AN EMPIRICAL STUDY ON THE IMPACT OF RIGHT SIZING ON REMOTE WORKFORCE AND ACCELERATED PRODUCITIVITY AMONGST CORPORATE EMPLOYEES

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Abstract: Modern outlook of business deals with right sizing of organisation structure, making learning and adaptation as a necessity with increasing insistence for remote workforce, which helps in optimum utilization of resources, improves the competency and strength of the organisation as it is embedded with potential capabilities and efficiency. To reinforce corporate productivity, profitability, and accelerated work environment corporate survival is important for organisations to satisfy aspirations and needs in workplace. Modern environment is highly in need of quick sharing of knowledge, fast learning accessibility with unleashed workforce who is proactive, competent and adaptable. They also help to tackle the agility, breakdowns, competition, risk taking, technological changes and economical fluctuations. It becomes necessary for companies to rethink and rework on the number to be recruited. Organisations and employees grapple with work system determining low work environment. It helps to integrate organisation goals and visionary with individuals' aspects of achieving it. A restructured workforce attributes to the work flexibility and dynamism with no boundaries.

In the light of the above discussion, the right size helps to bring in right kind of employees with right skills and abilities to boost morale, productivity, competency and satisfied workforce. Hence, this study will take a closer look to understand and reinstate Right Sizing or the organisation size acts as an effective mediator in the process of upbringing employee job satisfaction and productivity by transforming the organisation culture with remote workforce and flexibility work environment.

Keywords: Right Sizing, Organisation Structure, Work Flexibility, Remote Working, Productivity, Employee Morale, Future of Work

I. Introduction

Globalised workforce today has developed various set of interlinked forces i.e. wide openness of economies, continuous push by firms, repatriation, cross cultural training, and empowerment of support line with major impact on skilled workforce leading to deployment of human capital.   The fundamental drivers of major workforce are needed not just to make up global workforce but it works as a major future trajectory of making workplace open to various geographical boundaries with fierce competition, emerging changes of market trends and adoption of new technologies. (Mukehrji, 2021) Modern firms are viable, flexible in terms of working hours, location, cross cultural communication with their interest to keep the firms open for accessibility and prefer to be learning organisations. It is very essential for competitive global business to build an effective global workplace[1]. With the advancement of information technology demanding HR strategies such as moonlighting, outsourcing, cross cultural collaborations and training, business consultations emphasis on changing HR policies and dynamic structure transitions outsourcing, moonlighting, business consultation, collaborations cross cultural training, changes in HR policies and dynamic organisational transition from local workplace to global workplace. In global workplace executives are in need of skilled employees equipped with technology, AI automation, team player, exuberant communication and leadership skills The changing needs of workforce are rapidly changing because of the shift in generation with helps to bring out new hybrid workplace model as a future of work and of agile for resilient workplace as millennium generation is more technology friendly and career oriented. The hybrid workplace model seems to be more demanding model for future agile and resilient workplaces. This model has been built by companies to protect the mental health and wellbeing of employees and is not a temporary model, or a stop-gap, instead it's the future of work and of agile, resilient workplaces. Pulse of American worker survey reports 42% of current remote workers will switch the job if current company does not offer remote work options striking the right balance is the key for optimisation of employees and resources in the organisation. Right sizing is a proactive measure and integral process to be implemented in the organisation. The purpose of rightsizing is to eliminate redundancy in workforce through layoffs which leads loss of time, effort and expense of the organisation. It is natural that a company business model or source will shift during organisation's evolution and can add to efficiency and profit of the organisation. Further rightsizing also helps in several man oeuvres such as creating a synergy, reducing operation costs, removing unnecessary jobs, and reworking on management structures. For an organisation to have a competitive edge and improve efficiency it's very important for right selection of employees and resources. Key aspect of right sizing lies in focusing on priorities and providing a better chance to create an organisation structure conducive to business. It is vital in taking decisions in relation to people and efforts required for set of activities therefore right sizing helps management in scrutinizing staff profile, resources and planning an outcome. The prime objective of right

sizing is to reshape the entire organisation for optimum utilization of staff by ensuring right skilled employee at right position for increased cost –efficiency and good productivity.

Employee engagement and accelerated productivity is extremely important. With addition to employee's motivation and clarity of their expectation This is best done through clear communication channels, well-defined SOPs and periodic refresher programmes, better leadership and well-structured organisation Training programmes should include role-play exercises to pro where employees exchange roles and learn to see the business through the eyes of their peers. Moreover, each employee must have access to crucial information when needed. Managers must focus on resolving issues as a unit rather than picking up on employees for any kind of lapses and following blame culture and also must secure commitment of employees, mobilizing them to act, while monitoring them and holding them accountable for their responsibilities. Sound performance management system to be used in achieving employee targets by providing them clear –cut guidelines and required standard performance matrices. (sarin, 2022)A strong mental health strategy allows an employer to set a framework, identify gaps, address employee preferences and cover needs across the entire spectrum of mental health conditions," the report suggested. "Digital platforms for scientifically validated therapies such as Cognitive Behavioural Therapy (CBT) can make it easier to offer solutions to all employees, improving access to care options outside of traditional face-to-face counselling." Right sizing proactively helps the organisations to maintain effective set of employees with right terminal for growth and development to utilise their full potential. Understanding the concepts and grasping the impact of rightsizing on employee performance make the best decisions for their company because while the two concepts are related to a great extent having some similarities, they are completely integrated in terms of, strategies, focus, objectives, methods and overarching endgame goals."

Our objectives are in line with positive workforce and their effects on the organisational operations. The research also includes a careful diving into the productivity and satisfaction of the employees and the possibility of it becoming permanent. The efforts of companies to adapt to the system to create a flawless work environment for their employees have also been studied and evaluated. Modern firms are viable, flexible in terms of working hours, location, cross cultural communication with their interest to keep the firms open for accessibility and prefer to be learning organisations. It is very essential for competitive global business to build an effective global workplace[1] . With the advancement of information technology demanding HR strategies such as moonlighting, outsourcing, cross cultural collaborations and training, business consultations emphasis on changing HR policies and dynamic structure transitions outsourcing, moonlighting, business consultation, collaborations cross cultural training, changes in HR policies and dynamic organisational transition from local workplace to global workplace. In global workplace executives are in need of skilled employees equipped with technology, AI automation, team player, exuberant communication and leadership skills The changing needs of workforce are rapidly changing because of the shift in generation with helps to bring out new hybrid workplace model as a future of work and of agile for resilient workplace as millennium generation is more technology friendly and career oriented. The hybrid workplace model seems to be more demanding model for future agile and resilient workplaces. This model has been built by companies to protect the mental health and well being of employees and is not a temporary model, or a stop-gap, instead it's the future of work and of agile, resilient workplaces. Pulse of American worker survey reports 42% of current remote workers will switch the job if current company does not offer remote work options striking the right balance is the key for optimisation of employees and resources in the organisation. Right sizing is a proactive measure and integral process to be implemented in the organisation .The purpose of rightsizing is to eliminate redundancy in workforce through layoffs which leads loss of time, effort and expense of the organisation. It is natural that a company business model or source will shift during organisation's evolution and can add to efficiency and profit of the organisation. Further rightsizing also helps in several man oeuvres such as creating a synergy, reducing operation costs, removing unnecessary jobs, and reworking on management structures. For an organisation to have a competitive edge and improve efficiency it's very important for right selection of employees and resources. Key aspect of right sizing lies in focusing on priorities and providing a better chance to create an organisation structure conducive to business. It is vital in taking decisions in relation to people and efforts required for set of activities therefore right sizing helps management in scrutinising staff profile, resources and planning an outcome. The prime objective of right sizing is to reshape the entire organisation for optimum utilisation of staff by ensuring right skilled employee at right position for increased cost–efficiency and good productivity. Employee engagement and accelerated productivity is extremely important. With addition to employee's motivation and clarity of their expectation. This is best done through clear communication channels, well-defined SOPs and periodic refresher programmes, better leadership and well-structured organisation Training programmes should include role-play exercises to pro where employees exchange roles and learn to see the business through the eyes of their peers. Moreover, each employee must have access to crucial information when needed. Managers must focus on resolving issues as a unit rather than picking up on employees for any kind of lapses and following blame culture and also must secure commitment of employees, mobilizing them to act, while monitoring them and holding them accountable for their responsibilities. Sound performance management system to be used in achieving employee targets by providing them clear –

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THEORETICAL FRAMEWORK
Hybrid Workplace and Culture
Corporate culture is a basic factor in attainment of organisation goals and objectives with improved work potential and performance. It sets the code for organisation behaviour, promotes development and growth of the organisation. Employees are eased with the flexible shift of work culture to hybrid work mode, remote workforce take through opportunities to make it possible to gather, access, manage, and analyse data from various streams, regardless of different location, network and employees. Technology aids employee on boarding, up skilling, re- skilling witnessing all opportunities to use effectively with an access to employee about everything during his journey in the organisation. – From collaboration tools to cloud technologies encouraging employees to be inclusively productive, engaged, be connected to workplace across the globe. Usage of digital technologies such as artificial intelligence, robotics, automation, machine learning helps to reduce the gap, manage disruption and volatility. Remote workforce is provided with all the facilities, advantages for enforced work performance with emphasis organisation to have structured workforce with right size to minimise the cost and expenses.

Downsizing and Rightsizing: which is Better?
Downsizing implies the negative aspect on the organisation tampering the emotional quotient of employees creating workplace. It can take a toll on workforce morale; employees may feel betrayed. Work – environment alterations in long – term include increased voluntary turnover, excessive supervision, workplace hazards and decreased innovation. With a long-term view on talent acquisition and management which requires need for building programs that focus and improvise on talent up gradation, reskilling, monitored communication and leadership development showcasing a diverse perspective on downsizing in rough economic conditions These ramifications of downsizing extend far beyond employees, leaving a last impression on business, brand and market position. It leads to a depressed, non-active, disengaged workforce, which negatively labels employee branding and work culture. Rightsizing implies that the organisation has carefully considered what roles are required through job analysis focusing on vacuum to communicate, build leadership skills , effective implementation within a significant budget and resources .while rightsizing organisations implement a strategic decision and direction to bring it to right shape for organisations implement a new strategic decision and direction to have effective shape and size for any organisation It is a proactive and constant process of managing an organization. Rightsizing being a creative, dynamic, constant process of adjusting one's organization to be the most efficient, effective, competitive, and profitable. The process of rightsizing is proactive in nature its implementation in organisation is not the result of outside forces but downsizing it does not wait for things to happen to the organization that force reactive changes. It also benefits to narrow down the cost of the organisation by less wastage, help increase competitive global market by using diverse quick methods for achieving term and short-term gains, boost work productivity and performance, long-term and enduring improvement requires a strengthening and spreading of core organizational values and beliefs that help to create a high engagement and achievement organizational culture. Organisations focus on efficient workforce with more focused potential employabilities. It is vital for employees to improve their better communication skills, stay more focused, talent retention, with more employee engagement. (iwunza, 2021)A remote workforce enables an alternative approach to employment by providing options to work outside of traditional office either full-time, part time or intermittent basis.

Remote Workforce and Gig Economy
An alternative approach to traditional office space is provided by remote workspace breaking the stereotypes of normal office work course. A remote workforce provides an alternative approach to employment breaking the stereotypes of working from traditional office. It allows employees to work from any corner of the world with utmost ubiquity, flexibility and ease. Employees

would be enriched with required technological tools, techniques and strategies to give their full potential with optimum focus during working hours without any second thought of family issues, travel burden etc., remote workforce has transformed the office from a typical office cubical centred original work pattern to a robust remote workforce with reign of working from different location is encouraged. According to the recent research 38% of companies routinely hire remote workers. (iwunza, 2021)[2] In fact, according to recent research, remote work increased by roughly 45% in the last few years and approximately 90% over a decade. Globally, over 38% of companies routinely hire remote workers. Striking the right balance is the key for optimisation of employees and resources in the organisation. Right sizing is a proactive measure and integral process to be implemented in the organisation with the purpose of eliminating redundancies through layoffs which leads to loss of time, effort and expense. this business model or source shift during organisation's evolution's adding up to efficiency and profit of the organisation. Along with rightsizing several man oeuvres are used for creating synergy like reorganising management structures, internal re-engineering, assessing work potential and job analysis of employees, re-organising management structures, reducing operation costs. For an organisation to have a competitive edge and improve efficiency it's very important for right selection of employees and resources. Key aspect of right sizing lies in focusing on priorities and providing a better chance to create an organisation structure conducive to business. It is vital in taking decisions in relation to people and efforts required for set of activities therefore right sizing helps management in scrutinising staff profile, resources and planning an outcome. The prime objective of right sizing is to reshape the entire organisation for optimum utilisation of staff by ensuring right skilled employee at right position for increased cost –efficiency and good productivity.

For an employee is it extremely important to be engaged and productive, with being motivated they also need clarity on their job expectations. An employer is required to set a framework, identify gaps, and focus on achieving targets through sound performance management system with clear-cut agreed performance metrics. (basu, 2022)reveals the fact that 91.47% of the participants are interested in joining the company which offers remote work indefinitely, 48.81% of respondents prefer working remotely, and 27.78% prefer the hybrid model, says the Work Model Preferences survey, which saw participation from more than 1000 men and women, of which 49.60% are working remotely, from Tier 1, 2 & 3 cities of the country. Remote workforce emphasis and witnesses "urbanization of workplace "where technology tools enable teams to collaborate from delivering intelligent security and protecting privacy to restoring stability it calls for transformation in workplace design with a hybrid arrangement. Moreover, remote work also offers employees more flexibility and the ability to maintain a better work-life balance, which benefits companies in the long run. Businesses implementing this concept of remote working are more likely to attract job seekers. These Digital platforms provide scientifically a validated therapy including cognitive Behavioural process provides solutions to all employees, right tribunal for growth and development.

HR leaders focus on over all wellbeing of employees including learning initiatives growth providing flexibility of employees to work in remote model. But it also requires the ability to deal with difficult situations and to navigate ambiguity. Asynchronous communication plays a role of essential element for developing remote culture. It benefits the team by providing flexibility, deeper understanding, networking, great collaboration and productivity. This clear process of communication establishes platform to be connected for emotional engagement. As means of avoid pitfalls of remote workplace organisation emphasis on single centralized communication to design diverse functionalities to create a unified culture resistant for accurate pass of information. Key to foster positive work culture requires a comprehensive, centralised knowledge for optimum functionality of all process building activities into your regular calls, or start a Slack channel for regular communication for virtual happy hour, breakfast etc., For much committed connected with them informal way of connect is of great help for realigning authentic self to align and commit building a strong synergy in the team.

Embracing next Chapter of Work
(Mukherjee, 2022) Empowering positive work culture and good communication allows team members to excel in their specified task to reach career ladder of new heights. While working remotely Culture matters much more than you might think when working remotely. Whether it's a remote workplace, hybrid office set up or digitally improvised sector it requires synchronised efforts of different backgrounds, personalities and temperaments. (raj, 2022) Around 68% of women express a strong desire to continue working remotely even after the pandemic subsides. Remote work accelerates organisations to include such diverse groups in the workforce.
(nishigandha, 2021) most companies have started to work remotely at different work space of working from home, coffee shop, any comfortable space to provide flexibility for employees to achieve the target even be Global companies like Intel, Deloitte, Dell, etc. chose to work remotely at different scales even before the pandemic. Successful companies like GitLab, InVision, Doist, Zapier were born remotely long before the pandemic. Remote work schedule provides solution to many issues ensuring psychological safety of such employees furthermore it also helps organisations retain, attract and sustain more employees to these minorities

(Andrea Alexander, 2019)A McKinsey survey revealed that 9 in 10 companies plan to combine on-site and remote working – but 68% of these companies don't have a clear, detailed plan yet. It was surprisingly to witness 44% of increase in companies' productivity due to working off site. 51% of the respondents see their ideal way of working would be to split time between working from traditional office and working remotely from anywhere. Remote working has not only increased productivity but provided other benefits such as spending less time travelling to work, office rumours, politics, trying to fit into the environment as well as being more focused with less interaction from colleagues were top advantages of working remotely. Other benefits highlighted were the time and ability to spend quality time with family, feel less stressed, have time for workouts and meditation, this flexible work environment helps many to maintain a healthy and productive lifestyle and also it was found that this new way of working helps them to better manage work- life balance with a emphasis on not being constrained to standard office hours allowed them to work being more productive and focused. Respondents also found that this new way of working allowed them to better manage their work-life balance and also felt that not being constrained to standard office hours allowed them to work when they were most productive, focused and enthusiastic.

Maximized Productivity

The hybrid arrangement ensures workplace to improve worker's productivity to maximized extent (Yang et al., 2019). when employees gear up by themselves it increases their productivity. The main reason for this increased productivity is gear up by the employee themselves. Company always enjoys the heightened productivity given by the workers meeting the best demand for smooth functioning. The reality of physical workplace does look overrated cause many workers are fatigued by showing up to work place on a daily basis. The hybrid arrangement provides ease of work with extended flexibility and opportunity for employees to improve productivity. With the need to gain more productivity, save costs hybridism is born. this allows employees to meet their various needs, reduce stress, and avoid tension of stereotype of traditional workplace providing flexibility to work from home, hub or cafe providing them a chance to bring a lot of creativity. This helps to reduce employee's worries, stress, work pressure and provide them a composed mindset while working. Essentially, more productivity on the part of the worker ultimately translates to more efficiency for the company. (Hardy et al., 2021). A healthy workplace essentially requires main components such as flexibility, diversity and adaptability. It provides a healthy work environment for workers to work independently. Current diversity provides workers inspiration from several different work angles increasing the productivity of employees where employees will work both on-site and remote. While this appears to be the present and future of work, hybrids also present equal share of challenges – most notably, cultivating a cohesive environment that fosters teamwork. Due to Covid pressure companies' shift to hybrid workplace redefining teamwork to ensure every employee is engaged, happy, free and productive, whether they're in the office or remote. Hybrid work model acts as a norm, it is important for organisations to figure out how to mesh in-office and remote workers to promote hybrid collaboration. Inclusion works as a key. Arrange schedules for employees to meet in person when possible – but if one employee is in the office and the other happens to be working remotely, that can work too. These sessions are intended to encourage colleagues to form relationships with each other. This helps everyone feel more invested in the team and their collective goals. (conn, 2021) 25% of global knowledge workers will choose to work primarily from home in 2022 while 45% will be working remotely two to three days a week. Hybrid work assures best of both worlds along with employee satisfaction, flexibility and low labour cost with associated remote work cost with seamless coordination, informal networking, and face-to-face collaboration.

Collaboration, Team work and Communication

The essential skills of workforce management include teamwork, high collaboration, building sustainability, high performing teams and stakeholder relationship and management The leaders of the organisation work with solid sense of purpose, responsibility, believing in delegating authority, decentralised plan ensuring work with high maturity, empathy and integrity. organisations are looking for leadership traits in their own managers to bring in new way of working. It requires good networking leverage technology to connect with employees working across the globe. However, compassion and empathy are of utmost importance to maintain harmony in workplace with a high need for an employee to be heard and understood. This opportunity can be availed by the leaders of the organisation to strengthen the morale, loyalty and sense of belongingness of employees towards organisation through improved intense communications and connections. It is important to create inclusive workplace, providing flexibility, acknowledge the stress and effort of employees, diversity within the organisation. leaders should also genuinely demonstrate the value of caring, upskilling, reskilling, team working, rather than just being digitally equipped.

Dexterity includes understanding and realising employee's engagement, positive mindset, happiness quotient and mood and quickly working on responses by keeping employees engaged and retained in organisation. No longer physical retention of colleagues in closed office place is a norm companies enjoy Hybrid style of management. Hybrid style of management is now equipped with highly interactive video conferencing tools and virtual whiteboards.

Communication is the prime foundation of any company culture. Providing a base for building organisational system including trust, respect and accountability and other crucial factors ensuring actions, endurements and performance. The power to influence remote workforce environments effectively requires digital connectivity for fruitful communication among the dispersed work forces. This also helps companies to have organised structure for easing delegation of work. Essential combat of location, remote off shore, hybrid workplaces has grasped world's workforce effectively.

With the development of technology company can deal with various team members and can work on organisation development, testing, integration, deployment and monitoring without limits of regular cubical cycles. In other words, it provides opportunity for organisation to enjoy co-located office space, remote working, offshore and virtual thinking 24/7 workday. Team could be developed in one time zone that can be tested in different zones suggestions and changes required could be implemented if needed. This integration works seamlessly with combinations of roles by providing flexibility to employees without disrupting personal lives of employees by mandating off-hour or overnight work times. Companies can work on their timelines by accelerating well qualified, enthusiastic teams and collaborating them to specific jobs. Reallocating talent with vindictive remote teams, improvised business value and other responsibilities for meet organisational structure changes and dynamic environment. This pace of team development with various skill sets assembled within rapid timeframes vindicates remote teams and their business value.

Any major change in organisation would always start with leaders to forecast, make a strategic plan, execute and implement it. Trained and experienced leadership team for new people, highly committed to creating a strong work bond and remote culture would go ahead and build its company game. Employees can surprise you with amazing results if they feel the trust and belief their leaders have in them.

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