EVALUATING THE EFFECTIVENESS OF REMOTE PROJECT MANAGEMENT IN THE POST-PANDEMIC ERA

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Abstract

The effectiveness of the remote project management is always effective especially after the pandemic era. It enables of the project managers to improve its efficiency and manage the work from anywhere. Remote project management helps to work flexibly and provide in time delivery of any project. GSPC has been addressed here in terms of its process to use the RPM for its activities and project management. The existing literature regarding the impact of RPM has been explored adequately and the arguments have been aligned with relevant theories as well. This existing gap in literature has been addressed with adequate methodology. The research assesses Remote Project Management (RPM) performance at Gujarat State Petroleum Corporation Ltd. (GSPC) after the pandemic period. This chapter methodology outlines the research methodology for examining remote project management effectiveness post-pandemic. It details the interpretivist philosophy, inductive approach, and exploratory design. A cross-sectional survey using random sampling at GSPC collected quantitative data. Ethical considerations ensured confidentiality and informed consent, enhancing the study's validity, reliability, and practical relevance.

The survey findings indicate that RPM enhances productivity and cost efficiency. While improving work-life balance but faces obstacles in communication and managing deadlines alongside digital tool adoption. Chapter 5 uses thematic analysis to connect survey results with both existing literature and case studies. The research examines how remote teams collaborate while identifying digital infrastructure obstacles and cybersecurity threats along with communication challenges. Optimizing RPM benefits requires structured communication protocols. Alongside training programs alongside robust cybersecurity measures. It also shows how RPM transforms project management today by stressing the need for ongoing adaptation.

Keywords: Remote Project Management (RPM), Post-Pandemic, Team Productivity, DigitalTools, Communication Barriers, Work-Life Balance, Cybersecurity, Project Scheduling, RemoteCollaboration, Oil & Gas Industry, Gujarat State Petroleum Corporation (GSPC), EmployeeEngagement, Hybrid Work Model, Performance Management.

Contents

1. INTRODUCTION

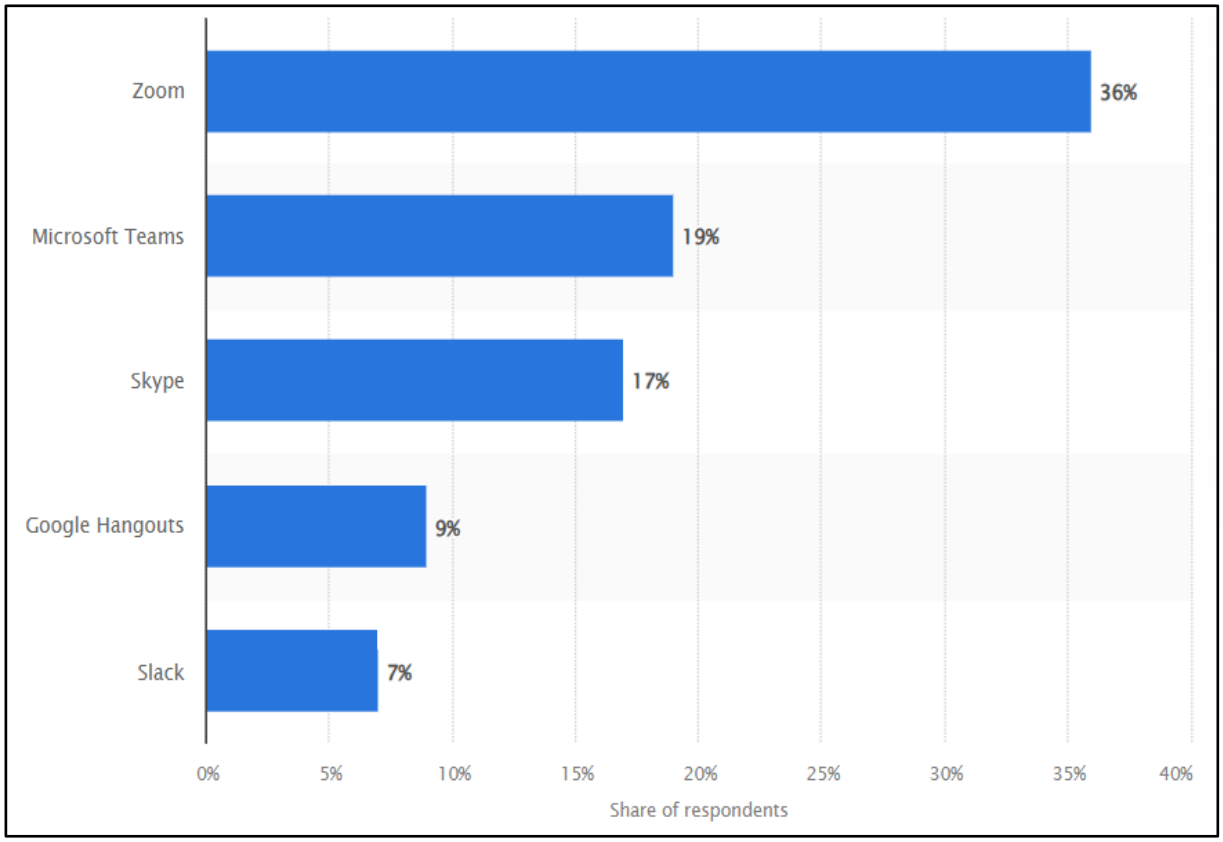
1.1 Background of the research

The pandemic, notably COVID-19, introduced sweeping changes in approaches to organizational activities. This is the time when remote working came into the picture. Like with many other functions, project management also transformed for remote working. This change brought into view new difficulties and possibilities for managing staff and achieving project goals. The pandemic has caused most organizations to change their approach when it comes to project management. However, before the crisis the majority of companies used face-to-face communication (Maurer et al., 2022). Face-to-face meetings and discussions facilitated the process of team collaboration and communication. However, in remote work, this proved that several projects could be accomplished despite the lack of face-to-face interaction and work. It also had flexibility, cost-cutting, home working, and global talent benefits.

However, like any project management approach, some challenges are worth discussing when undertaking "Remote Project Management" (RPM). There is poor communication, auto control, lack of staff supervision, and problems with morale in a team (Nur et al., 2021). Therefore, keeping track of the schedule and people's responsibilities is also more challenging when working remotely. In addition, several technical difficulties such as interruptions of the Internet connection also affect efficiency. The use of digital tools and technologies has become most important for the management of remote projects. Communication applications such as Zoom, Microsoft Teams, and Slack facilitate various teams' communication. A survey from April 2020 revealed that 36.5% of employees in the United States used Zoom for remote work, while 19% used Microsoft Teams (Sherif, 2020). Applications like Trello and Asana or Jira are used for project management track tasks and can help monitor the progress of a project as well (Milojević et al., 2023). This keeps the teams focused and helps to meet all requirements needed by the groups for projects.

Figure 1.1: Top collaboration tools used for remote work in the United States 2020

(Source:Sherif, 2020)



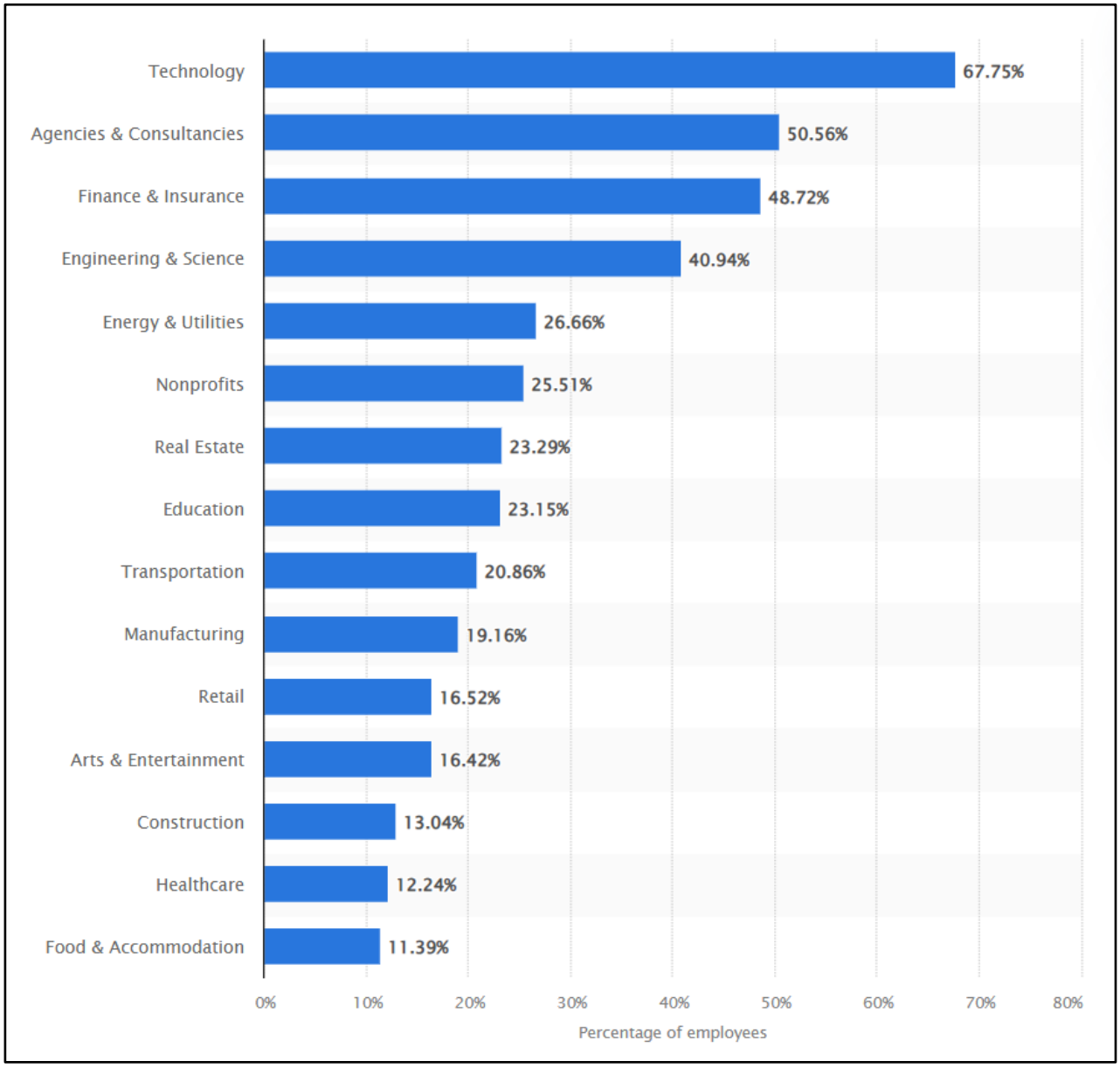
The present research aims in the evaluation of RPM of Gujarat State Petroleum Corporation (GSPC) that has established a strong foothold in the entire value chain of hydrocarbon. The GSPC Group, over the years, gas emerged to be the only Oil and Gas conglomerate to be promoted by a state government of India, followed by its success of fulfilling the endeavour envisaged by the Gujarat Government. Its range of operating revenue is more than INR 500 crore for the FY ending on 31st March, 2023, followed by the increased EBITDA of 97.77% in 2023 (Tofler, 2024). One such instance can be also seen in response to the COVID-19 pandemic of GSPC that has transitioned the conduction of AGMs through the Video Conferencing (VC) as well as Other Audio-Visual Means (OAVM) (Gujarat State Petronet Limited, 2024).

1.2 Problem statement and research rationale

The COVID-19 pandemic has caused a significant shift in work culture across the globe by forcing organizations to embrace alternative working models such as remote working. At first, remote work was just an interim solution adopted by organizations. However, many industries continue to embrace this model with several consequences for employees and project managers. Before the pandemic, remote work was rare, but by 2023, technology industries alone saw their employees having 67.8% of the workers working remotely without commuting to the workplace regularly (Sherif, 2024). When organisations moved to work remotely, different issues related to communication, working performance, and team dynamics arose, especially concerning distance teamwork management. In these situations, managing the projects entails the use of optimal digital sources and communication to counteract geographical and temporal constraints.

Figure 1.2: Percentage of employees working primarily remotely worldwide 2023, by industry

(Source: Sherif, 2024)



According to Orzeł & Wolniak (2022), studies show that remote work is becoming favourable for some industries to execute their tasks. Other industries such as construction did not find remote work convenient due to their practical work activities and general lack of practical technological support (El Khatib et al., 2023). In addition, many organizations remain challenged in identifying the appropriate tools for the virtual environment, thus constraining project success. Nevertheless, most organizations have adopted hybrid work arrangements; this means that there is a need to assess the extent to which technologies enhancing digital project management have supported the effectiveness of remote project delivery.

The use of project management software, which was worth $6.59 billion in 2022, is expected to grow at 15.7% CAGR by 2030 (Grand View Research, 2022), indicating the growing adoption of such tools amidst a shift towards geographically dispersed work. Due to the continued widespread adoption of remote working across organisations, it is important to understand how to optimally incorporate these tools as they address some of the inherent problems associated with remote working such as distance, time zones, and lack of physical interaction.

The rationale for this study stands on a recognition of the crucial problem of evaluating the potential of organisations to enhance their practices of RPM in the context of the post-COVID-19 reality. While remote work is seemingly prevalent across many organisations, there is still a dearth of knowledge about the exact impact of remote working on a team's performance, communication pattern, and the results of the projects being undertaken. According to the literature review by Katari et al., (2021), there are challenges inherent to RPM including team motivation and communication. Such difficulties call for a research-based analysis of how digital enablers and management approaches can be optimised for improving project delivery outside traditional office settings or within transitions to widespread tele- or hybrid working.

As the adoption of hybrid models and mitigation of risks continue through the constant use of digital tools, the objective of this research is to assess the efficiency of such tools and practices in the achievement of projects' goals (Reiff & Schlegel, 2022). This study will fill this gap by evaluating the effects of remote work on project management outcomes, revealing the major resilient and non-resilient issues, and potential optimal solutions, and enhancing the understanding of RPM. In addition, this study will increase understanding of the need to produce better instruments and approaches that organisations may use to achieve positive project results in the context of working in a hybrid or distant manner. These insights will help guide practical solutions to enhance organisations' RPM approaches and help organisations achieve better results in future work.

1.3 Aim and Objective

1.3.1 Aim

This study aims to evaluate the effectiveness of RPM practices in the post-pandemic era.

1.3.2 Research Objectives

- To examine the impact of RPM on team productivity and project outcomes.
- To identify the primary benefits and challenges of RPM for teams and organizations.
- To evaluate the role of digital tools and technologies in supporting RPM.

1.4 Research Questions

1. How do RPM practices influence team productivity and project outcomes in the post-pandemic era?
2. What are the key benefits and challenges faced by teams and organizations in implementing RPM?
3. How do digital tools and technologies contribute to th**e** effectiveness of RPM practices?

1.5 Scope of the research

This study will seek to understand the state of RPM post-COVID-19 in particular concerning digital technologies. They need to assess effectiveness in terms of job accomplishment, integration and interaction of team members, and project outcomes. Illustrating how the company will approach remote or hybrid working and focusing on the problems observed in businesses with related models, the study will consider successful examples of remote or hybrid work (Grzegorczyk et al., 2021). It will not include fields that are not feasible for remote

work or are hardly practicable. The research will use only secondary sources of data and the existing best practice cases of RPM in companies.

1.6 Significance of the research

This research is important because it offers a current perspective of managing projects remotely, particularly after the advent of the COVID-19 pandemic. Assessing the value of digital technologies in strengthening collaborative work and project outcomes can be valuable for organizations in the context of hybrid work (Copola Azenha et al., 2021). Thus, the present research will contribute to the understanding of the key practices, and overcome the identified barriers facilitating effective collaboration among the geographically dispersed workers. Further, it shall help to fill the existing gap in the literature on the effects of technology on project management in different sectors while providing a useful roadmap for future organizational directions.

1.7 Structure of dissertation

The structure of this dissertation is going to be as follows:

Chapter 1: Introduction defines the aim of the research, its objectives and purpose, and briefly discusses the state of RPM after the pandemic.

Chapter 2: Literature Review will summarize prior studies and theories on RPM and how it addresses problems, key features, and technologies.

Chapter 3: Research Methodology chapter will explain how the study has been planned, how data has been collected and how data has been analysed.

Chapter 4: Results and Findings of this research will present and interpret the research findings in terms of the conceptualization of the topic.

Chapter 5: Recommendations and Conclusion chapter will draw a brief conclusion of the research which restates the main results and presents recommendations for enhancing RPM effectiveness.

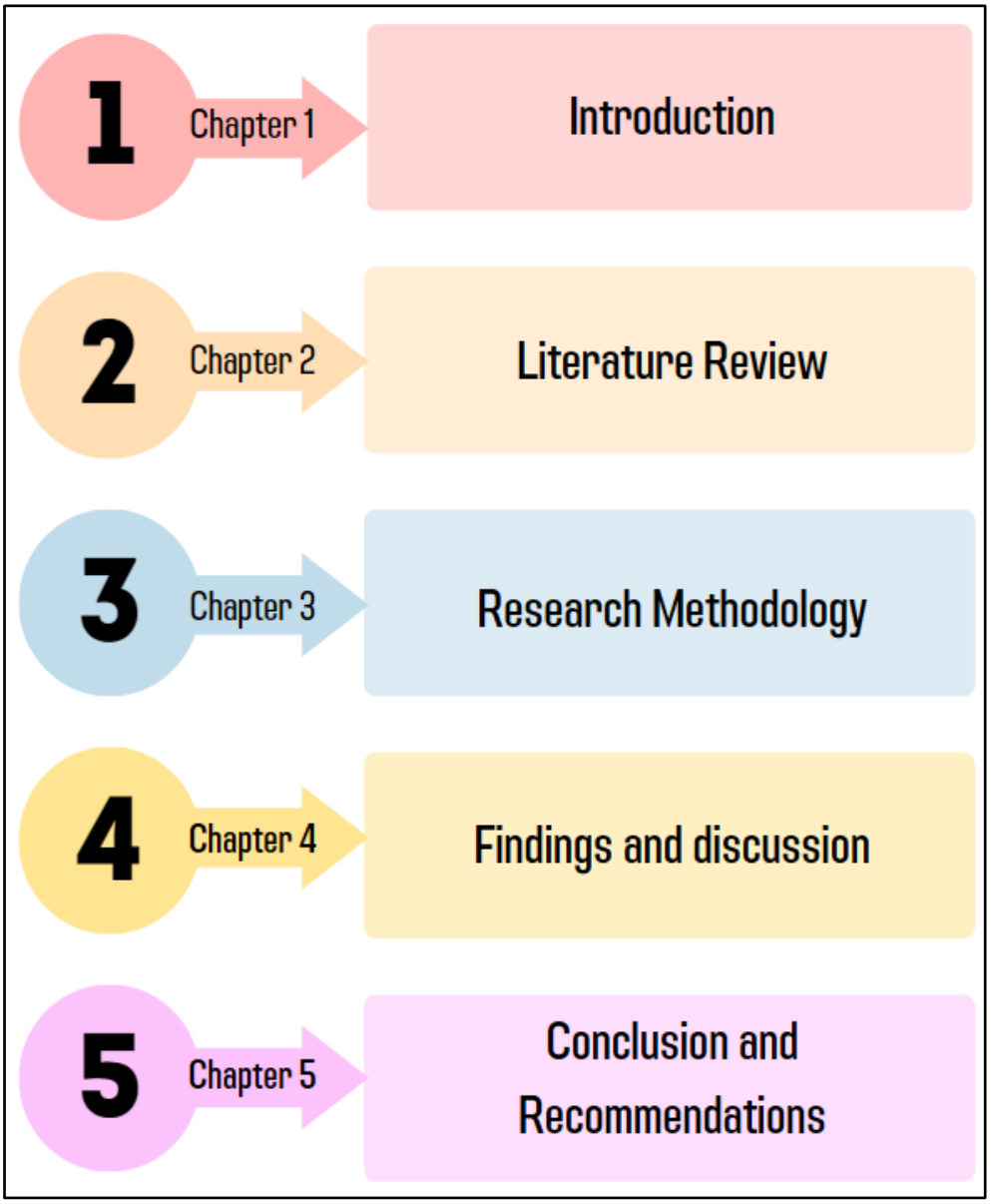


Figure 1.7: Dissertation structure (Source: Self-developed)

2. LITERATURE REVIEW

2.1 Introduction

A literature review provides empirical knowledge of any topic based on existing resources from several articles and journals. This chapter is focused on existing literature on how RPM is impacting the management of any project in the post-pandemic era. Several literature arguments have been used to discuss the critical points regarding RPM. The impact of RPM on the productivity of the team and collaboration, the results of a project with remote work settings, the advantages within the context of managing a team and an overall organisation, the challenges and limitations of RPM, and the role of technologies and digital tools in RPM, these have to work discussions that have been covered through this literature that chapter. Apart from this some theories such as the "***Technology Acceptance Model***" and "***Input-process-output***" have been aligned with the arguments. The conceptual framework of this entire research was added and discussed along with the identified literature gap from the argument.

2.2 Impact of "Remote Project Management" (RPM) on Team Productivity and Collaboration

The shift to RPM, specifically during the timeline of the "COVID-19 pandemic", has impacted the collaboration and productivity among the team profoundly. According to Obrenovic et al. (2020), global organisations have adopted remote work mode to be a viable operational model. It is making it evident the changes regarding the way projects are managed as well as delivered. This segment aims to explore such impacts, associated with real-world phenomena, showcasing both the merits and demerits presented by the RPM. RPM often offers greater flexibility to the workforce, paving the oath for employees to work during the most productive hours as well as in environments, suiting their preferences (Bisu et al., 2024). Such autonomy can generally improve morale and signify a higher output. Zapier is one such software company that has been adopted by several other firms like Webflows, OpenPhone, Adalo, and others. This has become more evident for OpenPhone, the commitment to "customer delight" has paid off. Since 2022,

the number of active users of its integration of Zapier has increased by 17% quarter over quarter (Martinez, 2024).

OpenPhone has turned to the suite of the partner tools of Zapier for bringing the automation experience while staying loyal to the user experience. Moreover, the RPM has enabled organisations to hire talent from a diverse global pool (Bisu et al., 2024). This brings diverse perspectives and skills to projects that pave the path for fostering creativity and ***enhancing problem-solving, improving productivity ultimately. Weaver et al. (2021), said, digital tools have also emerged to be integral in the facilitation of collaboration in remote settings. Contrary, Mohanty et al., (2024), said that platforms such as Asana, Zoom, and Microsoft Teams enable task management and real-time communication as well as progress tracking. Gitlab is one such company that manages and builds an "open-source software development application", possessing over 1,300 employees spread across over 60 nations that is solely dependent on digital communication tools (Harvard Business Review, 2024). The transparent communication fundamentals and well-documented "remote workflows" of the organization, despite "geographical barriers" determine a seamless collaboration among the team members.***

Despite such benefits, RM comes with some potential challenges, especially in team cohesion and communication. Lack of "face-to-face" interaction can pave the path for reduced trust, delays, and misunderstandings among the team members (Saeeda et al., 2024). This can be seen in the case of Buffer which has struggled initially with communication obstacles among its remote teams. The "State of Remote Work, 2020" report of Buffer has stated that 20% of its employees believe that collaboration and communication are the biggest struggles of remote working (Buffer, 2020). The influence of RPM on collaboration and productivity varies across the sectors. In the creative and technology sectors, where the tasks are digital, "remote work" has become more successful (Olawale et al., 2024). Eventually, sectors such as healthcare and manufacturing, relying on physical presence, go through greater challenges regarding the adoption of RPM. While it offers improved flexibility as well as access to a "global talent pool", it eventually demands "international efforts" to foster communication and collaboration. Organizations, that prioritise transparent communication, effective utilization of technology, and clear goal-setting are more prone to overcoming such challenges and maximizing the merits of remote work (Newman and Ford, 2021).

2.3 Outcomes of Project in the Remote Work Settings

The emergence of "remote work", driven by the "COVID-19" pandemic and technological advancements, has formulated the foundation of project management, paving the path for

varied outcomes. Remote work possesses the potential to improve project efficiency and reduce operational costs. By eliminating the requirement of on-site resources and physical office spaces, firms can more effectively allocate funds toward the development of a project. Trello, one of the leading "project management tool" providers, leverages a hybrid model that emphasizes remote work immensely such as handling projects and team requests, being a resource aggregator, and managing relationships (Atlassian Community, 2020). Additionally, "remote work" allows greater agility to scale the project teams. Organizations can globally hire experts to address the specific needs of projects without any geographical restriction ***(Ajgaonkar et al., 2022). Such a capability is prevalent in several projects for faster times of*** delivery along with lower costs, in comparison to the traditional models of staffing. Despite such advantages, RPM introduces potential issues that can restrict project outcomes. One such common issue lies in the maintenance of consistent standards of quality across the distributed teams. Project deliverables, without close supervision, may hinder the expectations (Fobiri et al., 2022). It is because unclear objectives and poor communication pave the path to inefficiencies, compromising the quality and timeliness of the project. Moreover, dependence on the tools of digital communication can sometimes cause delays, especially in decision-making. Technical issues and differences in time zones may disrupt the workflows, encouraging several missed deadlines (Azarova et al., 2022). However, the "IBM Institute for Business Value 2020 CEO Study" says that remote work will always be a permanent fixture, being a part of the hybrid workforce. Moreover, 56% of CEOs, during a survey, said that enhanced flexibility and operational agility have been their first and foremost priority in the upcoming two to three years which can be assured with the integration of project management tools (IBM, 2021). "Remote work environments" often yearn for innovation by leveraging a culture of trust and autonomy. Teams are generally empowered the explore unconventional solutions to the problems. This generally happens without any constraint of the traditional hierarchies of office. GitHub is one such leading "software development platform" that uses collaborative tools like Pull Requests that facilitate collaboration as well as maintain the quality of code in the software projects (Github, 2023). They also come up with a "centralized platform" to gather feedback, iterate on improvements, and propose changes. The improvement of the merits and the reduction of the hazards of RPM depends on the organisations, adopting multiple strategies (Alanazi and Daim, 2021). This can be seen in organizations such as Atlassian, providing collaboration tools such as Jira, adding Confluence among 66% of its customers to develop easy communication between the non-technical stakeholders and the development team (Atlassian, 2024). Moreover, regular stakeholder meetings and virtual check-ins allow the workforce to identify and address potential bottlenecks promptly, assuring the execution of a smoother

project. The measures so far have become evident due to the increased normalization of remote work with continuous refinement processes, essential for the maintenance of high-quality outcomes of projects.

2.4 Merits of RPM for Teams and Organizations

The implementation of RPM has emerged as an effective approach to the transformation of workplace dynamics during the post-pandemic period. The implementation of RPM provides some significant advantages to the organisation and the workers in several aspects of the business. This transformation in the workplace has brought a revolution in the traditional method of doing the necessary work in the workplace (Aroles et al., 2021). On this note, the implementation of RPM has the potential to enhance flexibility in the workplace, it can improve organisational efficiency by improving the ability to the resource's allocation (Whitehead & Conley, 2023). Moreover, Sekhar & Patwardhan (2023), said that an organisation can provide employees satisfaction with their job roles in the workplace by letting them work flexible working hours. The management of any organisation improves its cost efficiency through the implementation of RPM (De Guzman et al., 2022). By transitioning to remote working in the workplace an organisation can have the opportunity to save on the expenses of the resources which the workers consume in the workplace (Al-Habaibeh et al., 2021). This is a significant benefit of RPM in the workplace which can help the organisation to enhance their cost efficiency.

Resource optimisation is another key benefit of RPM implementation in the workplace. The management of an organisation can avoid the hassle of organising the resources by allocating them in different aspects through the implementation of the remote working environment (Javaid et al., 2024). Working from home has become a new job role after the pandemic era which has a crucial role in attracting talented employees who are looking to get the opportunity of remote work (Koch et al., 2021). In this context, Ferreira et al. (2021), said that remote work opportunities for any talented employee can influence them to join any organisation which has other workplace aspects adequate. The opportunity for remote work can help an organisation to have access to talented employees from the global market (Chatterjee et al., 2022). This specific approach enhances the diversity in the workplace of any organisation in terms of culture and talented employees. On this note, Jaiswal & Arun (2022), said that these days, several MNCs across the world have started to believe in remote working as it can help them to enhance their efficiency and global reach. Employee flexibility and working satisfaction are integral aspects of a good image for any organisation.

The IT industry has the biggest share of remote employees across the world. In the worldwide IT industry, 67.8% of employees are working from their home (Sherif, 2024). In this context,

Franken et al. (2021), said that IT industry employees have the best opportunity to utilize the benefit of remote work. On this note, Chatterjee et al. (2022), said that the management of IT companies uses advanced technologies for remote work which can improve the efficiency of the employees. The workers in this region have the opportunity to collaborate with other workers to deliver their projects timely (El Khatib et al. 2022). Advanced technologies such as AR, VR, and high-definition video calling technologies usually help the employees of the IT industry manage their projects through the remote work culture. Hence, project management through a remote working culture has several benefits which provide the opportunity to finish their job with the maximum productivity and success rate.

2.5 Challenges and Limitations of RPM

While RPM offers multiple benefits, it also comes with unique challenges as well as limitations, hindering the success of a project. From technological dependencies to communication breakdowns, organizations need to navigate such obstacles for the optimization of such outcomes (Hussein et al., 2022). Effective communication has emerged to be always critical, especially for the successful management of a project. However, the "remote work environments" often exacerbate the challenges of communication. Fewer to no access to "face-to-face" interactions can pave the path for misaligned expectations, misunderstandings, and reduced collaboration. This is followed by the ambiguities in "project briefs" as well as delays regarding the clarifications of expectations that created bottlenecks, further compromising project outcomes and timelines. Tools of "asynchronous communications platforms" such as Slack can reduce this. However, these may not entirely replace the necessity of the direct interaction. RPM depends on stable connectivity and digital tools immensely. Any disruption in this domain can restrict progress, affecting project timelines. It can be witnessed during the pandemic when the introduction of Zoom at such a rapid pace along with its usage for a prolonged time has introduced the term "Zoom fatigue", scoring more than 700K hits on Google by 7th December 2020 (William, 2021). Moreover, disparities in access to reliable devices and the internet can lead to inequality within teams. The workforce in regions with less infrastructure struggles to participate adequately, reducing overall inclusivity and productivity. In remote domains, managers go through challenges while monitoring the performance of the team and ensuring accountability (Aloisi and De Stefano, 2022). Unlike the traditional ***environments of the office where progress is assessed through straight observation, RPM depends on virtual check-ins and self-reporting, resulting in discrepancies between the actual outcomes and reported progress. Another issue lies in the form of reduced engagement and team cohesion, generated as an outcome of the lack of "in-person connections", leading to disengagement, decreased morale, and isolation. However, as Begemann et al. (2024) state, language and cultural differences can also create conflicts and misunderstandings, especially in "remote settings" where there is an absence of non-verbal cues. Misinterpretations of expectations, phrasing, or tone can pave the path for***

reduced collaboration and strained relationships. Yasmin and Tanaka, (2022) state that while "remote work" provide***s flexibility, this can also blur the boundaries between professional and pe***rsonal life, paving the path for burnout and overwork. Employees, without a distinct separation, may feel pressured to be available 24/7, resulting in reduced productivity over time. The fact has been proven by the "Buffer State of Remote Work Report 2022", indicating that 27% of remote employees have struggled with unplugging after work (Alkhayyal & Bajaba, 2024). Such issues can be also seen in the case of KG Basin operation by GSPC that, despite pulling up an expenditure of Rs 478 crore, has been lying idle in an offshore gas and oil exploration projects because of operational errors (Nair, 2017). The hazard is especially prevalent in sectors having high pressure where the operational activities expect constant connectivity. However, Sievert et al. (2020), state that transitioning to RPM requires significant structural and cultural changes, which some employees and organizations may resist. This can be seen in organizations with rigid hierarchies, facing difficulties often regarding the flexible and autonomous nature of remote work.

2.6 Role of Technologies and Digital Tools in RPM

Technologies and digital tools have always played a crucial role in the facilitation of RPM. This generally happens by enabling task coordination, seamless communication, team collaboration, and overall monitoring of performance. Such tools are proven to be essential for overcoming the hazards of distance as well as assuring efficiency amidst a virtual work environment. According to Mohanty et al., (2024), this commences with effective communication, being the backbone of the project management, supported by the revolution of digital tools like Microsoft Teams, Zoom, Slack, and others. Such instances can be seen in the case of Zapier, an entirely remote organization that allows its stakeholders to connect with Slack to automate operational activities (Zapier Community, 2022). Zoom has emerged to be an evident model during the pandemic and post-pandemic era for millions regarding the maintenance of personal connections as well as fostering teamwork through "regular video check-ins". The platforms of "digital project management" such as Jira, Monday.com, and Asana streamline task tracking, assignment, and prioritization. Such tools provide dashboards, consisting of "real-time updates" on deadlines, project progress, and bottlenecks by ensuring accountability and transparency.

This can be witnessed in the case of Atlassian. By leveraging Confluence and Jira for "automated reporting", Atlassian has saved over 800 hours and $500k/year in the

consulting cost of management (Atlassian, 2022). Analytics tools, necessary for the platforms of project management generate several significant insights into project status and team performance. As Bhutto (2024) states, Tableau and BI enable "data visualization", helping managers in the identification of trends, and assessment of informed decision-making, and risks. With the emergence of RPI, data security assessment has become a major priority. Organizations such as Dell leverage "Power BI dashboards" for tracking the KPIs of global projects. However, as Boikanyo et al., (2023) state, with the advent of RPM, assuring data security has emerged as a critical priority. Organizations such as IBM have invested immensely in the security of digital infrastructures with the employment of secure "cloud services" and encrypted **"communication tools". Moreover, digital tools help organizations scale RPM practices efficiently.**

2.7 Theoretical Underpinning

2.7.1 Technology Acceptance Model

The implementation of the "Technology Acceptance Model" (TAM) is effective for this research topic in order to understand how an individual can adopt and engage with the technologies by adopting and engaging. It focuses on the two key determinants which are "Perceived Usefulness" (PU) and "Perceived Ease of Use" (PEOU) that can influence the users' attitudes and their intentions regarding their adaptation to new advanced technologies (Unal and Uzun, 2021). In the context of the RPM implementation in the workplace, it is essential for the organisations to implement some of the advanced technologies. For instance, some of the effective tools or technologies to collaborate with team members remotely are "Microsoft Teams", "Trello", and "Zoom" (Katari et al., 2021). These technologies have been effective in implementing RPM for any organisation. In this context, the adaptation of those technologies or others needs to utilise the components of the TAM mod

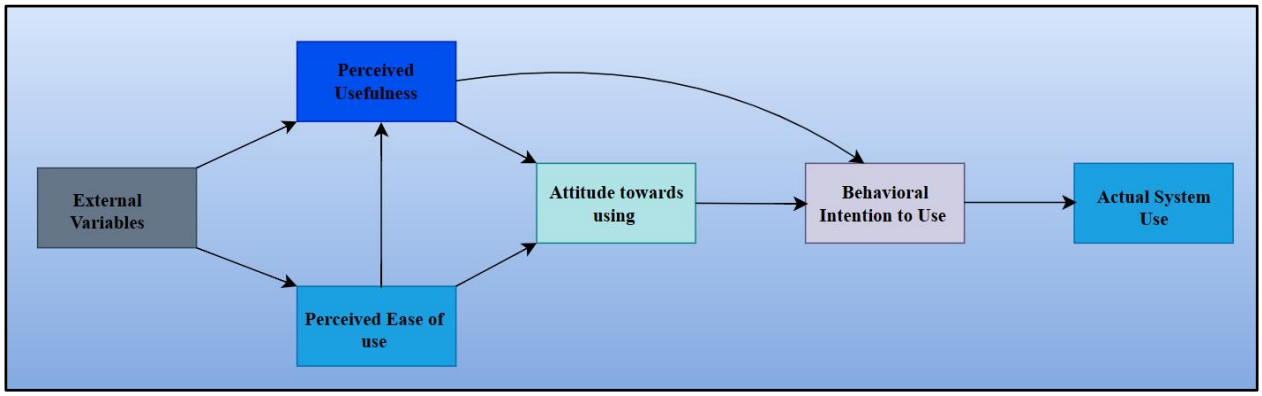


Figure 2.7.1: Technology Acceptance Model (Source: Self-developed)

The implementation of PU in the adoption can improve the simplification ability of the technological side of any tool. On the other hand, the implementation of PEOU can help any individual to utilise the interface of the technology. TAM implementation can also help any individual to identify the challenges in using any tool or technology. The implementation of the TAM model can evaluate the digital tools which have chosen by any organisation, whether it meets the requirements of the team or has any limitations.

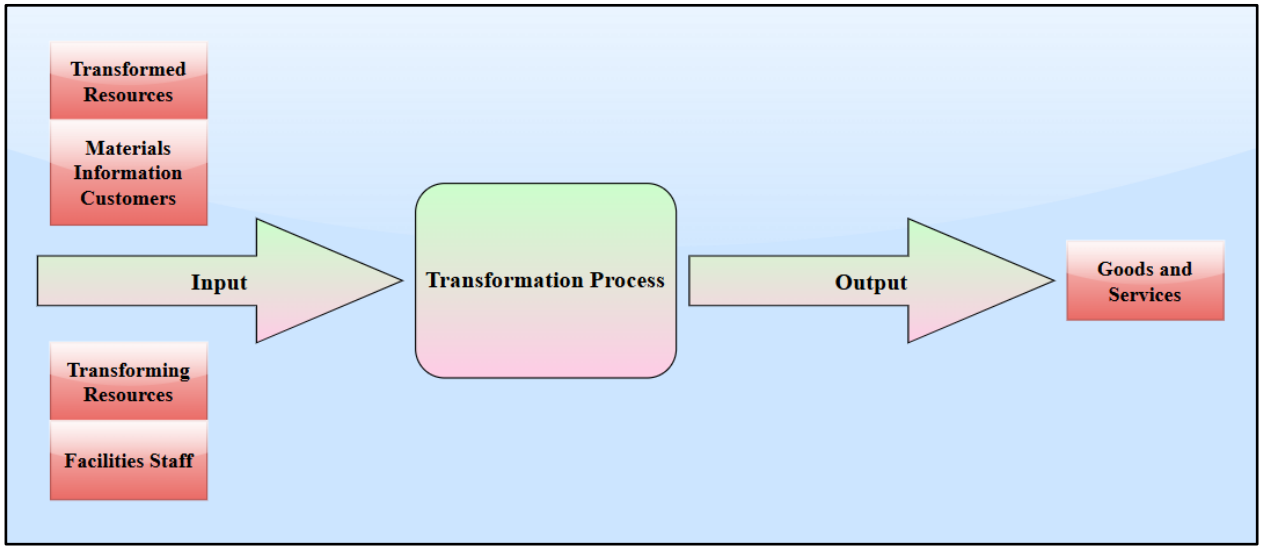


Figure 2.7.2: Input-process-Output Model (Source: Self-developed)

This specific theory has the potential to identify the bottlenecks of the process phase, such as the communication of delays, and the differences of time zones from where the employees

belong. Implementing this theory can help in managing all of those constraints effectively in the workplace.

2.8 Conceptual Framework

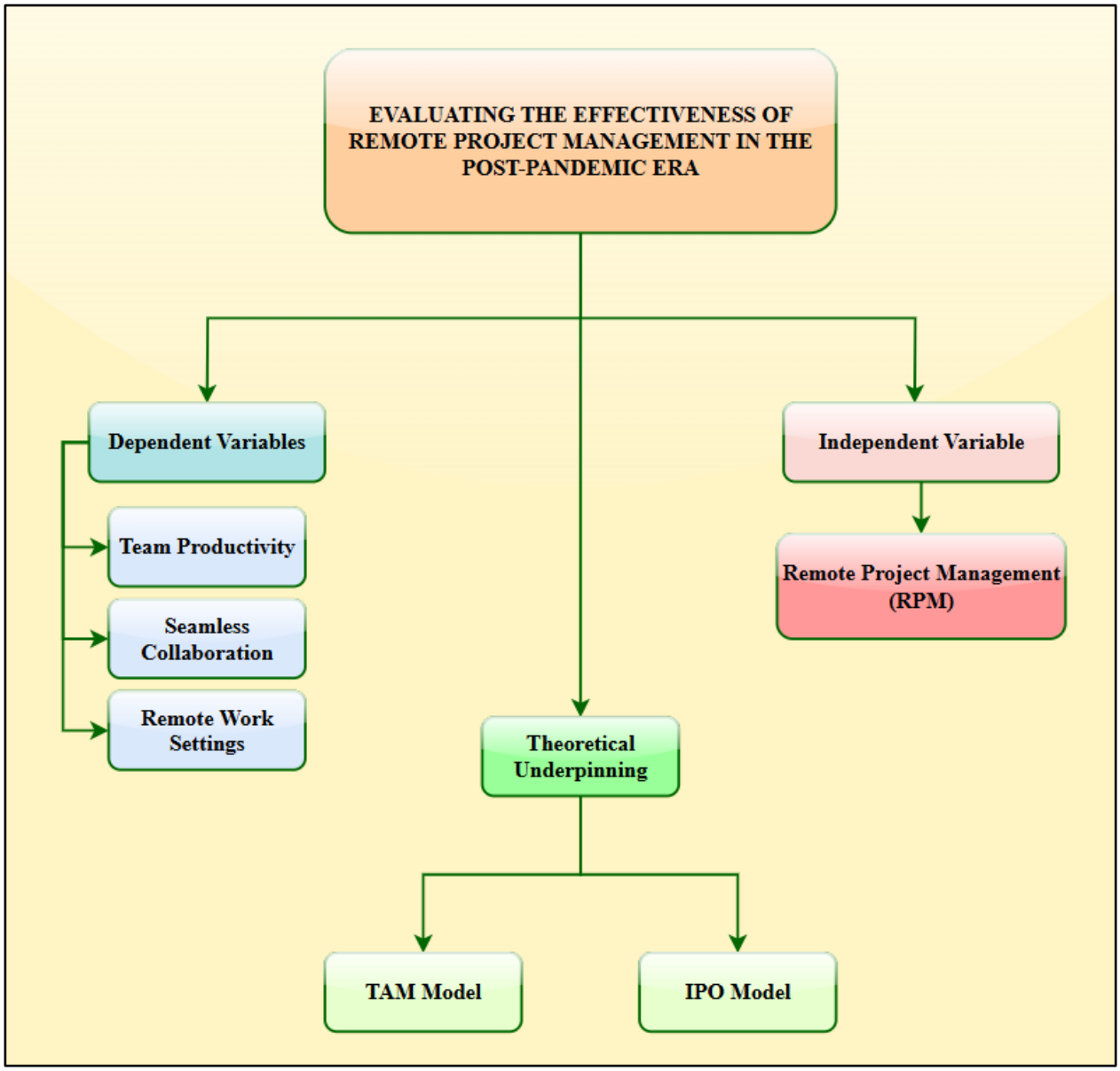


Figure 2.8: Conceptual Framework (Source: Self-developed)

2.9 Literature Gap

The literature review of this chapter has argued some of the critical aspects of RPM and its importance. The existing studies used for this review have significantly discussed the effectiveness of RPM in the workplace especially in the post-pandemic era, however, there are some lack has been identified. The limitation includes a lack of discussion or arguments regarding how the tools used for RPM actually enhance the team combination, and efficiency, and how it can help the communication and the team dynamics. The team dynamics include the trust between the team members, and their motivation for work in a prolonged set up of remote working in an organisation. The implementation of some theories has discussed how technology can be aligned or adopted effectively or how the adopted technologies can be evaluated. However, this has limitations as well, because here some critical factors such as the long-term usability of the tools and how the organisations can be sustained through the PU component of the TAM.

This literature review also highlighted thse benefits and the challenges of RPM in any project. However, there is still some lack of empirical data regarding the use of those technologies in the RPM and how they are effective in the success of any project.

2.10 Chapter Summary

This chapter is focused on the discussion through the arguments for the implementation of RPM in any project. The impact of implementing the RPM in terms of team performance and enhancing the ability for collaboration has been discussed. The outcomes of any project in remote working settings have been critically discussed here in this chapter as well through the arguments of several authors. The emergence of pandemic and post-pandemic era has been mainly focused on this research. The advantages of RPM in terms of individuals, teams, and organisations have been discussed here in this chapter. The implementation of RPM changed the business dynamics of the organisation with its effective benefits and how it has been done during the pandemic and post-pandemic era, this research has effectively discussed everything. The challenges and the limitations of RPM, and how the organisations face issues while organising any project through remote work are also discussed here in this chapter.
Apart from this, the effective role of different technologies in the workplace regarding the implementation of RPM also has been discussed here. The implementation of the two theories

has been aligned with the arguments in this chapter. The identified limitations of the entire literature review have been addressed in this chapter as well. The identified gap has been further aligned and fulfilled with the appropriate methods chosen for the research which have been discussed and justified in the next chapter.

3. RESEARCH METHODOLOGY

3.1 Introduction

Chapter 3 introduces the methodology employed to examine the effectiveness of remote project management in the post-pandemic era. This chapter outlines the research philosophy, approach, and design, providing a foundation for the study's data collection and analysis methods. It also discusses the ethical considerations guiding the research process. The methodology is carefully structured to ensure the research findings are valid, reliable, and aligned with the study's objectives.

3.2 Research Philosophy

Research philosophy is one of the integral parts of research work as it provides a guideline to the researcher in deciding on data collection methods. In the current research work, Interpretivism research philosophy has been used. Interpretivism stands for analysing subjective experiences and social realities (Pervin & Mokhtar, 2022). Therefore, Interpretivism is used to study human-centric dynamics and social phenomena. In the current research work, human-centric dynamics needed to be analysed to understand the impact of remote project management on employee satisfaction, productivity, communication and collaboration in the post-pandemic era. As a result, the interpretivism research philosophy was appropriate in collection of quantitative data from through the close ended survey. In the current research context, interpretivism research philosophy was helpful in getting a guideline for exploring the perception of participants and the meanings attached to their responses. The selection of interpretivism philosophy has highlighted the subjective and contextual nature of remote work (Adisa et al., 2023). It was helpful in exploring the challenges and benefits of remote project management. It has been helpful for the researcher to provide actionable recommendations to organisations in the effective implementation of remote project management. Ultimately, the interpretivist philosophy ensures the study addresses the complexity of remote project management, offering valuable contributions to organizational strategies in adapting to evolving workplace dynamics.

3.3 Research Approach

Research approach is one of the integral parts of a research work as it helps to understand the most effective way to conduct a research work. The inductive research approach was applicable in this research work as it aligns with the interpretivist philosophy and the ***qualitative nature of the research. According to Al-Ababneh, (2020), the inductive approach was helpful for this research work as it helped to build theories and patterns based on*** collected data. The

current research work demanded a direct perception of participants to understand the effectiveness of remote project management. Therefore, this research had an exploratory angle and as a result, the selection of an inductive approach applied to this research work.

The inductive approach starts with observation or tests, finding patterns and making theories from analysis (Proudfoot, 2023). Similarly, in the current research work, performing a primary quantitative survey has helped the researcher understand the challenges and benefits of remote project management. As a result, the researcher was able to find a pattern of interaction of employees in remote working environments. From this analysis, the researcher was able to link the findings with relevant theories which helped provide actionable recommendations. The selection of an inductive research approach helped the researcher to ensure that the findings were grounded in the real-world experiences of the participants. It helped the researcher generate fresh findings for the development of strategies for the effective implementation of remote working environments.

3.4 Research Design

Investigating a poorly defined problem is done through the use of an exploratory research design. It assists researchers in defining research questions, setting priorities, and gathering background data (Mbaka & ISIRAMEN, 2021). Exploratory research design was applicable in this research work. This research design has been applicable in this research work as it focused on investigating and understanding unexplored topics like the effectiveness of remote project management in the post-pandemic era. Researchers have indicated that exploratory research design applies to studies that do not start with pre-existing theories frameworks or hypotheses.

The current research work involved quantitative data collection through close ended survey. By collecting perceptions from the employees working in remote working environments in the post-pandemic era, the researcher got the idea of a pattern of communication, collaboration and productivity of the employees. The selection of an exploratory research design has helped the researcher get the flexibility to delve into un-researched areas of human interaction (Nattrass, 2020). As a result, by following an exploratory research design, the researcher ensured a comprehensive understanding of the relation between independent and dependent variables. On the other hand, exploratory research design ensured proper alignment of the findings with research objectives which helped in providing actionable recommendations.

3.5 Time Horizon

The cross-sectional time horizon strategy was mostly applicable in this research work. According to Aboussalah et al., (2022), a cross-sectional time horizon strategy is applied in this kind of research work where data is collected at a single point in time. Similarly, in the current research work, the researcher had collected data at a single point of time only rather than collecting data in different intervals. Therefore, the longitudinal time horizon strategy applied to this research work. On the other hand, the cross-sectional time horizon strategy was also applicable in this research work as the researcher wanted to capture a specific timeline; the post-pandemic era. The current research's timeline is not distributed into different time zones. Therefore, performing interviews to collect the responses of participants at a single point of time was justified according to the context of the current research. Therefore, the selection of a cross-sectional time horizon strategy was justified in this research work.

3.6 Sampling and data collection

Sampling method

Random sampling was used to ensure an unbiased selection of 61 participants from Gujarat State Petroleum Corporation Ltd. (GSPC) for the survey on remote project management effectiveness in the post-pandemic era (Stratton, 2021). The target population included project managers, engineers, IT personnel, and administrative staff involved in remote work. A sampling frame listing eligible employees was created, and each was assigned a unique number. Using a random number generator, participants were selected without bias. This method ensured a representative sample across different roles and experience levels, enhancing the study's reliability and minimizing selection bias in evaluating remote project management challenges and effectiveness (Aboussalah et al., 2022).

*Participants were approached through official email invitations and internal communication channels at Gujarat State Petroleum Corporation Ltd. (GSPC). The email contained a brief introduction to the study, explaining its purpose, significance, and how the collected data would be used. A Google F*orm link was provided, along with a consent form at the beginning of the survey. The consent form clearly outlined participants' rights, ensuring voluntary participation, confidentiality, and the option to withdraw at any time. Only those who agreed to the terms could proceed with the survey, ensuring ethical compliance and *informed participation in the research.*

Data collection

Data was collected using a structured Google Form survey with 13 close-ended questions, ensuring consistency and ease of analysis. The survey link was shared via email and internal communication channels at GSPC. Participants provided informed consent before responding, and responses were automatically recorded, ensuring accuracy, efficiency, and confidentiality in data collection.

3.7 Data Analysis

For data analysis, qualitative coding has been employed to analyze the interview data collected from participants. The process begins with transcription, where all interview recordings have been transcribed verbatim to ensure accuracy in capturing the participants' responses. The researcher has familiarized themselves with the data through multiple readings of the transcripts, identifying recurring ideas and concepts. The first stage, open coding, involves breaking down the data into smaller segments, with each segment being assigned a code that reflects its content. These codes could include themes like "communication challenges," "productivity tools," or "team collaboration." In the next step, axial coding, related codes have been grouped into broader themes, recognizing patterns and relationships between the codes, such as "challenges in remote management" or "effective communication strategies." Finally, selective coding has been used to refine these themes by selecting the most significant ones and integrating them into a cohesive narrative. This stage has allowed for the identification of core themes that answer the research questions, such as "impact of remote work on project outcomes" or "best practices for virtual collaboration." Through these steps, the researcher has transformed raw interview data into meaningful insights, providing a deep understanding of the effectiveness of remote project management in the post-pandemic era. The use of qualitative coding has enabled the researcher to identify key patterns and themes that offer valuable contributions to the field.

3.8 Ethical Considerations

Ethical Consideration	Description
Informed Consent	Participants were provided with a consent form at the beginning of the Google Form survey, explaining the study's purpose, voluntary participation, and data usage. Only those who agreed could proceed.
Confidentiality	Personal information and responses were kept anonymous, with no identifiable data collected. Results were aggregated to protect participant privacy.
Data Protection	Survey data was securely stored in a restricted-access Google Drive, ensuring compliance with data protection policies.
Voluntary Participation	Participants had the right to withdraw at any time without any consequences, ensuring freedom of choice.
Non-Maleficence	The study was designed to avoid harm, ensuring that questions did not cause discomfort or stress.
Transparency	Participants were informed about how the data would be analyzed and used, maintaining trust and research integrity.

3.9 Chapter Summary

Chapter 3 outlines the research methodology used to investigate the effectiveness of remote project management in the post-pandemic era. It begins by explaining the interpretivist research philosophy, which allows for the exploration of subjective experiences and social realities. The inductive research approach was adopted to generate theories based on participant data. An exploratory design was employed to investigate the challenges and benefits of remote project management, with a cross-sectional time horizon focusing on a specific post-pandemic period. Purposive sampling ensured that participants with relevant experiences were selected, and qualitative coding was used for data analysis. Ethical considerations are also addressed to ensure the integrity of the study.

4. FINDINGS AND ANALYSIS

4.1 Chapter Overview

This chapter presents the survey findings on the effectiveness of Remote Project Management (RPM) at Gujarat State Petroleum Corporation Ltd. (GSPC) in the post-pandemic era, focusing on the experiences, challenges, and benefits of remote work from the perspectives of project managers, team leads, and team members. The analysis uses a structured approach that begins with analyzing survey questions and response distributions before connecting survey findings to research goals by exploring productivity, communication, cost-efficiency, and digital infrastructure in remote projects. Alongside while presenting main survey analysis conclusions.

4.2 Findings of Survey

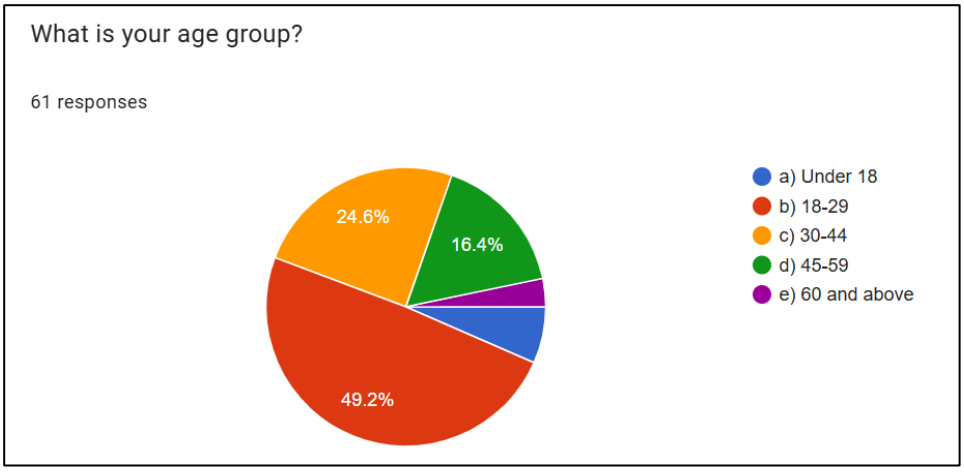


Fig 4.2.1: Age group (Source: Google Form)

Survey analysis shows that 49.2% of respondents are between 18-29 years old while 24.6% fall into the 30-44 age group and 16.4% are between 45-59 years old, 6.6% are under 18 years old and 3.3% are aged 60 and above. The survey results demonstrate a predominantly youthful project management workforce at GSPC since almost half of the respondents are younger than 30. The predominance of younger workers in remote project management (RPM)

matters since these employees usually show greater flexibility toward technology-based work settings. Their familiarity with digital tools and collaboration software allows them to adapt smoothly to remote or hybrid work environments. The small number of older employees in the workforce may reveal resistance to new technologies or conventional work habits which could affect digital transformation success in project management.

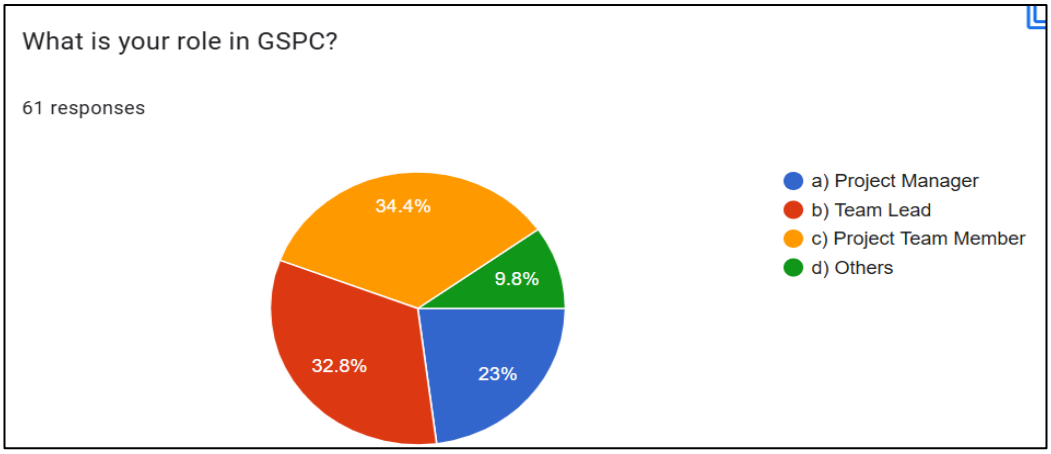


Fig 4.2.2: Role in GSPC (Source: Google Form)

GSPC survey participants demonstrate role diversity with 34.4% working as Project Team Members along with 32.8% serving as Team Leads and 23% functioning as Project Managers and another 9.8% fitting into miscellaneous categories. The survey has successfully gathered operational insights into remote project management because its responses predominantly come from team members and team leads. Feedback from these individuals holds special value because they directly deal with both the difficulties and rewards of RPM during their daily work. Project Managers contribute strategic remote workflow insights but team leads and team members give detailed views on RPM collaboration and execution challenges. The balanced representation across organizational levels provides complete understanding of remote project management effectiveness.

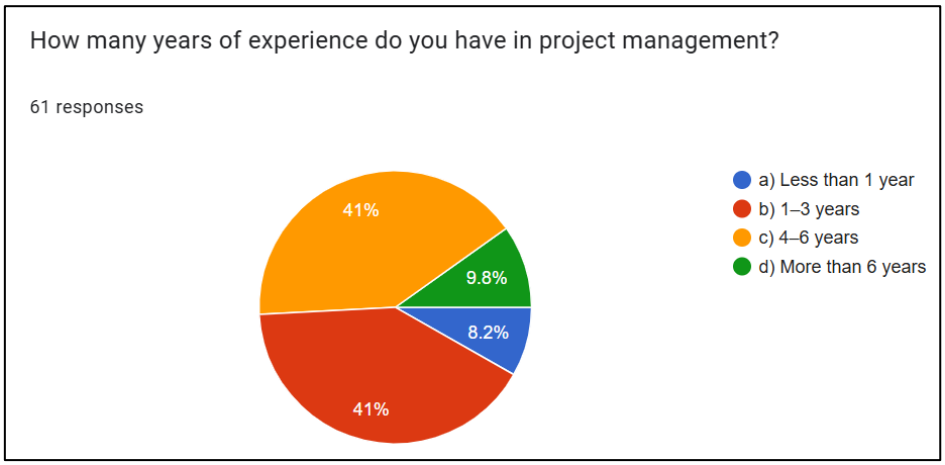


Fig 4.2.3: Experience in project management (Source: Google Form)

The survey results show that 41% of the respondents possess 1-3 years of experience while another 41% have worked for 4-6 years and 9.8% have more than 6 years of professional experience along with 8.2% who have less than 1 year of experience. The majority of participants possess mid-level experience between 1-6 years which matters because their exposure spans both traditional and remote project management methods. Their experience positions them perfectly to analyze the strengths and obstacles of both traditional and remote project management methods. The low representation of professionals with extensive experience (9.8%) indicates that seasoned employees who traditionally work with face-to-face interactions and established workflows are still adapting to Remote Project Management systems.

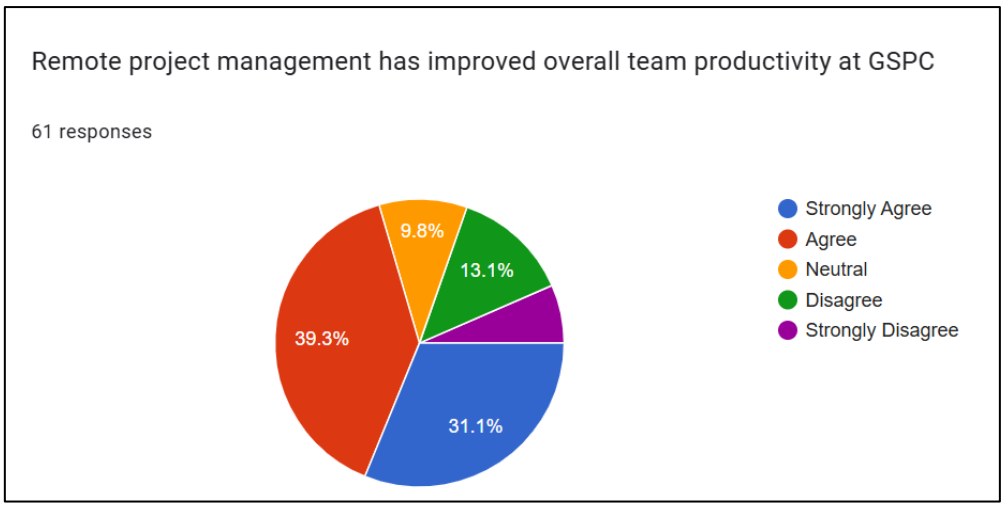


Fig 4.2.4: Remote project management and team productivity at GSPC (Source: Google Form)

The majority of respondents at 70.4% either agree or strongly agree that RPM has boosted team productivity while 13.1% of survey participants maintain a neutral stance and 16.4% disagree or strongly disagree with this statement. The common agreement among professionals shows that Remote Project Management has improved performance outcomes while managing remote work challenges. Flexible work schedules combined with fewer office interruptions and better task assignment through digital solutions might explain this outcome. The 16.4% of respondents who noted reduced productivity likely encountered communication barriers along with insufficient supervision and self-discipline challenges while working remotely. Improving RPM efficiency requires addressing concerns by implementing better workflow management practices alongside structured communication protocols and performance monitoring tools.

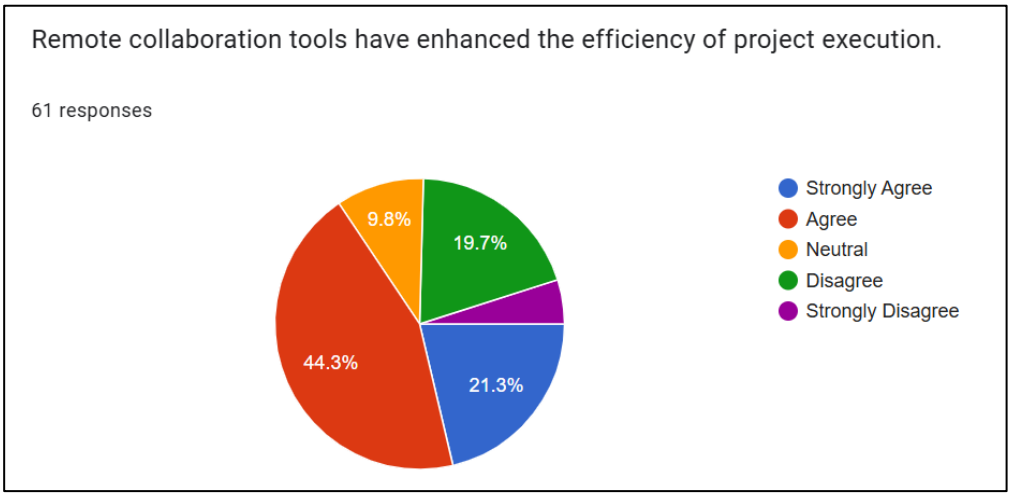


Fig 4.2.5: Remote collaboration tools and efficiency in project execution (Source: Google Form)

Survey findings indicate that 65.6% of participants support the idea that collaboration tools have enhanced project execution while 9.8% hold neutral views and 24.6% either disagree or strongly oppose this statement. A survey indicates that most people value collaboration tools

like Microsoft Teams, Slack, Asana, and Zoom but almost 25% of users encounter problems with them. The difficulties reported by users originate from technical problems with the tools or integration challenges combined with inefficient use of the tools throughout project workflows. GSPC needs to enhance collaboration tool effectiveness through improved training programs combined with seamless software integration and regular efficiency evaluations.

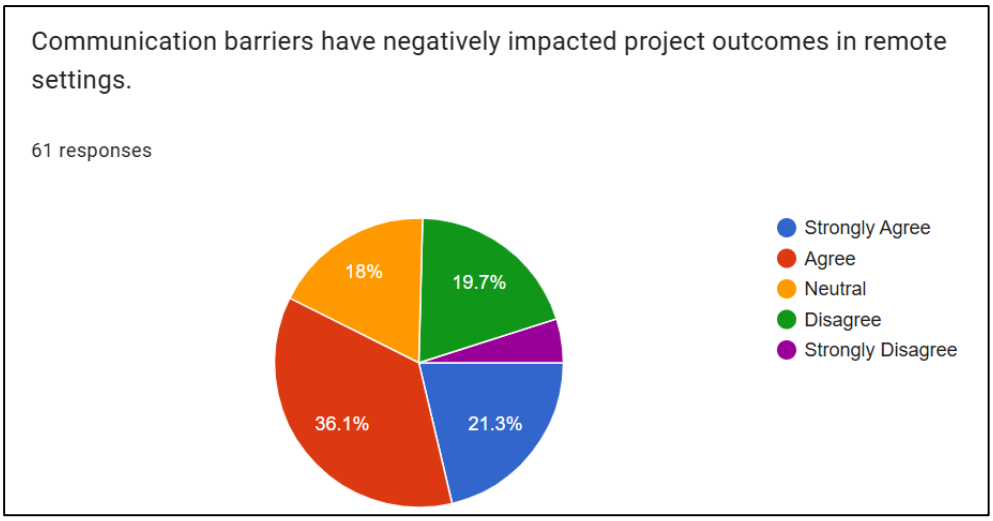


Fig 4.2.6: Communication barriers and remote project management (Source: Google Form)

The majority of respondents at 57.4% share the opinion that communication barriers have resulted in negative project outcomes while 18% take a neutral stance and 24.3% express disagreement. The presence of digital communication platforms hasn't eliminated problems like message misinterpretation alongside delayed feedback and the complexity of idea transmission. Face-to-face interaction effectiveness is not matched by virtual meetings and

messaging apps which result in delayed communication and weaker collaborative efficiency due to misunderstandings. Organizations can overcome these problems through the implementation of structured communication protocols as well as regular video check-ins and improved documentation methods.

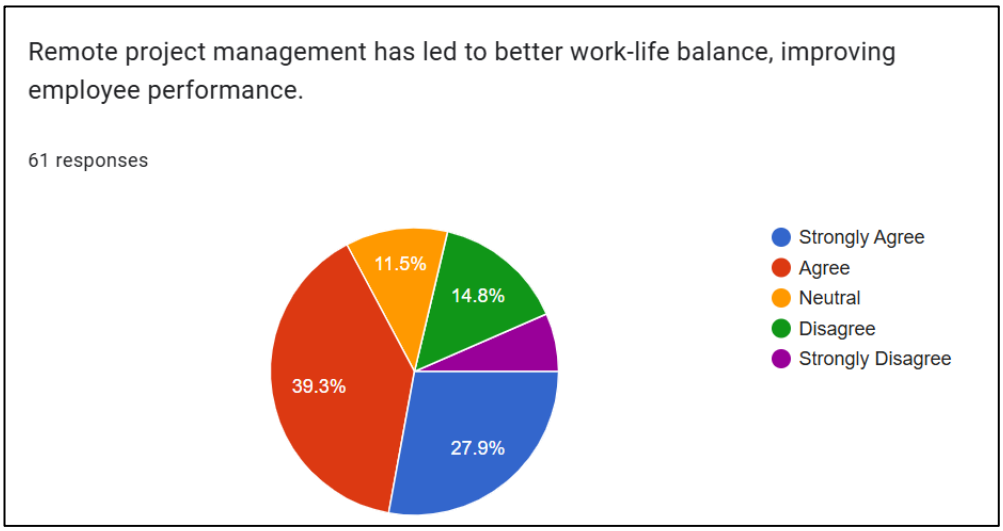


Fig 4.2.7: Remote project management and work life balance (Source: Google Form)

Among the surveyed participants 67.2% credit RPM with enhanced work-life balance and better employee performance while 11.5% expressed no strong opinion and 21.4% disagreed with this assessment. Participants' positive feedback indicates that improved well-being stems from flexible work arrangements, shorter commute durations, and increased work independence. Several employees continue to face work-life balance issues which may stem from extended work hours or the challenge of separating work from personal life. Organizations need to implement healthy work routines and structured schedules while motivating employees to take essential breaks.

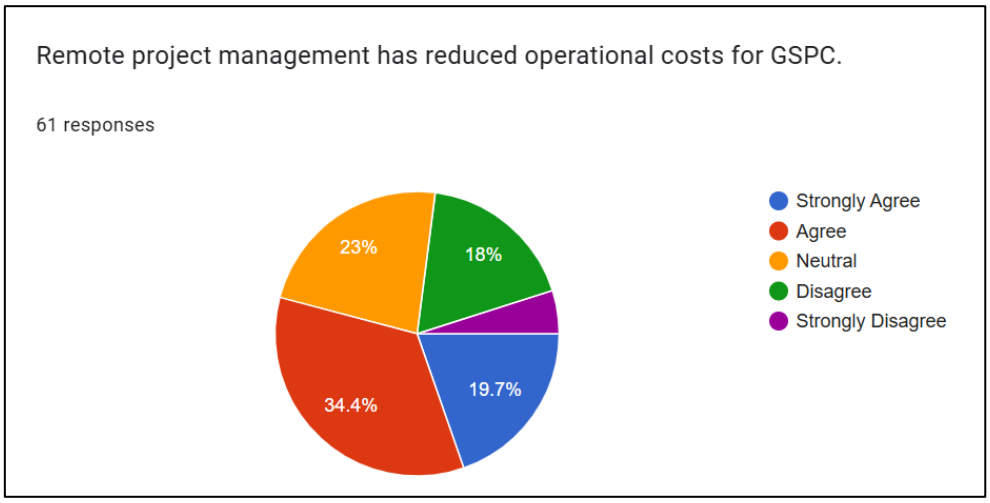


Fig 4.2.8: Remote project management and reduced operational costs (Source: Google Form)

54.1% of respondents found RPM reduced costs but 23% stayed neutral and 22.9% disagreed. Operational cost reduction primarily results from decreased office spending combined with lower travel expenses and scaled-back infrastructure requirements. The data showing many respondents who remained neutral or disagreed points towards potential cost increases in digital infrastructure and cybersecurity that could diminish expected savings. Optimizing expenditures requires conducting a strategic review of budget allocations for RPM tools alongside performing a cost-benefit analysis.

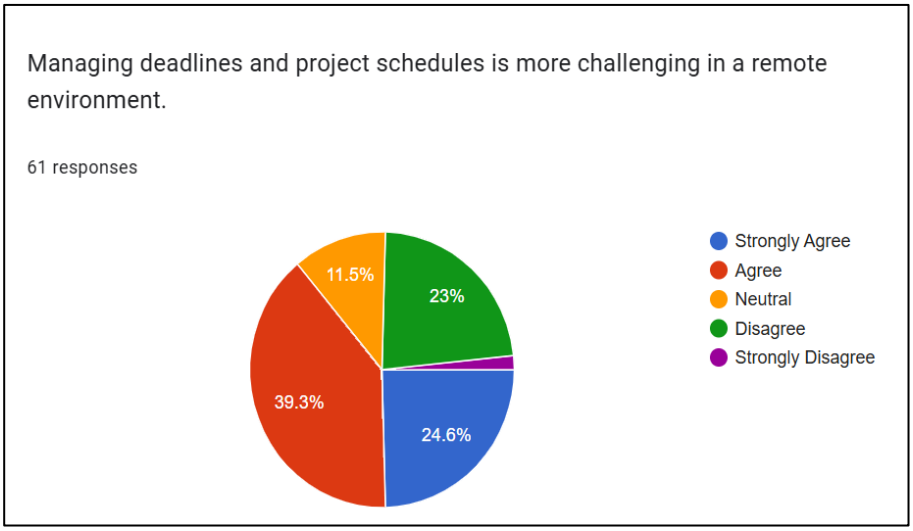


Fig 4.2.9: Managing deadlines and project schedules in remote environment

(Source: Google Form)

Survey results show that 63.9% of participants acknowledge increased difficulty in deadline management while 11.5% maintain a neutral position and 24.6% reject this claim. Remote environments clearly demonstrate difficulties in managing time effectively alongside progress tracking and maintaining accountability. RPM requires team members to maintain self-discipline and use digital tools for tracking since direct supervision is not possible unlike traditional work environments. GSPC can tackle this problem by establishing structured task monitoring procedures together with deadline enforcement policies and time management training programs.

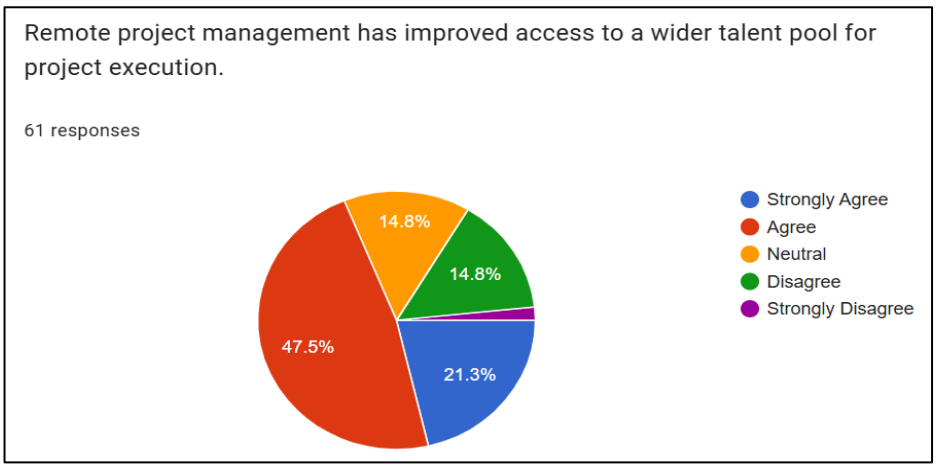


Fig 4.2.10: Remote project management and access to wider talent pool

(Source: Google Form)

68.8% of respondents agree RPM has expanded hiring opportunities but 14.8% remain neutral while 16.4% do not agree. The adoption of remote work by GSPC has broken down geographical limitations which now permits the company to hire exceptional talent from multiple regions. Organizations must resolve cultural differences and time zone as well as

management challenges that arise from remote hiring by implementing structured onboarding programs and clear remote work policies.

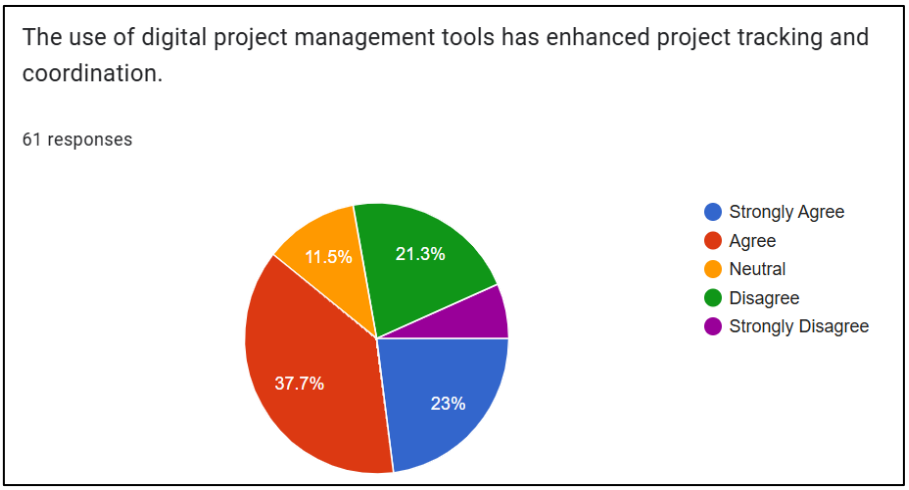


Fig 4.2.11: Impact of digital project management tool and project tracking and co-ordination

(Source: Google Form)

A total of 60.7% of respondents agree that project tracking has improved though 11.5% stay neutral and 27.9% express disagreement. Project management tools such as Jira, Trello, and Monday.com make progress tracking more manageable yet nearly one-third of users consider them ineffective or inadequate. Adoption and usability improvements require better tools customization options alongside enhanced training programs or alternative software solutions.

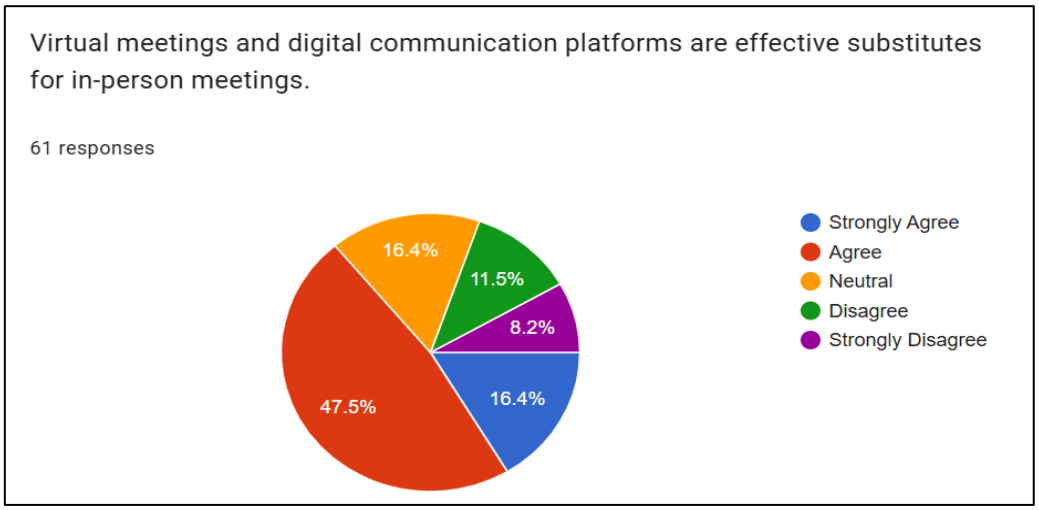


Fig 4.2.12: Virtual meetings as the substitute of in-person meetings (Source: Google Form)

The majority of respondents at 63.9% believe virtual meetings serve as effective alternatives to face-to-face meetings but 16.4% maintain a neutral stance while 19.7% disagree with this assessment. Most people think that Zoom and Microsoft Teams have been effective tools for conducting remote communication. Live discussion platforms eliminate the requirement for physical meetings which conserves time and reduces travel expenditures. Approximately 20% of surveyed participants think virtual meetings fail to deliver optimal results for activities like brainstorming and team-building exercises which require face-to-face interaction.

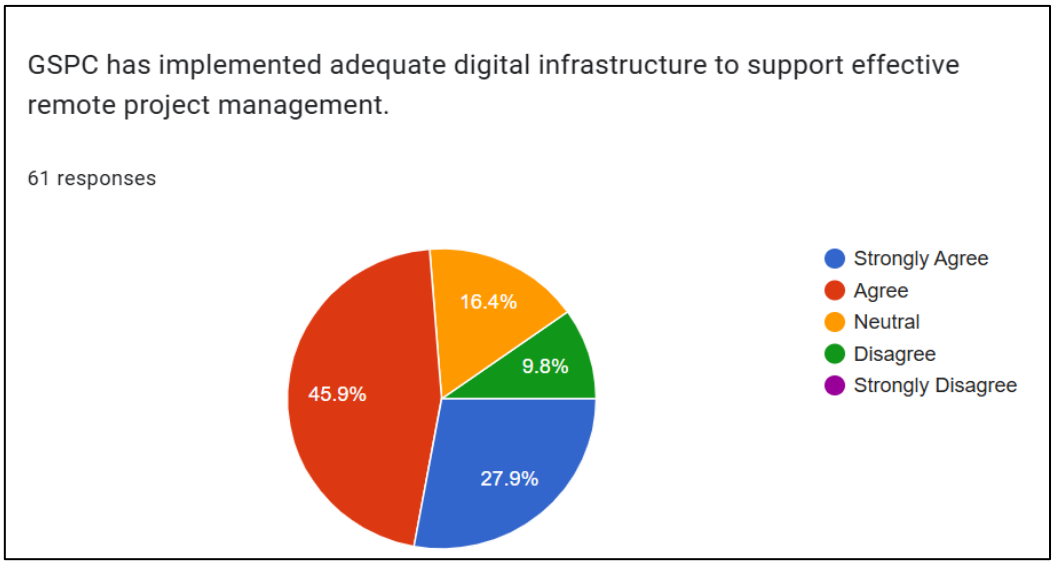


Fig 4.2.13: Quality of digital infrastructure of GSPC (Source: Google Form)

According to survey results 73.8% of respondents agree or strongly agree that GSPC has supplied adequate digital infrastructure for RPM while 16.4% take a neutral position and 9.8% disagree. GSPC has invested in remote work technologies which allow smooth operations by providing high-speed internet connectivity along with cloud-based project management software and security measures. The 9.8% of employees who disagree experience technological difficulties including network problems and insufficient IT support that prevent fully effective digital operations. GSPC needs to strengthen digital infrastructure by implementing regular system updates and upholding strong cybersecurity measures while providing continuous employee training for effective RPM execution.

4.3 Analysis of Findings

Respondents between 18-29 make up 49.2% of the age distribution followed by 24.6% aged 30-44 and 16.4% aged 45-59 while those under 18 account for 6.6% and respondents older than 60 represent 3.3%. Youthful employees show greater adaptability to digital tools and remote work processes (Lissillour & Sahut, 2022). It is which supports Objective 1 through enhanced productivity in remote project management (RPM). The older workforce experiences difficulties in adapting to digital technologies which accounts for why 57.4% noted that communication barriers harmed project results. To improve remote project management effectiveness training programs and digital upskilling initiatives can address the current gap. Within GSPC respondents' roles 34.4% serve as project team members while 32.8% act as team leads and 23% fulfill project manager positions with the remaining 9.8% occupying other roles. The variety of roles connects to Objective 1 because multiple perspectives contribute to a comprehensive view of RPM effectiveness. Team members experience enhanced autonomy but remote project management becomes difficult for project managers who then struggle with monitoring progress and achieving desired project results. Addressing these issues becomes possible by establishing more effective performance monitoring systems (Mughal, 2022).

Survey results reveal 41% of respondents possess 1-3 years of experience while another 41% have between 4-6 years of experience which supports Objective 1 because these professionals understand both traditional and remote project management techniques. Project tracking and communication issues continue to exist alongside their inherent flexibility (Soga et al., 2022). While 70.4% of respondents believe that RPM increases productivity, 16.4% object because technical problems and self-discipline challenges necessitate frequent team check-ins. 65.6%

state that collaboration tools enhance workflow yet 24.6% face difficulties using these tools which indicates a requirement for training. The GSPC must implement structured communication practices to enhance efficiency and solve issues because 57.4% of respondents identify communication barriers as a factor that affects outcomes which ties into Objective 2.

67.2% of survey participants reported enhancements in work-life balance and employee performance but 21.4% did not agree. The RPM system connects with Objective 2 because it gives employees the ability to balance their professional duties with personal obligations. The failure to establish clear work-life boundaries leads some employees to work extended hours which results in burnout (Kim & Chon, 2022). Clear work-hour policies will help alleviate this challenge. A majority of respondents report decreased operational costs at 54.1%, but 22.9% of respondents disagree with this statement. The connection to Objective 2 exists because RPM leads to lower expenses for office space and travel and reduces spending on company infrastructure. A portion of employees think the savings are cancelled out by new IT infrastructure costs and software subscription fees. Conducting a cost-benefit analysis would provide better insights for optimizing cost management methods (Klotins et al., 2022).

A majority of 63.9% of respondents view remote deadline management as challenging while 24.6% do not share this view. The difficulty of managing time remotely demonstrates Objective 2's relevance because it stems from the absence of direct supervision. The use of automated project tracking systems enables employees to maintain their accountability. 68.8% of participants agree that RPM increases hiring opportunities while sixteen point four % disagree. Remote work enables organizations to overcome geographical hiring limitations which expands their access to a broader talent pool in line with Objective 2. Team integration faces challenges due to remote onboarding hurdles along with cultural differences (Haque, 2023). Effective management of remote employees requires standardized onboarding procedures.

According to 60.7% of respondent's digital project management tools have improved tracking capabilities while 27.9% believe otherwise. These tools connect to Objective 3 because they provide efficient project monitoring while streamlining work processes. However, some employees struggle with complexity. Businesses need to evaluate the usability of their tools and prioritize platforms that offer ease of use (Vlasenko et al., 2023). According to the survey results 63.9% of respondents view virtual meetings as effective replacements for face-to-face

meetings whereas 19.7% do not agree. This statement connects to Objective 3 by demonstrating virtual meetings enable collaboration yet lack the effectiveness of face-to-face discussions. The ongoing issues of Zoom fatigue together with disengagement persist in the context of virtual meetings. The effectiveness of employee engagement should rise when a hybrid model includes periodic face-to-face meetings (Grzegorczyk et al., 2021). Respondents rated GSPC's digital infrastructure as adequate with a 73.8% approval rate while 9.8% expressed disagreement. This relationship with Objective 3 shows that most employees believe they receive sufficient support from their company's technology investments. A subset of respondents has identified shortcomings in network reliability and IT support capabilities. Continuous infrastructure assessments combined with employee input will help sustain strong digital capabilities.

4.4 Chapter Summary

The survey results on RPM at GSPC are presented in this chapter through analysis of employee responses focusing on efficiency, communication practices, encountered challenges and technology application. Remote Project Management (RPM) boosts flexibility and productivity but still faces persistent challenges including communication gaps along with technical problems and time zone differences. The research demonstrates the critical role collaboration tools and organized workflows play in overcoming the aforementioned challenges. Employees suggest that improved training programs and support structures are essential according to their feedback. Research objectives were met with findings that demonstrated RPM's effectiveness while calling for ongoing enhancements to maximize efficiency and coordination which will lead to successful project outcomes at GSPC.

5. DISCUSSION

5.1 Chapter Overview

The analysis in this chapter examines essential themes associated with Remote Project Management (RPM) at GSPC after the pandemic. The study divides themes into two parts for each of its three research objectives. Our analysis combines academic literature with industry reports and case studies to investigate how RPM affects team productivity while addressing organizational challenges and digital tool usage. The initial section investigates remote collaboration challenges and communication hurdles while the second part examines work-life balance issues and project scheduling techniques before the final section evaluates digital tools along with infrastructure and cybersecurity aspects in RPM.

5.2 Analysis Based on Objectives

5.2.1 Remote Collaboration and Productivity

Project management within hybrid and fully remote organizations now depends heavily on remote collaboration. Remote Project Management implementation resulted in diverse productivity effects which include both beneficial and detrimental outcomes (Ferreira et al., 2021). A substantial number of employees at GSPC reported enhanced productivity after their organization adopted RPM. Remote project management helped improve team productivity for 70.4 % of respondents and 65.6 % agreed that collaboration tools boosted project execution efficiency.

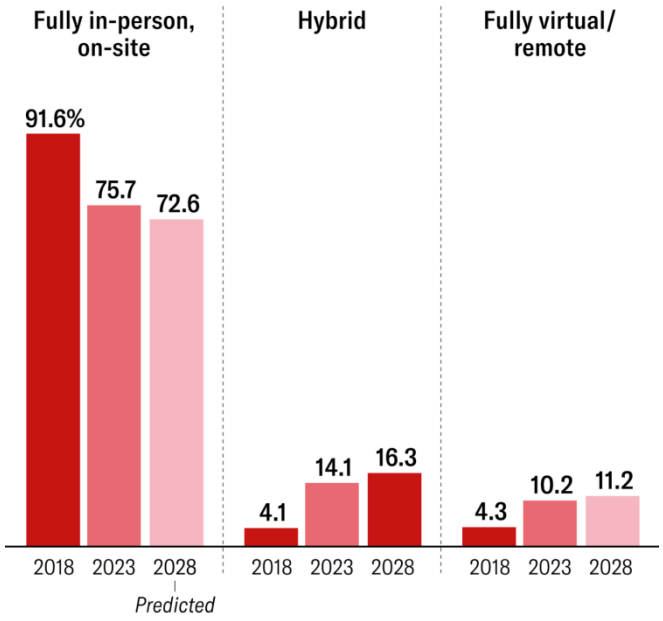


Fig 5.2 :Survey Response for Remote work Source: (Bloom et al., 2023)

Research conducted by RPM International Inc., (2024) confirms that RPM strategies enable employees to operate with greater flexibility and concentration which enhances overall efficiency. Microsoft in 2023 showed that implementing hybrid and remote work practices led to a 20 % boost in employee productivity (Boyd, 2023). It was also concluded that employee productivity improved because workers could schedule their tasks at optimal times while also saving time from commuting and unnecessary meetings. Companies which have completely adopted remote work show RPM's effectiveness in productivity improvement. From its earliest days GitLab has functioned entirely as a remote organization. The business observed major productivity advancements due to its organized remote work model which integrates asynchronous messaging systems with defined workflows and digital collaboration platforms (Kumar, 2024b).

Remote collaboration brings numerous benefits but it also presents multiple challenges. Certain employees excel in remote work environments while others find it challenging due to insufficient face-to-face interaction and delayed feedback. According to Saarenoksa, (2021)

research remote work increases personal productivity but slows down decision-making because asynchronous coordination becomes necessary. Remote work can lead to inefficiencies within teams that rely on immediate collaboration when it's not properly managed. Structured communication combined with precise task distribution and efficient collaboration tool utilization represents the foundation for enhancing productivity in remote project management (Marion & Fixson, 2020). Organizations need to provide employees with essential resources while establishing transparent standards for productivity and communication expectations.

5.2.2 Communication Barriers in Remote Work

Remote project management boosts team productivity but communication challenges persist as a major obstacle. The survey revealed that at GSPC 57.4 % of respondents reported communication barriers harmed project outcomes while 63.9 % felt virtual meetings failed to match the effectiveness of face-to-face discussions. According to Hu et al., (2022) demonstrates that remote teams struggle mainly with the absence of physical meetings leading to misunderstandings and delayed decision-making alongside misaligned team expectations. Organizations that depend on immediate conversation and collaborative idea generation face significant obstacles when communication barriers arise.

Fig 5.2.2: Communication Challenges In Remote Work Source: (Kumar, 2024a)

Jämsen et al., (2022) identified communication problems as one of the main challenges remote employees faces. Communication problems stood out as the biggest challenge for 20 % of remote workers who took part in the survey. Virtual meetings lack non-verbal signals combined with greater dependence on text communication creates potential for misunderstandings which results in project delays. Certain businesses have implemented tactics to address these problems. At GitLab every conversation gets documented through a company policy that improves clarity and accountability. The organization reduces miscommunication risks through the maintenance of detailed records for discussions, decisions and project updates. Organizations such as Zapier have embraced asynchronous communication systems that enable employees to work with flexibility while documenting essential information in written formats (Rhymer, 2022).

Remote Project Management (RPM) maintains communication difficulties even after implementing numerous solutions. Organizations utilize AI-driven sentiment analysis tools to

evaluate team morale and identify communication gaps which allows managers to resolve problems proactively. Microsoft Teams and Zoom now feature AI capabilities that monitor engagement and tone during online meetings to detect possible misunderstandings (Fasihullah et al., 2023). Despite the valuable insights these innovations generate about team dynamics technology proves insufficient by itself. Structured communication protocols are essential for organizations to achieve clear and consistent virtual communication. The use of digital collaboration tools improves workflow efficiency which leads to better information sharing among remote teams. Effective team cohesion improves when employees receive comprehensive virtual communication training which provides essential skills for efficient navigation of digital workspaces.

5.2.3 Work-Life Balance and Employee Well-Being

Remote Project Management (RPM) stands out as a management approach because it positively affects work-life balance. The survey data shows that 67.2 % of employees think remote work has improved their management of both work and personal responsibilities. The results match global research which shows flexible working arrangements lead to better employee well-being and job satisfaction. According to Ford et al., (2022) showed that remote work eliminates commuting stress and enables employees to develop schedules based on when they function best. Boogaard, (2023) research revealed that 76 % of remote workers prefer flexibility because it improves their quality of life.

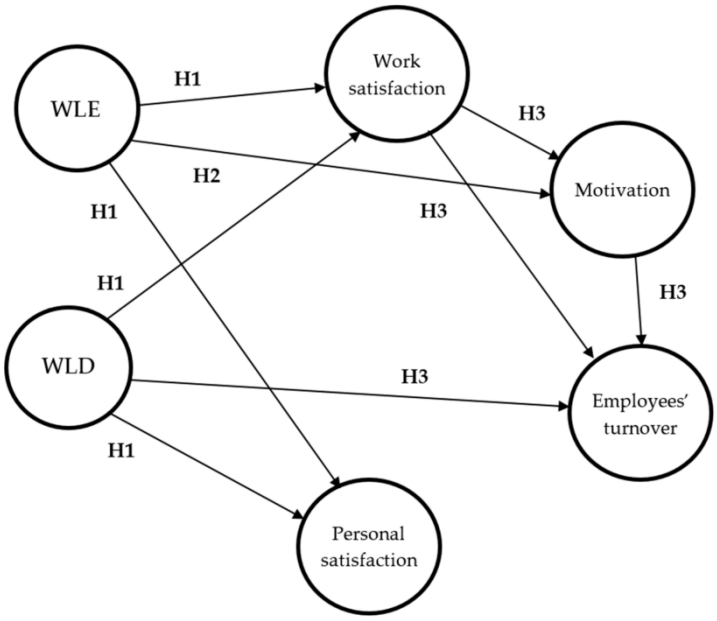


Fig 5.2.3: Work-Life Balance and Employee Satisfaction Source: (Bocean et al., 2023)

Remote work settings present multiple challenges when trying to achieve a healthy balance between work and personal life. Vorecol, (2022) study discovered that 75% of remote workers find it difficult to separate from their work responsibilities which causes burnout. Employees working in deadline-intensive sectors such as oil and gas tend to extend their working hours beyond the norm which negatively impacts their well-being. Employees working in project management at GSPC experience longer working hours because virtual coordination challenges make their workdays more stressful. Structured policies have been introduced by certain organizations as solutions to these problems. Google introduced its "Work from Anywhere" policy which resulted in a burnout rise as employees struggled to disconnect from work (Le, 2023).

IBM established a "Remote Disconnect Policy" to motivate staff to sign off (IBM, 2024). It is following specified work hours which brought about a decrease in stress levels reported by employees. Time management tools can help employees maintain a balance between work and personal life when used effectively. At GSPC employees who use Microsoft Teams and

Asana show improved workload management. UiPath, (2023) discovered that companies using AI-based time tracking systems achieved a 60% work-life balance improvement because employees learned to distribute their tasks more effectively. To reduce burnout risks organisations, need to implement explicit work hour policies while mandating breaks and adopting AI tools for workload distribution. GSPC will achieve improved work-life balance alongside operational efficiency by adopting these remote work measures.

5.2.4 Managing Deadlines and Project Scheduling in Remote Settings

Remote work environments create substantial difficulties for effective deadline management. According to the GSPC survey, 63.9 % of employees reported increased difficulty in managing project schedules when working remotely. Missed deadlines and operational inefficiencies arise from time zone differences and the lack of real-time coordination combined with the absence of direct supervision. According to Pumble, (2024) revealed that remote teams encounter a 86% higher frequency of missed deadlines compared to in-office teams because of communication delays. Project managers dedicate extra time to schedule coordination because virtual environments do not support real-time interactions. Sectors such as oil and gas experience substantial operational disruptions because of these factors.

The transition to remote project management resulted in delays for offshore exploration initiatives at GSPC. Project timelines suffered because decision-making slowed down without in-person coordination. These operational problems have been identified across multiple international companies. When Microsoft shifted to remote work they experienced a 37% increase in scheduling errors which resulted in software development delays (Microsoft, 2022). Multiple organizations adopted automated project management software solutions to address scheduling issues. Project completion rates improved when Atlassian launched automated scheduling reminders for its Trello and Jira products (Atlassian, 2022). The implementation of

Microsoft's AI-powered workflow automation system decreased scheduling conflicts which enabled teams to distribute resources more effectively.

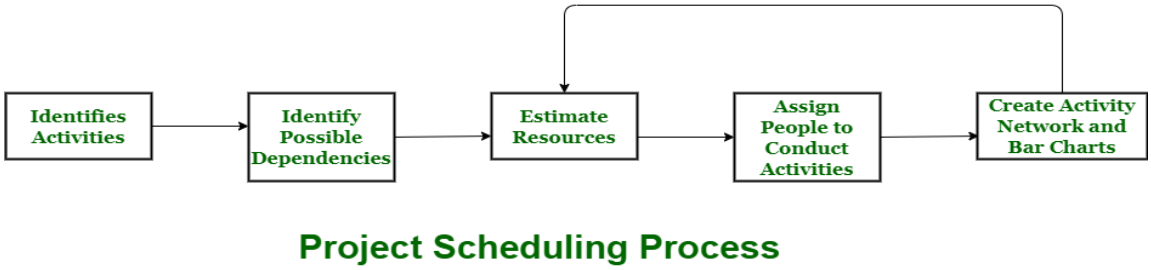


Fig 5.2.5: Project Scheduling Source: (GeeksforGeeks, 2020)

GSPC can benefit from Jira's sprint planning tools to enhance task allocation and Slack's deadline reminders to strengthen project timeline adherence (Khan et al., 2024). Project managers can use AI-driven predictive analytics to identify upcoming bottlenecks and make schedule adjustments where necessary. Structured workflows combined with regular virtual check-ins function as effective tools for improving deadline management beyond technological solutions. Google's Agile Sprint Framework achieved a 25 % increase in on-time project completion through the implementation of structured virtual check-ins (Richter, 2024). Teams holding daily stand-up meetings through virtual platforms have higher chance of completing projects on time according to research.

The combination of remote work for planning activities with mandatory on-site attendance for essential project stages has delivered effective results (Jones et al., 2021). GSPC project managers discovered hybrid work models deliver optimal time management for urgent tasks while preserving remote work adaptability. Organizations that implement AI scheduling tools and structured virtual check-ins while adopting a hybrid work model will experience fewer project delays and improved efficiency throughout remote project management.

5.2.6 Effectiveness of Digital Project Management Tools

Digital project management tools have been instrumental in transforming Remote Project Management (RPM) after the pandemic by driving effective collaboration and project execution through improved task tracking methods. The shift towards technology-based project management systems has substantially boosted operational efficiency. Usability issues along with adoption hurdles and integration problems continue to present significant challenges (Salih et al., 2021).

According to survey data at GSPC 60.7 % of staff members believe digital project management tools help monitor project progress while maintaining coordination. The survey results show

that 27.9 % of respondents noted usability and efficiency problems which demonstrate the current disconnect between digital tool availability and their practical application. The dual perception of digital project management tools matches global patterns because companies are adopting digital platforms more frequently yet encounter difficulties with adaptability and user engagement (Zhang et al., 2024).

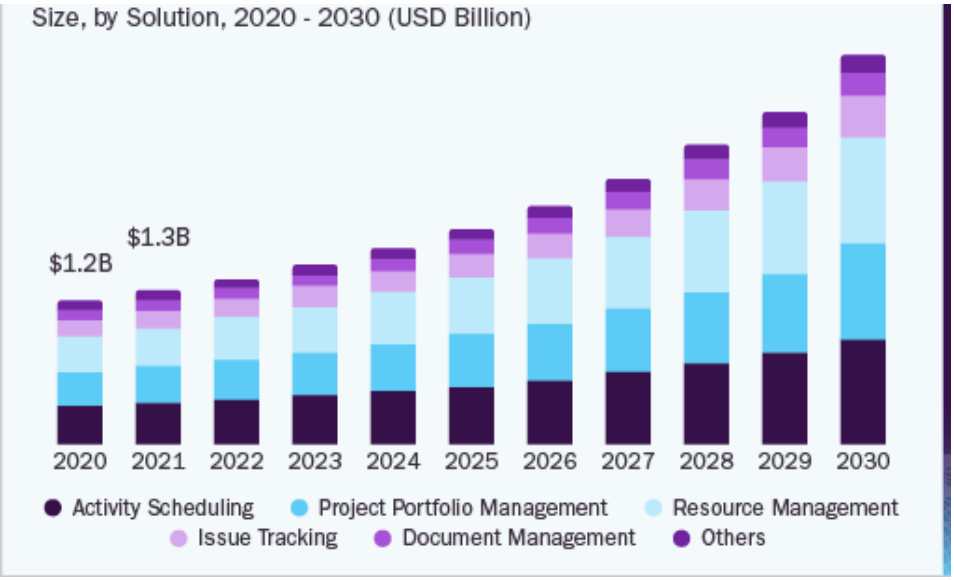


Fig 5.2.6: Global project management software market Source: (Grand View Research, 2022)

According to Grand View Research (2022), the global project management software market reached USD 6.59 billion in 2022 and it expects to expand at a compound annual growth rate (CAGR) of 15.7 % between 2023 and 2030. The increased demand shows that organizations acknowledge how crucial these tools are for effective remote project management. Task management software solutions like Jira, Trello, Asana, and Monday.com have become popular for their features that help teams manage tasks and deadlines while enhancing collaboration.

The success of Atlassian's Jira as a digital tool lies in its ability to automate project tracking which enables organizations to cut down administrative overhead. According to Batskihh, (2023), organizations that implemented Jira automation features saw task management time decrease and achieved better project completion results. The primary factors driving this efficiency include automated reminders functioning alongside real-time progress tracking and seamless integration with communication platforms like Slack and Microsoft Teams.

Users still face difficulties using these tools and require time to learn how to adopt them. Khan and Emenike, (2023) demonstrated that remote project workers face difficulties using complex digital project management platforms. In remote project environments, about 1 in 5 of workers experience difficulties with complex digital project management platforms (Monday, 2021).

The report emphasizes that organizations lacking adequate training programs see reduced tool engagement which leads to operational inefficiencies and communication errors.

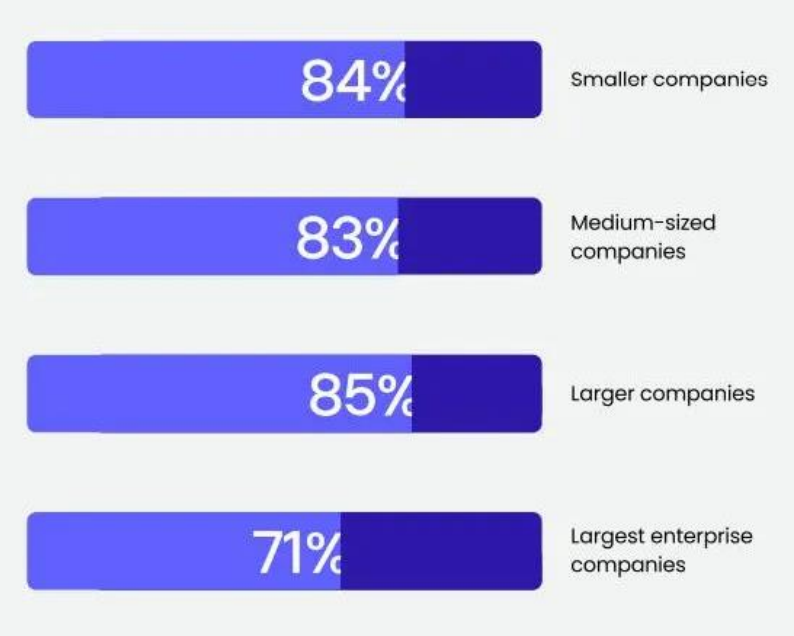


Fig 5.2.6.1: Project management software usage Source: (Monday, 2021)

GSPC's digital tools support remote project execution but their success depends on the level of training employees receive on these tools. The absence of formal digital training programs may explain the 27.9 % dissatisfaction rate reported in the survey. GSPC's digital project management tools will reach optimal performance through comprehensive training programs alongside intuitive user interfaces and AI automation integration which reduces manual task allocation for efficiency enhancement.

5.2.7 Digital Infrastructure and Cybersecurity in RPM

The strength of digital infrastructure and cybersecurity systems becomes more important as organizations move to remote project management. A well-organized digital infrastructure maintains continuous network connections while providing data access and enabling remote teams to work together seamlessly (Judijanto et al., 2023). Cybersecurity weaknesses represent a major threat to maintaining project integrity especially in sectors managing sensitive information like oil and gas. A total of 73.8 % of GSPC employees believe their organization's digital infrastructure meets the requirements for effective RPM support. The frequency of cyberattacks on remote work environments continues to drive cybersecurity concerns. The global cybersecurity landscape shows remote project management platforms faced a 72% increase in cyberattacks throughout (Jurgens and Dal Cin, 2025)

According to Yaziji, (2022) security breaches decrease by 83% when organizations use cloud-based infrastructures instead of traditional on-premise systems. Despite the scalability benefits for remote project execution provided by Microsoft Azure and Google Cloud alongside AWS, data breaches remain a primary concern for 60% of IT leaders according to Mykhaylova et al., (2024). The oil and gas sector faces significant cyber risks despite GSPC's use of cloud storage and digital project management tools. This industry stands as one of the top five most targeted sectors which demonstrates the critical requirement for stronger cybersecurity defense and strict security procedures (Stergiopoulos et al., 2020).

Remote project management saw a decrease in cyber threats when it implemented multi-factor authentication (MFA) and end-to-end encryption (Mostafa et al.,, 2023) Companies that implemented MFA and used encrypted communication tools like Signal, WhatsApp Business, and Microsoft Teams experienced substantial reductions in phishing and ransomware attacks. GSPC can enhance cybersecurity defense by implementing AI-driven systems that provide real-time threat detection monitoring. According to Beg et al., (2023)organizations that implemented AI-based security measures halved their cyberattack risks by utilizing AI's predictive abilities to identify unauthorized entries and improve security for remote project management.

Digital infrastructure requires dependable network performance combined with effective remote service access. Successful RPM depends entirely on reliable internet access along with fast data transfer rates and protected project resource availability. Organizations using 5G connectivity along with dedicated VPN networks improved their remote team performance because of quicker data transfer speeds and decreased latency (Gentile et al., 2021).

GSPC should implement VPNs for secure remote access and boost its network infrastructure through cloud storage upgrades plus cybersecurity training investments. Organisations which implement frequent cybersecurity awareness initiatives experience a reduction in insider threats. ExxonMobil's blockchain-based security solution achieved a decrease in cyber threats which established a standard for the industry (Jambol et al., 2024). The implementation of blockchain security systems, AI-powered threat detection models, zero-trust frameworks, biometric access controls and decentralized cloud storage solutions enable GSPC to strengthen their remote project management operations against advancing cyber threats while securing data in the oil and gas industry.

5.3 Chapter Summary

The chapter conducted a detailed thematic study of Remote Project Management (RPM) themes at GSPC. The detailed analysis of each theme connects survey results to theoretical insights and empirical evidence along with industry cases to deliver comprehensive discussions. The research indicates RPM improves productivity but brings difficulties in maintaining effective communication, managing project timelines, and balancing work with personal life.

Organizations achieve superior RPM benefits and limitations reduction when they successfully combine digital tools with structured communication and cybersecurity measures.

6. CONCLUSION AND RECOMMENDATION

6.1 Overall Conclusion

The purpose of this research was to assess the impact of Remote Project Management (RPM) at Gujarat State Petroleum Corporation Ltd. (GSPC) after the COVID-19 outbreak. RPM has increased productivity, cost-effectiveness, and flexibility in managing work-life balance, as well as the opportunity to recruit more talented employees. However, there are still some issues which are; the communication issue, the issue of time and how it is managed, and the issue of the level of integration of the tools in the learning process. A survey of the employees indicates that although the majority of them have a positive perception of RPM, a significant proportion of them have issues with virtual work and technology adoption. Most of the digital infrastructure at GSPC is satisfactory, however, training, structured communication, and workflow management should be enhanced. In summary, RPM can be implemented at GSPC, but there is a need to further enhance digital solutions and monitor projects in order to achieve better results.

6.2 Linking with Objectives

The purpose of this research was to assess the efficiency of RPM in GSPC after the pandemic. The research objectives were designed to determine the impact of RPM on the team and project performance, explore the benefits and drawbacks of RPM, and analyze the use of digital technologies. From the survey, the researcher was able to obtain relevant information on these areas, which showed the strengths and weaknesses of RPM implementation in GSPC.

In order to achieve the first objective, the study sought to investigate the effect of RPM on team efficiency and project performance in GSPC.

Objective 1: To explore the impact of RPM on the team productivity and project results in GSPC

The study findings show that RPM has impacted productivity in a positive way; 70.4% of the respondents noted that remote work has enhanced the performance of the team. Easy working schedules, fewer office interferences, and opportunities to use effective tools for managing tasks have helped improve efficiency. Nonetheless, 16.4% of the participants indicated that they faced productivity issues such as poor communication, inadequate supervision, and lack of motivation while working remotely. The survey also showed that 63.9% of the participants had challenges in managing the project deadlines when working remotely thus affecting the projects.

Objective 2: To examine the primary benefits and challenges of RPM for teams and organisations in GSPC

Some of the major benefits of RPM as interpreted from the study were; cost-effectiveness, flexibility and work-life balance: 54.1% of the respondents stated that RPM has made it possible to cut down on costs that are associated with setting up offices, travelling and physical resources. Further, in relation to the management's strategies, 67.2 % of participants claimed that they gained a better work-life balance as a result of work flexibility and less travel time (Google form survey). These help in improving the satisfaction level of the employees and in retaining the employees for the long term.

But there is still a problem with communication and cooperation. 57,4% of the respondents stated that there are communication issues that have influenced the result of the project. Some of them include; misunderstandings of the messages passed, delays in feedback, and challenges in passing complex information during virtual meetings. Also, 24.6% of the participants mentioned that they faced difficulties in using the collaboration tools efficiently and effectively; there should be a focus on better orientation and integration of the digital applications. Furthermore, 21.4% of the respondents said that RPM causes them to lose track of their working hours and may work more than necessary. To address these challenges there is a need to adopt structured communication patterns and ensure that individuals check on each other frequently, also work schedules must be set.

Objective 3: · To evaluate the role of digital tools and technologies which help in supporting RPM at GSPC

A significant percentage of respondents supported the use of collaboration tools such as Microsoft Teams, Slack, and Zoom through their application in enhancing project delivery at GSPC; 65.6% of participants gave a positive nod in this aspect (Google form survey). Finally, on the question of whether or not project tracking has been enhanced through the use of Jira and Trello among other platforms, 60.7% of participants agreed. Still, 27.9 % of the respondents were dissatisfied with such tools, arguing that they require usability enhancements (Google form survey).

The survey also revealed that 73.8% of the respondents think that GSPC has offered a sound digital platform for RPM operations (Google form survey). Yet, the employees experienced some technical challenges such as network problems and lack of adequate IT assistance at 9.8% (Google form survey).

6.3 Recommendation

The following recommendations seek to improve the effectiveness of RPM at Gujarat State Petroleum Corporation Ltd. (GSPC) based on the established findings of the study. These recommendations focus on the issues of communication, use of information and communication technologies, time management, and general project management.

1. Strengthening Communication and Collaboration

Among the communication difficulties, 57.4% of the respondents stated that they had negative effects on the project (Google form survey). To mitigate this, GSPC should:

Adopting standardized communication procedures – Working out the rules for the frequency of communication, the preferred means of communication, and the arrival of meetings so as to avoid misunderstandings (Kaushal and Vaghela, 2023).

Regular virtual meetings: Daily or weekly conference calls might be an effective means through which misinterpretation of messages can be avoided.

Encouraging the use of asynchronous communication technologies – Technologies like Slack or Microsoft Teams should be used effectively for instant message and task communication thus avoiding the inconveniences caused by the time difference.

2. Enhancing Digital Tools and Infrastructure

For the same question, 73.8% of the respondents opined that GSPC has provided satisfactory digital infrastructure whereas 27.9% of the participants were dissatisfied with project management tools (Google form survey). To improve digital tool effectiveness:

Purchase effective project management tools – Project management tools like Jira, Trello, and Monday.com should be adopted depending on the preferences of GSPC and the employees.

Train people to use collaboration tools – It is recommended to conduct refresher sessions for Microsoft Teams, Slack, and project tracking software.

Secure IT services – Valuable steps are needed to enhance IT support services and security features which include; adopting better IT structures, offering round-the-clock technical assistance, as well as guaranteeing effective data protection mechanisms (Ukato et al., 2024).

3. Improving Productivity and Deadline Management

While 70.4% of the respondents said that RPM has improved productivity, 63.9% said that meeting deadlines is still a challenge (Google form survey). To improve efficiency:

Implement automated work tracking – With the use of intelligent project tracking tools, it is easy to track the progress and even send notices of the same to the project managers.

Establishing structure and accountability – It is important that accountability is assigned to tasks, goals and objectives are stated clearly and there is always a way to measure the level of performance (Daramola et al., 2024).

Encouraging time management training – It is possible to provide the employees with knowledge about how to work from home more effectively, including the use of the Pomodoro technique or priority-based scheduling.

4. Enhancing the work-life balance and employee well-being at the workplace

While 67.2% of the respondents noted that RPM has helped in enhancing work-life balance, 21.4% expressed burnout risks (Google form survey). In order to reduce the effects of stress, tension and anxiety at the workplace, the following measures should be taken:

Setting clear work-hour boundaries – It is often useful to establish strict working hours so that there is a work-life balance.

Flexible working mode - Employees must be available during core working hours but it is essential to keep the option of flexible working hours.

Mental health support – Such initiatives as wellness programs, stress management workshops, and virtual social events can be provided to support employee's mental health (Artpairin & Pinmanee, 2023).

5. Optimising Cost Efficiency

Specifically, 54.1% of the respondents agreed with the statement that RPM has helped to reduce costs, but some of the employees pointed out that new costs have been incurred in the form of investing in digital tools and infrastructure (Google form survey). To optimize cost management:

Cost analysis of RPM tools – By assessing the costs of the software and recognizing the more efficient options, costs can be managed (Urton & Murray, 2021).

Leveraging cloud-based solutions – Organisations should adopt cloud services because they are affordable, scalable and increase accessibility.

The following recommendations, if adopted by GSPC will assist in improving the benefits of RPM while at the same time handling its drawbacks. Thus, with better communication, better use of technology, increased productivity, better work-life balance, and cost control, GSPC has the ability to build a better remote project management environment.

6.4 Limitations of the study

Despite the contribution of this study in understanding the effectiveness of RPM at GSPC, it has the following limitations that must be mentioned.

Firstly, the study is based on the survey data and it is a limitation because survey data can suffer from self-report bias and social desirability bias. The workers could have given responses that were affirmative to what they think is expected of them by the researchers. Also, the respondents are self-selected, and thus the sample may not reflect the views of all the employees of the GSPC, especially the management or those who have a long experience with traditional project management. Secondly, the study is conducted at one organization, thus the findings cannot be generalized to other organizations or industries with different remote working policies. The issues and advantages of RPM in GSPC may not be similar to those of other sectors like IT, healthcare, or education since remote work is implemented differently.

One of the limitations is the emphasis on the short-term changes in RPM after the COVID-19 pandemic. As practices in the work tele density remain fluid, there is yet no definitive way of determining how contributed to such issues of productivity, employee satisfaction and organizational performance. A longitudinal study would be more productive in giving such information. Finally, the paper does not thoroughly assess the financial effects of remote work, in terms of costs that can be saved by not commuting, as well as costs associated with investments in technology. There is a need to conduct a more elaborate financial analysis to get a better understanding of the economic reality of RPM. Nevertheless, the study offers a good starting point for evaluating RPM and offers suggestions for enhancing practices of remote work at GSPC.

6.5 Future Scope

In light of the above research findings, this study has been able to give a good understanding of the effectiveness of RPM at GSPC. However, due to the dynamism in remote work and digital transformation, the following are the areas of future research that could further explain RPM strategies.

Firstly, it would be useful to have long-term research on the effects of RPM in the long run. Despite this, engaging this research in the post-pandemic period, it would have been possible

to study RPM's impact over the course of several years and understand the shifts or trends that may occur in productivity, employees' perceptions, and costs.

Secondly, a comparative study across the industries could be a better approach to provide a broader understanding. It is, however, important to note that the research was conducted on GSPC only, remote project management differs from sector to sector such as IT, finance, healthcare, construction, etc (Parsamehr et al., 2023). It is recommended to analyze the experience of different industries to determine the peculiarities of each sector and the corresponding problems and solutions. Another direction of the research is the use of new technologies in RPM. Possible research topics in the future may be focused on such issues as AI, automation, and VR in relation to project management, performance monitoring, and employee engagement. It is possible that the use of AI-equipped project management tools can solve present problems such as deadline control and workflow (Igbinenikaro et al., 2024).

It would also be useful to conduct a financial analysis of RPM's costs and benefits. However, a more in-depth analysis that considers the cost-benefits of RPM implementation such as investment in the tools against operational cost savings could help provide organizations with a better perspective on the economic viability of RPM. Thus, future research could continue with the studies of blended work arrangements in order to determine how organizations can achieve the right mix of remote and office work for combined effectiveness and employee satisfaction. This is because studying the effectiveness of hybrid strategies will enable organizations to create more fluid yet ordered work arrangements.

6.6 Personal Reflection

It has been a learning process to conduct this study on Remote Project Management (RPM) at Gujarat State Petroleum Corporation Ltd. (GSPC).
It has helped expand my knowledge of how remote work affects project output, organization of communication, and people’s well-being. In the course of the research and survey, I have found out the advantages and disadvantages of RPM especially for massive organizations working in the post-pandemic world.

Perhaps, the most significant discovery was the fact that although RPM brings about flexibility, cost-reduction, and access to a wider talent pool, it has its vices, such as communication breakdowns, time management problems, and employee burnout from fatigue. These have helped me understand that work in the digital environment involves many factors and that there should be frameworks to regulate work in a way that does not harm employees.

Besides, this research has helped me to enhance my skills in analyzing and solving problems. This has been so because reviewing industry reports, analyzing survey data, and linking them

to theoretical models enhances the skill of critically evaluating organizational challenges. I have also developed skills to offer more tangible solutions including clear communication procedures, improved use of digital tools, or a flexible working model to improve RPM.

In a way, this research has shaped my perception of remote work. Having worked in both traditional work environments and more recently remote work environments, I have a greater understanding of why RPM is effective with the use of digital tools and proper management strategies. This has strengthened my passion towards project management and the digital environment. I would like to continue studying the implementation of emerging technologies such as AI and automation in remotely-based work. In general, this dissertation has been quite informative and I have gained knowledge that will be useful to me in future when I am handling project management and other organisational-related projects.

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APPENDIX 1: SURVEY QUESTIONS

1. What is your age group?
    a) Under 18
    b) 18-29
    c) 30-44
    d) 45-59
    e) 60 and above
2. What is your role in GSPC?
    a) Project Manager
    b) Team Lead
    c) Project Team Member
    d) Others
3. How many years of experience do you have in project management?
    a) Less than 1 year
    b) 1–3 years
    c) 4–6 years
    d) More than 6 years

(Please rate your opinion against the following statements as per the following scale

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

Statements
4. Remote project management has improved overall team productivity at GSPC.
5. Remote collaboration tools have enhanced the efficiency of project execution.

6. Communication barriers have negatively impacted project outcomes in remote settings.
7. Remote project management has led to better work-life balance, improving employee performance.
8. Remote project management has reduced operational costs for GSPC.
9. Managing deadlines and project schedules is more challenging in a remote environment.
10. Remote project management has improved access to a wider talent pool for project execution.
11. The use of digital project management tools has enhanced project tracking and coordination.
12. Virtual meetings and digital communication platforms are effective substitutes for in-person meetings.
13. GSPC has implemented adequate digital infrastructure to support effective remote project management.