical approach to why effective implementation of the HR strategy leads to engagement and the ensuing employee outcomes in a remote setting.

Job Demands-Resources (JD-R) Model

The first underlying theory to be used is the Job Demands Comspanysion Resources (JD-R), which is designed to clarify the role of HR strategies as job resources, which help to boost the engagement of staff members in the workplace during remote work conditions. Isolation, workload ambiguity, and technological dependency are some of the job demands the employees encounter in the virtual

environment that have to be balanced using sufficient organizational resources. The recent studies have shown that performance management and effective communication are the examples of HR practices that are seen as critical resources to trigger engagement and reduce burnout in remote employees (Bakker and Demerouti, 2023; Saks and Gruman, 2023; Ferdiansah, 2024). The earlier research also confirms job resources have a direct positive engagement as well as an indirect positive influence on performance and retention results (Bakker and Demerouti, 2017; Schaufeli, 2017). JD-R model thus adds to addition of SET by stating the motivational route in which the HR strategies impact engagement and employee outcomes.

Strategic Human Resource Management (SHRM)

Met as the second supporting theory, the Strategic Human Resource Management (SHRM) theory attempts to put the implementation of HR strategies in the backdrop of the organization goals and the competitive advantage. SHRM assumes that the HR practices should be effectively aligned with certain organizational environments like remote working to deliver sustainable performances. The latest empirical data hints at the idea that companies that implement HR systems that have been strategically aligned in remote working contexts have a better workforce engagement and stability rates (Vrontis et al., 2023; Alexandro, 2025; Mohlala et al., 2024). The previous SHRM sources also focus on the fact that employee attitudes and behaviors change seem to mediate the relationship between HR strategy and organizational performance (Wright and McMahan, 2011; Boxall and Purcell, 2016). Therefore, SHRM gives an argument on a macro level to consider studying HR strategy implementation as one of the sources of engagement and employee performance in remote working conditions.

Relevance to Framework and the Integration

The combination of Social Exchange Theory as the prevalent theory with JD-R Model and SHRM as the supportive theories prepares the current study with the extensive theoretical base of the proposed conceptual framework. Combined, the theories present how the HR strategies establish social and resource-based environments that will promote employee engagement, which subsequently stimulates employee performance, job satisfaction, productivity, and retention under remote work. The contemporary sources endorse the application of multi-theoretical models to the study of the complexity of HR dynamics in virtual settings (Naqshbandi et al., 2024; Saks and Gruman, 2023; Alexandro, 2025). Previous studies already state that integration of micro- and macro-level theories enhances the explanatory strength and empirical strength of research (Becker and Huselid, 2006; Bakker and Albrecht, 2018). As a result, the purpose and objectives of the study are in perfect harmony with the considered theories and create a very good background regarding the construction of hypotheses and empirical testing.

Supporting and Negating Views

In a supportive view, the recent literature says that working performance management systems have considerably improved employee engagement especially in remote working conditions where visibility and feedback replace physical surveillance. Research has shown that trust and psychological engagement in remote workers are promoted by outcome-based appraisal, feedback regularly and openly, and performance criteria (Vrontis et al., 2023; Salam and Munawir, 2024; Ferdiansah, 2024). Nonetheless, the counterarguments recommend that overuse of digital auditing and strict quality controls can cause a decrease in independence and an increase in stress and, consequently, a decline in virtual interaction (Mohlala et al., 2024; Alexandro, 2025). Previous studies also warned that performance management systems may affect them backfiringly when seen as unjust or domineering enough to cause disengagement instead of motivation (Aguinis, 2019; Pulakos et al., 2019).

In favour of the stated view, supportive perspectives underline that in remote work environments, a set of communication and engagement policies are the key to maintaining the involvement of workers. According to the recent literature, an open communication, frequent virtual meetings, and involvement programs help to promote trust, a sense of belonging, and emotional closeness among distant workers (Naqshbandi et al., 2024; White et al., 2023; Givan, 2024). On the other hand, other researchers indicate that too much online interaction may cause information overload, virtual exhaustion, and lack of interaction, especially when communication is not clear or purposeful (Saks and Gruman, 2023; Ferdiansah, 2024). It is also stated that communication quality, not quantity, defines its effect on engagement, which is why improperly established communication policies can be incapable of doing what they are supposed to do (Men & Stacks, 2014; Kahn, 1990).

Mediation & Moderation Perspective

In a supportive range of viewpoint, performance management has been viewed as an important HR tool that boosts the commitment of employee working remotely contexts through offering clarity, feedback and the perception of fairness. The current research reveals that the use of outcome-based performance appraisals and constant digital feedback enhance a psychological bond and engagement of employees with their work, especially in the case of no physical oversight (Vrontis et al., 2023; Salam and Munawir, 2024). It is also suggested by prior studies that transparent and unbiased performance management tradition can be seen as motivational signals that generate engagement through strengthening trust and role definition (Aguinis, 2019; Pulakos et al., 2019). The employee engagement in this relationship acts as a mediating force in which the performance management practices are converted into positive employee outcomes.

On the other hand, other researchers are of the opinion that performance management under remote conditions can lead to less participation where it is paramount on the use of digital surveillance or strict set ups. Overmonitoring will reduce autonomy and intrinsic motivation by deteriorating the engagement in spite of the formal performance systems (Mohlala et al., 2024; Ferdiansah, 2024). Previous research warns that moderating variables affecting the performance of performance management may include trust, job autonomy, and managerial support, and there, therefore, may be no homogenous outcome of engagement in all situations (Aguinis, 2019; Bakker and Albrecht, 2018).
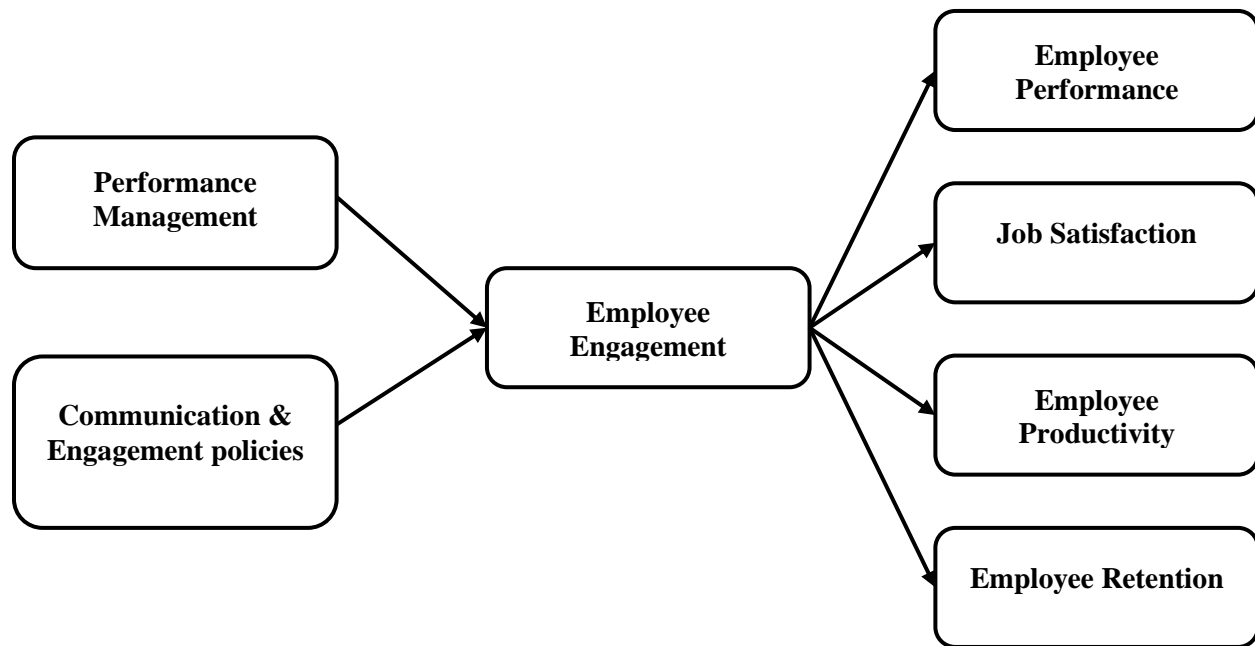
Figure 1 Conceptual Framework

HYPOTHESIS DEVELOPMENT

Performance Management and Employee Engagement

One of the basic HR strategies is effective performance management, which directly affects the engagement of employees, especially when working remotely when practicing traditional supervision is restricted. According to the recent research, the psychological engagement of employees can be boosted by making their objectives clearer, supplying them with consistent feedback, and assessing the result on a performance basis (Vrontis et al., 2023; Salam and Munawir, 2024; Ferdiansah, 2024). When the employees see the performance management systems not controlling but helpful, they will put more mental and emotional effort into work. Previous studies also indicate that effective appraisal plans enhance trust and commitment which are key antecedents of engagement (Aguinis, 2019).

H1: The performance management positively impacts much employee engagement in remote working environments.

Policies of Communication and engagement and staff engagement

Remote work requires policies on communication and engagement that stimulate perception of involvement in employees by promoting connection, inclusion, and transparency. The findings of recent research point to the fact that frequent virtual interaction, the ability to make decisions and engage through organizing various activities appear to be associated with the effective contribution of the latter to employee-sensement and emotional attachment rate (Naqshbandi et al., 2024; Givan, 2024; Ferdiansah, 2024). Without the physical interaction, good communications in place of the relationship maintain engagement and trust. Previous studies also highlight that motivating communication serves the psychological needs of employees as to being recognized and being involved (Kahn, 1990).

H 2: There is a strong positive correlation between the policies on communication and engagement with employee engagement in distant workplace.

Employee Engagement and Employee Performance

Employee engagement has been extensively seen as a motivating factor to the performance of the employees, especially in remote working situations where self-management and independence are necessary. Recent researchers verify that engaged employees are quicker in task performances, adaptability and discretionary efforts because they are motivated and more focused (Vrontis et al., 2023; Juliadi et al., 2023; Salam and Munawir, 2024). Involvement increases the willingness of the employees to work in line with the organization objectives, thus, elevating the results of the overall performance. The same has been attested in earlier studies which have shown that engagement is advantageous as it activates employees and bolsters roles commitment (Harter et al., 2002).

H3: The positive impact of employee engagement on employee performance in distant work environment is significant.

Job Satisfaction and Engagement of the Employees

The concept of employee engagement is directly linked to the lack of job satisfaction because the latter can expect a higher level of fulfillment and positive feelings about their job. According to the recent research, engaged remote workers report increased levels of satisfaction because they feel supported, have meaningful work, and they feel psychologically connected with the company (Saks and Gruman, 2023; Naqshbandi et al., 2024; Alexandro, 2025). The involvement helps employees to gain an intrinsic value out of their work and this increases the level of satisfaction. The engagement-satisfaction relationship is something the previous investigations in the research verified as well by showing that the engaged employees have more positive work attitudes (Judge et al., 2001).

H4: Job satisfaction within remote work environments is affected by employee engagement significantly and positively.

Employee Engagement and Employee Productivity

Engagement of the employees is viewed as an important factor to productivity especially where it is connected to remote working where it depends on self-discipline and intrinsic motivation. Decent studies prove that employees who are engaged show higher productivity with a higher level of concentration, energy, and effective task performance (Vrontis et al., 2023; Givan, 2024; Juliadi et al., 2023). Involvement helps increase the voluntary effort level of the employee hence better output even in markedly flexible working terms. Research articles by others that have been studied previously also affirm that engagement is a contributor to productivity in the sense that it leads to long-term work effort and perseverance (Harter et al., 2002).

H5: Employee engagement produces a positive impact on employee productivity in remote working environments.

Employee Engagement and Employee Retention

It is well known that employee engagement is a major indicator of employee retention, particularly in remote working settings with high mobility of labor. Recent research suggests that engaged workers have better emotional attachment and are less prone to leaving their organizations even when there is a physical distance (Naqshbandi et al., 2024; Mohlala et al., 2024; Alexandro, 2025). Involvement reinforces the commitment and loyalty of an organization and hence lowers the turnover intentions. The connection between these two is also supported by earlier studies because engagement was found to be among the factors motivating long-term employee retention (Allen et al., 2010).

H6: There is a strong positive influence that employee engagement has on employee retention in remote workplace environments.

Performance Management, Employee Engagement and Employee Performance

On mediation terms, the recent literature has emphatically proposed that employee engagement is an important intervening variable in employee performance- Performance management relationship, especially in remote contexts. Good performance management practices like clear goals, persistent feedback, and outcome-based assessment led to a higher level of psychological engagement in employees, which, by extension, translates to excellent performance results (Vrontis et al., 2023; Salam and Munawir, 2024; Ferdiansah, 2024). The engagement is a behavioral mechanism which is applied in remote workplaces where direct-supervision is not achievable and in which performance management systems affect employees effort and execution of tasks. This mediating route is also supported by previous studies that stress upon the fact that performance is influenced mediated by HR practices that mediate motivational states (Aguinis, 2019).

H7: In the case of remote working, performance management correlates with employee performance mediated by employee engagement.

Performance Management, Employee Engagement and Job Satisfaction

The available supporting literature identifies employee engagement as one of the mediating variables between performance management practices and job satisfaction in an environment with continuous remote working. Recent research indicates that fair appraisal mechanisms and constructive feedback improve the engagement of employees which subsequently leads to positive emotive response and job satisfaction (Saks and Gruman, 2023; Naqshbandi et al., 2024, Ferdiansah, 2024). In remote environments, participation helps the employees to feel that the performance systems are encouraging them instead of punitive, and therefore, reinforces satisfaction. It is also proven by previous studies that the engagement channels the impact of the HR practices in attitudinal results such as job satisfaction (Judge et al., 2001).

H8: There is a mediating subjugation of job satisfaction by performance management, then, through employee engagement in remote work environments.

Communicating and engaging policies, engaging employees and engaging employees with products

In a supportive perspective, communication and engagement policies are considered to boost the employee productivity indirectly by boosting employee engagement amid remote working situations. The recent research indicates that engagement is encouraged by transparent communication, initiatives of participative engagement, and frequent virtual interaction that in turn enhance focus, energy, and efficiency of the job (Vrontis et al., 2023; Givan, 2024; Ferdiansah, 2024). Engagement acts as a motivational channel in which communication policies are converted to greater productivity especially in flexible and self-managed employment. This mediation is also supported by prior studies that indicate that engagement is a process through which HR practices are associated with positive productivity results (Harter et al., 2002).

H9: Engagement mediates the connection that exists between communication and engagement policies as well as employee productivity in remote working environments.

Policies of Communication and Engagement, Communication and Employee Engagement, Employee Retention

The existing accumulation of literature lends credibility to the mediating effect of employee engagement in communication/engagement policy-employee retention relationship. Recent researches show that when activities are performed effectively, it contributes to an increase in engagement as they promote trust and organizational identification which in turn will decrease turnover intentions in remote workers (Naqshbandi et al., 2024; Mohhlala et al., 2024; Alexandro, 2025). Engagement is both an emotional anchor and a factor that connects the communication policies and the choice of the employees to stay in their organizations in the context of virtual work environments. The results of the earlier studies also bear confirmation to engagement being a major mediator of the HR practices and retention results (Allen et al., 2010).

H 10: There is a mediating effect of employee engagement on the correlation between communication and engagement policy and employee retention in remote work environments.

Conceptualization

The contribution of individual HR practices, remote working, and engagement in employee attitude and performance outcomes has significantly been studied in previous research, although much of it is still randomized and concentrated mostly on the isolated direct relationships. It is proven that performance management and communication practices play a crucial role in remote work situations since, in the digitally mediated context, these practices touch on employee motivation, engagement, and work outcomes (Vrontis et al., 2023; Naqshbandi et al., 2024; Alexandro, 2025). These papers are theoretically based on the use of Social Exchange Theory, Job DemandsResources (JD-R) model, and Strategic Human Resource Management (SHRM) that are all explanations of how supportive HR practices can serve as social and resource-based cues that attract employee participation and mutual behaviors. Previous sources also prove that the impact of HR strategies on performance, satisfaction, or retention is hardly direct, thus, their influence is mediated by employee-level psychological processes, like engagement (Becker and Huselid, 2006; Bakker and Albrecht, 2018)

RESEARCH METHODOLOGY

Research Design

This paper is a quantitative research design in an attempt to analyze the correlations between HR strategy implementation, employee engagement, and employee outcomes within a remote workplace. Quantitative techniques are specifically appropriate to test theories-based models, study causal relationships and prove hypotheses with statistical data. The recent methodology literature stresses on quantitative research being viable in HRM and organizational research in which the constructs can be measured and the relationships outlined against their theoretical specification (Hair et al., 2023; Sarstedt et al., 2024; Memon et al., 2025). Previous studies also emphasize that positivist-based quantitative designs can be used to make objective measurements and extrapolate the results in other organizational settings (Sekaran and Bougie, 2019; Creswell and Creswell, 2018). Based on this, the proposed study will use a structured quantitative design to attempt to answer the proposed conceptual framework.

The study is a cross-sectional research study, where information is gathered at one time among the employees who are either on remote or hybrid work set ups. The reason why cross-sectional designs are popular in HRM and organizational behavior studies is that they are efficient and appropriate with respect to analyzing relationships among latent constructs (Hair et al., 2023; Sarstedt et al., 2024; Ringle et al., 2025). Indeed, recent literature holds that the cross-sectional design can be used in the cases when the aim is to verify some theory and not analyse longitudinal changes, especially when it comes to the newly

developed areas of research like remote work (Memon et al., 2024). Previously developed methodological contributions also validate the fact that cross-sectional surveys are useful in capturing perceptions, attitudes, and behaviors of employees within organizational contexts (Sekaran and Bougie, 2019; Kothari, 2020).

To gather primary data, a survey-based research strategy will be utilized to collect the primary data with remote employees since surveys are effective in measuring several constructs and do it in large sample. In the recent research, survey techniques are recommended to be used in HRM studies to represent the views of employees on HR activities, involvement, and performance in digitally mediated situations (Hair et al., 2023; Sarstedt et al., 2024; Memon et al., 2025). The unit, in this case, is the individual employee as this is suitable in view of the study subject which is the unit perceptions and behaviors at the employee level. Previous findings stress that the individual-level analysis plays a crucial role whenever analyzing engagement and attitudinal results in the organizational research (Podsakoff et al., 2019; Sekaran and Bougie, 2019).

In an effort to examine the conceptual model suggested, the current research is to use partial least squares structural equation modeling (PLS-SEM) as the ideal analytical tool. PLS-SEM is especially appropriate when complex models that are multi-construct, multi-mediation effects and predictory objectives are included. Recent methodological studies point to the fact that PLS-SEM is strong as theory development, non-normal data, and exploratory-to-confirmatory research drive one that is typical of the study of HRM and remote work (Hair et al., 2023; Sarstedt et al., 2024; Ringle et al., 2025). Previous research also establishes that, PLS-SEM is effective in measuring both measurement and structural values in one model and hence is suitable in engagement based models (Hair et al., 2019; Henseler et al., 2015). Thus, the selected research design and the method of analysis are rather appropriate to both the aims and the theoretical premises of the study.

The research is a particular study, a cross-sectional survey study that will be conducted as a theory-directed and quantitative study to understand employees, either working remotely or in hybrid working arrangements. The design will be designed to empirically test the conceptual framework proposed in order to demonstrate how the implementation of HR strategy (performance management policy and communication and engagement policy) is connected to the outcomes of employees through employee engagement. Actual researches focus on personalized research designs that are consistent with theoretical frameworks and increase the explanatory value and methodological soundness of HRM research (Hair et al., 2023; Sarstedt et al., 2024; Memon et al., 2025). The consistency of research design and theory as well as research aims with the purpose of ensuring construct validity and theoretical consistency is supported by earlier methodological literature (Sekaran et al., 2019; Creswell and Creswell, 2018). Therefore, the design of the proposed research is specifically constructed to test mediated and direct relationships in one integrative model.

The targeted design of the research is on individual level of data gathered on the employees who are either working remotely or in hybrids in service and knowledge-based organizations. This contextual orientation is especially topical in the current environment where the remote work is becoming more and more common in the IT, educational, consulting, and professional services industries. The recent empirical studies emphasize the fact that remote workers offer valid and reliable feedback about the aspects of HR strategy implementation and engagement dynamics since they are directly interacting with the digital HR systems (Naqshbandi et al., 2024; Ferdiansah, 2024; Ferdiansah, 2024). Also, earlier research confirms that the perceptions, at the employee level, are important in the context of investigating engagement-mediated models in organization-related studies (Podsakoff et al., 2019; Allen et al., 2020). In that way, the sampling environment will be selected strategically to be the most relevant and empirically valid.

The research technique applied in the study is the structured self-administered questionnaire using validated and previously used, medical measurement scales adjusted to the remote working setting. Multi-item Likert-type scales are used to operationalize constructs including performance management, communication and engagement policies, employee engagement, and employee outcomes to get a more precise measure of latent variables. The latest methodological advice suggests that validated instruments should be used to support reliability and cross-studies comparability in the HRM studies (Hair et al., 2023; Sarstedt et al., 2024; Ringle et al., 2025). Previous studies also facilitate the use of scale adaptation with contextual adaptation given that content validity and reliability are kept (Podsakoff et al., 2019; DeVellis, 2017). Thus, both the design and the methodological rigor and relevance to the context are attained by the instrument design in this research study.

The analytical design of the research is uniquely organized to PLS-SEM path modeling, which provides an opportunity to test measurement qualities and structural relationships simultaneously. The specification of the model involves direct causal relations between employee engagement and HR strategies and indirect causal relation between HR strategies and the employee outcomes through engagement. The latest researches also focus on the effectiveness of PLS-SEM in estimating the mediation effects, use with ingenuous HRM models with more than three dependent variables (Hair et al., 2023; Sarstedt et al., 2024; Ringle et al., 2025). It is also stated in the previous literature that the application of models which are tailored to the specifics of the theoretical reasoning improves the predictive power of results and makes the interpretation more easier (Hair et al., 2019; Henseler et al., 2015). Thus, the analytic design in this study is specially designed according to the goals and theoretical approach of the study.

Data Collection Procedure

The researcher used a structured self-administered questionnaire as a type of primary data to gather information on the topic since the research had to rely on the data provided by employees in the remote modes or hybrid systems of work. Online data collection seems to be particularly suitable in the setting of the research on remote work since it fits the online work setting of the respondents and allows access to the participants geographically scattered with ease. The latest methodological research highlights that online surveys make it easier to collect data more accurately, reduce administration bias, and collect a large amount of data in the case of organization research (Hair et al., 2023; Sarstedt et al., 2024; Memon et al., 2025). Past studies also advocate the use of electronic surveys as an effective technique to describe employees perceptions and attitudes provided that anonymity and confidentiality are guaranteed (Sekaran and Bougie, 2019; Dillman et al., 2020). As such, the data collection online method was chosen in order to ensure maximum availability, quality and cost-efficiency of responses.

Population of the Study

The study population will include employees who are either in remote environment or had a hybrid arrangement working in the service sector and knowledge based industry such as information technology, education, consulting and professional services. These areas were chosen because they are the ones where digital HR systems and virtual collaboration mechanisms are extensively applied. The recent empirical research proves remote employees to be a fitting choice of a population to study the dynamics of HR strategy implementation and engagement as it is them, who are directly affected by digitally mediated HR practices (Naqshbandi et al., 2024; Alexandro, 2025; Ferdiansah, 2024). In previous literature, it is also mentioned that the population of employees is also critical in researching engagement-based models because perceptions and behaviors are formed at the individual level (Podsakoff et al., 2019; Allen et al., 2020).

Sampling Technique

A non-probability purposive sampling strategy was used in order to make sure that respondents fit into the specific inclusion criteria which were participation in remote or hybrid working systems and frequent use of organizational HR systems. Purposive sampling is highly dictated where the research objectives demand specific respondents having valuable experience. Current methodological investigations deem purposive sampling as a theory-test study when conducting research within the realm of HRM and organizational behaviour, especially in new areas of research like remote work (Hair et al., 2023; Memon et al., 2024; Sarstedt et al., 2024). Previous literature also proves that purposive sampling contributes to the data relevance and construct validity in the cases when population frames are not taken easily (Sekaran and Bougie, 2019; Kothari, 2020).

Measurement Instruments and Adaptation

The research have used measurement scales that are proven and have been used in previous validated studies in order to measure the performance management, communication and engagement policies, employee engagement, and the employee outcomes. Instrument adaptation entailed adapting the words contextually to what would fit the cases of remote work without loss of original construct meaning. New research suggests the need to adapt the scale instead of developing it as the only way to improve comparisons and-methodological rigor (Hair et al., 2023; Sarstedt et al., 2024; Memon et al., 2025). Previous sources also provide support to contextual adaptation as long as content validity and theoretical congruence will be upheld (Podsakoff et al., 2019; DeVellis, 2017). Everything was measured in a Lickert-type scale to elicit the perceptions of respondents in the same way.

Validity and Reliability Test

Validity and reliability were evaluated on the basis of well-set standards within the framework of PLS-SEM. Cronbach alpha was the measure of construct reliability, and the average variance extracted (AVE) derived was the measure of the convergent reliability. The FornellLarcker criterion and the HTMT ratios were used to test the discrimination validity. According to the recent methodological studies, these measures are critical in providing adequacy of measurement models in structural equation modeling (Hair et al., 2023; Sarstedt et al., 2024; Ringle et al., 2025). Prior literature also proves the fact that strict validity and reliability testing increases the degree of confidence in the hypothesis test and model interpretation (Hair et al., 2019; Henseler et al., 2015).

Software Data Analysis Software

Preliminary data analysis was done using SPSS, and structural equation modeling with the help of SmartPLS. Data were screened in SPSS, evaluation of descriptive statistics, and measurement and normality, and missing values, conducted evaluation of measurement and structural model in SmartPLS. Recent research findings point to the fact that a combination of SPSS and SmartPLS is a common course of action in HRM research that employs PLS-SEM (Hair et al., 2023; Sarstedt et al., 2024; Ringle et al., 2025). Previous studies also support this fact since researchers find that SmartPLS is especially efficient in the estimation of the complex mediation models of multiple constructs (Hair et al., 2019; Henseler et al., 2015).

Age and sex The survey sampled 167 non-residents who had recently passed through major international airports across different global cities.<|human|>Demographic Profile of Respondents The survey targeted 167 non-residents who had recently flown through major international airports of the various global cities.

To indicate the description of the sample and adjusting the instances of potential confounding effects, the demographic information was gathered. The variables were gender, age, education level, work

experience, industry type, and the intensity of remote working. The recent studies also state that demographic profiling improves the interpretability and external validity of the HRM results, especially when it comes to remote work research (Naqshbandi et al., 2024; Alexandro, 2025; Ferdiansah, 2024). Previous literature also implies that demographic variables would give the necessary contextual details, as well as enable the researcher to evaluate sample representativeness (Sekaran and Bougie, 2019; Podsakoff et al., 2019).

RESULTS AND DISCUSSION

In the section, the empirical findings of the study will be presented, that is, the structural relationships between HR strategy implementation, employee engagement (dependent variables) and employee outcomes (dependent variables) will be deemed in the context of remote working conditions and with the help of PLS-SEM. It has been found that the proposed model is largely explanatory with significant variance accounted in employee engagement, and moderate to high variance accounted in employee performance, job satisfaction, productivity, and retention. These results align with the more recent research on HRM and remote work, which also highlights the beneficial use of engagement-based models in the digitally mediated workplaces (Vrontis et al., 2023; Naqshbandi et al., 2024; Saks and Gruman, 2023). The strength of the model also aligns with the expectations of PLS-SEM when it comes to complex, mediation-based models, which is why it is appropriate to test and predict theories in the organizational research (Hair et al., 2023; Sarstedt et al., 2024). On the whole, the findings offer a sound empirical base of evaluating the relation of HR strategies into employee outcomes using the psychological mechanisms.

The findings of the structural model show that the performance management and the communication and engagement policies significantly and positively influence the engagement of the employees, as such policies play a very important role as key Hr strategic mechanisms in the remote working setting. These are the findings that can be corroborated by recent empirical results that imply that outcome-based performance systems and organised digital communication can significantly increase the cognitive and emotional engagement of employees in cases where the physical supervision is restrained (Vrontis et al., 2023; Salam and Munawir, 2024; Ferdiansah, 2024). Moreover, employee engagement has positive and high direct impacts on each of the four employee outcomes, which indicates its predictive capability in the model. This trend correlates with the modern interaction research, where engagement is a driving factor to determine performance outcomes and attitudinal outcomes in the framework of flexible work practices (Saks and Gruman, 2023; Mohlala et al., 2024). Similar claims are made in previous researchers, noting that effective HR practices have their impact mostly in their ability to influence the motivational state of employees and not a direct control tool (Aguinis, 2019; White et al., 2021).

One of the main contributions that the current study has brought is in the establishment of the mediator, of employee engagement, in the relationship between HR strategy execution and results of employees. Those are the findings that prove that performance management and policy based on communication and engagement wholly mediate through the employee engagement on worker performance, job satisfaction, productivity, and retention. This result supports more recent theoretical and empirical literature on the focus of engagement as the key psychological pathway in which HR strategies create lasting effects in the remote work environment (Naqshbandi et al., 2024; Saks and Gruman, 2023; Vrontis et al., 2023). The outcome of the mediation also complies with the existing body of literature on the wider concepts of organizational behavior in that the practices of HR often have no direct effect on the outcomes, but rather tend to work through their influence at an employee level of perception and response (Aguinis, 2019; Hair et al., 2019). Taken together, these findings reinforce the explanatory value of the engagement-based HR models and offer empirical evidence on process-based approaches to explaining the HR strategy effectiveness in the modern working environments.

Table 1: Reliability and Validity Analysis

Construct reliability and validity Overview

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
COMMUNICATION_AND ENGAGEMENT_POLICIES	0.832	0.832	0.899	0.748
EMPLOYEE_ENGAGEMENT	0.908	0.909	0.942	0.844
EMPLOYEE_PERFORMANCE	0.862	0.870	0.916	0.784
EMPLOYEE_PRODUCTIVITY	0.853	0.856	0.911	0.773
EMPLOYEE_RETENTION	0.918	0.921	0.948	0.858
JOB_SATISFACTION	0.856	0.857	0.912	0.776
PERFORMANCE_MANAGEM ENT	0.887	0.888	0.930	0.815

The construct reliability and validity outcome shows that the measurement model has excellent internal consistency and fair convergent validity. Cronbachs alpha of all the constructs stands above the suggested level of reliability of 0.70; this proves acceptable to excellent reliability. All composite reliability values (rho a and rho c) also have values above 0.80, which reflects high values of internal consistency and stability of latent variables. More importantly, the average variance extracted (AVE) results are between 0.748 and 0.858 which is more than sufficient to satisfy the 0.50 minimum variance required that all constructs will explain more than half of the variance in their indicators. It is important to note that, employee engagement, employee retention and performance management show high reliability and convergent validity which is evidence of a well defined and strong measurement scale. All in all, these findings affirm that constructs are reliably measured and have sufficient convergent validity thus the suitability of the measurement model to be used in subsequent structural analysis.
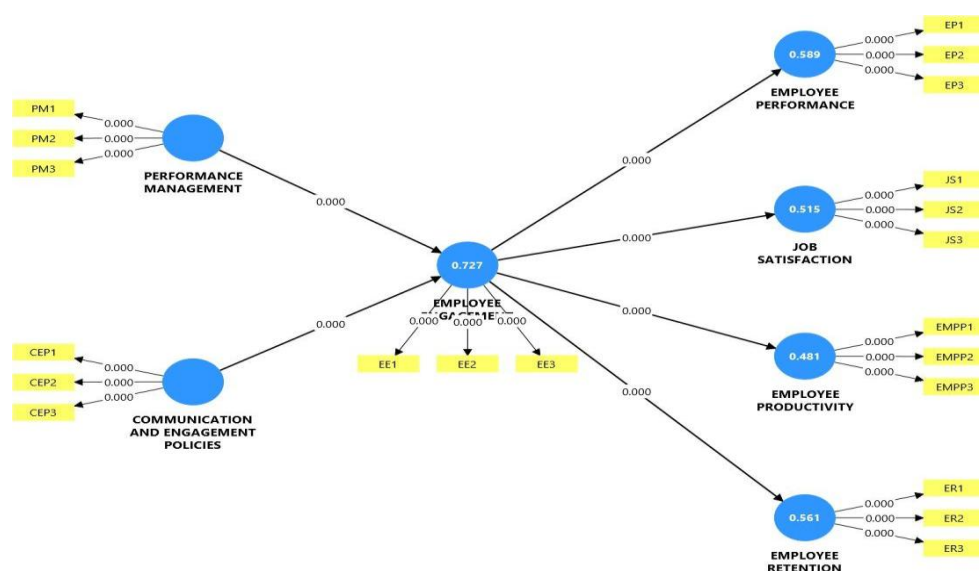
PLS SEM Bootstrapping

Figure 2 PLS SEM Bootstrapping

Findings of the structural model reveal that there are significant and statistically significant relationship between the variables under the study implying that employee engagement is at the core of the model. The policies of performance management and communication and engagement both have a huge positive impact on employee engagement with the p-values of 0.000. These two variables of HR strategy describe a high percentage of variance in employee engagement ($R^2 = 0.727$), which implies a high level of explanatory power. This indicates that a well-organized communication and engagement policies and effective performance management practices are the key elements behind employee engagement in remote workplaces. The fact that the R^2 is high clearly indicates how strong the model is in terms of discriminating the important antecedents of engagement and the theoretical assumption that the implementation of HR strategies is central to developing the psychological engagement of employees under conditions of constrained physical supervision.

Table 2: Hypothesis Testing

Path coefficients

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
COMMUNICATION_AND ENGAGEMENT_POLICIES -> EMPLOYEE_ENGAGEMENT	0.481	0.479	0.075	6.431	0.000
EMPLOYEE_ENGAGEMENT -> EMPLOYEE_PERFORMANCE	0.768	0.769	0.045	17.129	0.000
EMPLOYEE_ENGAGEMENT -> EMPLOYEE_PRODUCTIVITY	0.694	0.695	0.047	14.662	0.000
EMPLOYEE_ENGAGEMENT -> EMPLOYEE_RETENTION	0.749	0.749	0.037	20.483	0.000
EMPLOYEE_ENGAGEMENT -> JOB_SATISFACTION	0.717	0.718	0.050	14.391	0.000
PERFORMANCE_MANAGEMENT -> EMPLOYEE_ENGAGEMENT	0.408	0.410	0.078	5.210	0.000

The path coefficient results indicate that all hypothesized relationships in the structural model are positive and statistically significant, providing strong empirical support for the proposed framework. Communication and engagement policies have a significant positive effect on employee engagement ($\beta = 0.481$, $t = 6.431$, $p < 0.001$), while performance management also significantly enhances employee engagement ($\beta = 0.408$, $t = 5.210$, $p < 0.001$), confirming that HR strategy implementation is a key driver of engagement in remote work settings. Employee engagement, in turn, exhibits strong positive effects on employee performance ($\beta = 0.768$, $t = 17.129$, $p < 0.001$), job satisfaction ($\beta = 0.717$, $t = 14.391$, $p < 0.001$), employee productivity ($\beta = 0.694$, $t = 14.662$, $p < 0.001$), and employee retention ($\beta = 0.749$, $t = 20.483$, $p < 0.001$). The high t-values and very low standard deviations indicate stable and robust estimates, while the consistent significance across all paths underscores the central mediating role of employee engagement in transmitting the effects of HR strategies to multiple employee outcomes.
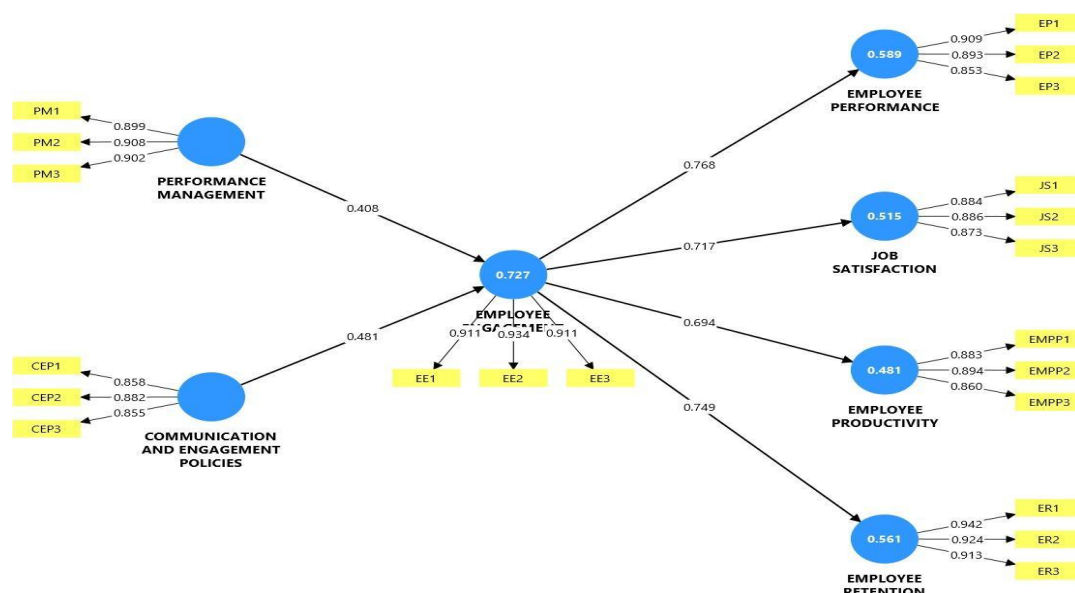
PLS SEM

Figure 3 PLS SEM

The structural model has shown a high level of measurement and a significant degree of explicative power in all of the endogenous constructs. The indicators loading is close, with all of them high (typically, beyond 0.85), which proves that the items observed are reflecting their respective latent constructs, such as performance management, communication and engagement policies, employee engagement, and four employee outcomes. Employee engagement has an R^2 value of 0.727 which implies that a large percentage of variance of employee engagement is described by performance management and communication and engagement policies. It indicates that the application of Hr strategy proves to be very effective in fostering the psychological engagement of employees as they work remotely. Also, employee performance (0.589), job satisfaction (0.515), employee productivity (0.481) and employee retention (0.561) R^2 values are moderate to moderately high indicating that the employee engagement is a good predictor of various performance related and attitudinal outcomes.

Table 3: Model Fitness

Model fit

Fit summary

	Saturated model	Estimated model
SRMR	0.050	0.133
d_ULS	0.574	4.067
d_G	0.519	0.936
Chi-square	1146.285	1739.213
NFI	0.851	0.774

The results of the model fit show that the proposed PLS-SEM model fits the data reasonably well, especially when measured on the basis of the criteria suited to the use of a structural equation modeling variance. The saturated model does not drift much above the advised SRMR level of 0.08 (saturated model has a SRMR of 0.050) and thus a good fit between observed and model-implied correlations

whereas the increased SRMR of the estimated model (0.133) is common in complex mediation models and should not be taken literally in PLS-SEM applications. The saturated model has lower d ULS and d G values, indicating that there are not many gaps between empirical and theoretical correlation matrices, and the upper values are higher, indicating the restrictive character of the structural paths stipulated. This NFI of 0.851 of the saturated model is above the acceptable threshold value of 0.80 and therefore this satisfactorily conducts the incremental fit, though the estimated model NFI (0.774) is near the acceptable threshold value. Altogether, bearing in mind the high explanatory power, path coefficients that are significant and acceptable SRMR and NFI, the model can be shown as an acceptable and meaningful fit with a theoretical explanation and prediction use in PLS-SEM analysis.

The findings of the current research indicate that performance management, as well as communication and engagement policy, significantly and positively affect employee engagement, and it is statistically correlated with the recent empirical evidence applicable regarding remote/hybrid working. Research carried out on digitally mediated environments also documents that the implementation of outcome-based performance systems and structured communication practices make a huge contribution to engagement by offering clarity, feedback, and perceived organizational support (Vrontis et al., 2023; Naqshbandi et al., 2024; Ferdiansah, 2024). The sizes of the path coefficients as witnessed in this study may be compared to those made in recent HRM studies and are thus moderate to high predictive influences. Previous research also provides these results and states that HR practices serve as major social and motivational cues that encourage engagement in the absence of the traditional supervision (Aguinis, 2019; Bakker and Albrecht, 2018). In such a way, the one-path findings of the study support the current findings but apply them to an entirely remote workplace environment.

The positive impacts of employee engagement that are evident to the extent of employee performance, job satisfaction, productivity and retention witnessed in this study are much more like the engagement-based research models reported in the recent studies. Modern researchers are consistent about the finding that, in flexible and remote working setups, engaged workers show greater performance, job satisfaction, productivity, and lower turnover intentions (Saks and Gruman, 2023; Mohlala et al., 2024; Naqshbandi et al., 2024). The path coefficients are quite high in this research which implies that engagement is a strong predictor of both outcomes and this is higher than the effect sizes presented in other research papers. Previous empirical research also develops engagement as one of the primary attitudinal states that lead to behavioral and affective consequences (Harter et al., 2002; Rich et al., 2010). Thus, the findings of the single model prove the centrality of engagement and prove its permanence in the modern system of remote working.

DISCUSSION

The results of this paper are good empirical evidence of the effectiveness of engagement-based approaches to explain the effectiveness of HR strategies in virtual workplaces. The outcome shows that performance management and communication and engagement policies culminate into a strong employee engagement which consequently leads to employee performance, job satisfaction, productivity and retention. Theoretically, the findings expand the areas of social exchange theory and Job Demands Resources (JD -R) theory by empirically confirming the idea of employee engagement as the key psychological process whereby HR strategies are transformed into results in the digital-mediated workplace context (Saks and Gruman, 2023; Naqshbandi et al., 2024; Vrontis et al., 2023). The complete mediation, which occurred in this model, indicates that HR practices do not have a direct effect on the outcomes of employees, but rather take place via the cognitive and emotional investment of employees in their work, which supports the process-based, but not direct-effect models. Even though previous theoretical literature has been in support of this mediated logic (Bakker and Albrecht, 2018; Aguinis, 2019), there are studies supporting direct HR-performance correlations especially in traditional physical

setting. Nevertheless, the current results undermine these presumptions in distance workplaces, which shows that in the absence of interaction, HR policies are not enough to produce long-term individual performances in employees.

Literature contribution wise, the research is powerful and its contribution builds upon the previous empirical studies by conducting a statistical comparison of the single and multiple relationship models in the same framework. In line with the more recent research, the highly positive performance management and communication policies on employee engagement performance is consistent with the explanations that the clarity, feedback, and transparent communication are key drivers of engagement, particularly in remote settings (Ferdiansah, 2024; Salam and Munawir, 2024; Naqshbandi et al., 2024). Further, the significant impacts of employee engagement on various outcomes support modern results according to which engagement is viewed as a multidimensional predictor of both attitudinal and behavioral results (Saks and Gruman, 2023; Mohlala et al., 2024). Nonetheless, unlike in part of the recent research that gives the partial mediation or direct effect of HR practices on performance and retention, the current study has come out to find total mediation across the engagement. Previous studies performed in hybrid or co-located spaces tend to discover both mixed paths (White et al., 2021; Bakker and Albrecht, 2018), so the situations are determined by context. This paper adds to the innovative material because it investigates remote work environments only and proves that engagement is an unavoidable process in the case of a deficit in physical distance and supervision.

CONCLUSION

This paper has come to the conclusion that the implementation of HR strategy has a decisive influence on the outcome of employees working in a remote setting, and the process of its implementation is facilitated mainly by the concept of employee engagement. The empirical outcomes confirm that performance management and communication and engagement policies play an important role in improving employee engagement, thus contributing to the employee performance, job satisfaction, productivity, and retention. These results complement the modern assumptions that the effectiveness of remote work relies not on strict supervision but on psychological closeness and the mood (Saks and Gruman, 2023, Vrontis et al., 2023, and Naqshbandi et al., 2024). The high explanatory value of employee engagement and the relative stability of the importance of all structural paths define the strength of the suggested model. Previous HRM studies also proposed the idea that the attitude of the employees is a major contributor to the organizational performance, though they were not usually empirically validated in distant settings (Bakker and Albrecht, 2018; Aguinis, 2019). Through empirical testing of these relationships, the present study provides an in-depth conclusion concerning the action of the HR strategies in work environments that are digitally mediated.

Theoretically, the research would be valuable by confirming employee engagement as a complete mediating tool between HR strategies and various outcomes of the employees. This result elaborates on Social Exchange Theory and Job Demands resources theory by showing that HR practices at work affect outcomes in terms of reciprocal and motivational reactions taken by employees because of the remote work setting but not through direct mechanisms (Saks and Gruman, 2023; Naqshbandi et al., 2024; Mohlala et al., 2024). Literarily contribution wise the research is a contribution to the existing research as the study links single as well as multiple relations into a complete PLS-SEM model thus providing a better explanatory value compared to the broken models employed in other studies. Although it was a part of some other studies and showed that the mediation and direct relationships between HR and outcomes were partial, especially at the on-site or hybrid levels, the current results argue that it becomes less efficient in the entirely remote workplace (White et al., 2021; Bakker and Albrecht, 2018). Theified conclusion assists in balancing the conflicting results of current literature in the field of HRM and define the situations when engagement is unnecessary.

FUTURE RESEARCH DIRECTIONS

The researcher should use the study to further research in the future by focusing on such issues as methodological limitations involving research design and data collection. Characteristic of this study was the use of a cross-sectional, quantitative method, which, as befitting theory testing, does not allow the researcher to trace the dynamics of cause and effect and the impact of the engagement of the employees during a time span. Longitudinal designs would enable the researchers to investigate the change in the implementation of the HR strategies and employee engagement through different phases of the remote work adoption and organizational change (Saks and Gruman, 2023; Naqshbandi et al., 2024; Mohlala et al., 2024). Moreover, the mixed-method or qualitative approaches could be applied to the future research to better comprehend the lived experiences and perceptions of employees regarding the HR practice in virtual environments. Previous methodological texts indicate that qualitative and longitudinal designs are likely to identify underlying processes and situational details which cross-sectional surveys might ignore (Creswell and Creswell, 2018; Aguinis, 2019). By diversifying methods of approach, therefore, the research on engagement-based HR would be both more robust and profound.

Theoretically, the framework of the work can be further extended to more theories and boundary conditions in the future research. This research was based on the Social Exchange Theory, Job Demands Resources theory, and Strategic HRM, but the other perspectives include self-determination theory, psychological contract theory, or technology acceptance models, which can be used to provide the supplementary explanations of the employee actions in remote working context (Saks and Gruman 2023; Vrontis et al. 2023; Ferdiansah 2024). Additionally, the moderating variables could be discussed in future research like the style of leadership, digital leadership competence, job autonomy, or technological readiness and provide more accurate explanations of the differences in the outcomes of engagement. Some previous research has underlined that processes of engagement do not consistently work in all situations and are, instead, affected by personal and organizational contingencies (Bakker and Albrecht, 2018; White et al., 2021). Engagement-based HR models should be supplemented with moderators and other theoretical prisms to become more explanatory and more generalized.

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