



# The Effect of the Method of Remote Work on the Supply and Supply Chains for Government Services: Applied Study on the Directorate of Social Solidarity in Cairo Governorate

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## Abstract

*Under the world circumstances the organizations with all its affiliations have undergone, there are recent attitudes for developing the work methods appropriately to cope with these circumstances and the radical changes in the management of organizations in terms of the organizational dimension and the employees.*

*Consequently, the organizations have started to look for suitable methods to deal with indefinite risky variables clearly. This requires humane and organizational efforts to change the work environment and methods to cope with the work updates, especially, the global updates make the organizations face several burdens in doing its works appropriately (Adisa et al., 2021). Thus, the organizations have shifted to the method of remote work under these challenges as the communication occurs in the virtual world (Szulc et al., 2022). This method depends on doing the functions in locations rather than the headquarter, realizes the cooperation and flexibility in the employees' performance, the making use of technology in doing jobs easily, and controlling the management and operations (Arunprasad et al., 2022).*

*The supply and supply chains are ones of the significant functions influenced by the new global challenges in terms of transferring to the method remote work. It significantly affects the relationship between the inputs and outputs and its distributions, and the relationship between suppliers, customers and distributors (Meehan, J. & Pinnington, 2021). Hence, the supply and supply chains are redesigned to face the challenge of meeting the demands and heading to the digital transformation too rapidly (Seepma et al., 2021).*

*The current study stresses the effect of the method of remote work on the supply and supply chains for government services: applied study on the Directorate of Social Solidarity in Cairo governorate.*

**Keywords:** *Method of Remote Work, Specifications of the Method of Remote Work, Equipment of the Remote Work Environment, Capabilities and Skills of the Employees of the Method of Remote Work, Supply and Supply Chains, The Youth Directorate of Cairo Governorate, Public Organizations.*

## The Importance of Study

The importance of study results from the following factors

- 1- The importance of the method of remote work as a modern global attitude in terms of the performance of the organizations and employees, especially in the wake of Corona pandemic that leads to a radical change in performing different works.
- 2- Egypt has started to apply the digital transformation in the governmental entities, as it is related to the method of remote work and its importance is related to serving the nation's attitude.

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- 3- The role of the supply chains in facilitating the delivery of services to the beneficiaries, especially in the governmental entities seeking to develop the methods of services delivery according to the best specifications.
- 4- The significance of Directorate of Social Solidarity's role in providing many beneficiaries (including different categories of the society) with material and specific social services
- 5- It provides applied procedures that help Directorate of Social Solidarity apply the method of remote work and its role in developing the performance of supply chains

## **The Goals of the Study**

- 1- Defining the relationship between the method of remote work and the supply and supply chains for government services in Directorate of Social Solidarity in Cairo governorate
- 2- Recognizing the dimensions and specifications of the remote work method and its relation to the supply and supply chains for government services in Directorate of Social Solidarity in Cairo governorate
- 3- Verifying the relationship between the equipment of the remote work method and the supply and supply chains for government services in Directorate of Social Solidarity in Cairo governorate
- 4- Verifying the validity of the relationship between the capabilities and skills of the remote work method employees and the supply and supply chains for government services in Directorate of Social Solidarity in Cairo governorate
- 5- Identifying the specifications of the remote work method and the supply and supply chains for government services in Directorate of Social Solidarity in Cairo governorate

## **Revising and Analyzing the Previous Studies**

### ***The Method of Remote Work***

The method of remote work is one of the results of Corona pandemic as the study results (Arunprasad et al., 2022) indicate the applying of this type of work that depends on doing the functions in locations rather than the headquarter, realize the cooperation and flexibility in the employees' performance, and the making use of technology in doing job easily. The study (Jeske, 2022) points out that, the remote work increases the cooperation and welfare level among the employees. To apply the remote work, the organizational procedures and its relevant functional description cards should be redesigned, especially, this method is useful in the time of crises in terms of remote work, the requirements of controlling the management, operation and the employees' responses during the crisis (Delfino & Van Der, 2021).

The study (Yang et al., 2021) deals with the remote work, the value of workplace, work environment and the work from home. The study results indicates that, the flexibility at workplace, environmental circumstances surrounding the work from home, and organizational support are positively related to the productivity, satisfaction of work from home and the balance between work and life. Furthermore, the method of remote work is influenced by the organizational control in terms of work arrangements, organizational censorship and the results of implementation on the individual, collective and organizational levels (Errichiello & Pianese, 2016).

With regard to the psychological factors affecting the efficiency and safety of remote work, and the balance between work and life, they include the factors differentiating between electronics employees, how to do electronic job flexibly and skillfully, confidence and management style (Grant et al., 2013). The remote leadership style plays a vital role in guiding the electronics employees in terms of the interactions, work environments and the harmony between the remote work-related targets of organization (Kiljunen et al., 2022). The study (Camp et al., 2022) draws up a model of management skills in remote work, which emphasizes the job satisfaction, productivity, organizational commitment, flexibility, teamwork, positive balance between

life and work, the communication between the individuals to maintain the confidence, efficient guidance, the establishment of strong organizational culture, efficient empowerment and disputes resolution.

The study results (Prodanova & Kocarev, 2022) reveal that, the remote work tasks and environment largely define the employees' satisfaction and productivity, affecting their determination to continue the work from home upon easing the restrictions. There should be different methods of the productive management for transferring to the remote work, especially, when there is an urgent need for that option as there must be remote work incentives. The studies (Carraher-Wolverton, 2022) (Grant et al., 2019) point out that, the remote work depends on common work development, the employees' expectations concerning the remote work significantly affect their satisfaction, productivity, career future, the interference between life and work, productivity, organizational confidence, flexibility and the individual welfare in terms of the mental health and vitality.

The study (Krajcsak & Kozak, 2022) stresses that, there is a relationship between the remote work and dominant organizational culture which affects the remote work, that in turn affects the organizational citizenship behaviors, especially in the organizations with dominant market culture. Another study indicates that, the transference to the remote work restricts the routine and supports working for longer hours. Hence, the executive directors find it difficult to monitor the remote work. Furthermore, there is a difficulty in the communication and misunderstanding through the virtual environment. Regarding the positive aspects of the remote work, it helps people avoid the sensory exhaustion and creates healthy balance between life and work (Szulc et al., 2022).

The studies (Matli, 2020) (Adisa et al., 2021) point out that, although the positive aspects of remote work concerning the use of technological advancement, there are remote work-related negative risks and aspects such as the overload, performance-related pressure. Furthermore, the absence of interaction could affect their health and welfare. The sudden transference to online work from home due to Corona pandemic leads to the overuse of internet, lack of job security and weak adaptation to new methods of the work from home. These factors of burnout could deplete the vital social and personal resources, passively affecting the employees' engagement.

The studies (Charalampous et al., 2022), (Frieder et al., 2022), (Palumbo et al., 2020) reveal that, the remote work is related to the employees' welfare in terms of personal, administrative and organizational level, job satisfaction, emotional commitment, and the employees' capabilities to deal with the interference between life and work.

**Table (1) Addresses the Researcher's Conclusions Derived from the Studies on the Remote Work in Terms of the Scientific Research gaps**

Most Important Scientific Gaps Related to The Problem of the Study and Derived from the Previous Studies on Remote Work	References
Challenging the performance of functions and tasks in locations rather than the headquarter, realizing the cooperation, flexibility and making use of technology in doing jobs easily, controlling the management, organizing the individual and collective relationships in the remote work	(Deflino & Van Der, 2021) (Arunprasad et al., 2022) (Yang et al., 2021)
How to achieve the balance between the work and life, challenge the leadership role in guiding the remote work, challenge the satisfaction and productivity in the remote work	(Kiljunen et al., 2022), (Grant et al., 2013), (Camp et al., 2022)
The motivation and management of the human resources in the remote work. How to achieve the flexibility and measure the productivity in remote work, and the balance between life and work	(Prodanova & Kocarev, 2022) (Carraher-Wolverton, 2022) (Grant et al., 2019)
Challenging the adaptation between culture and behaviors in the remote work, how to prepare the environment of the remote work, the communication and understanding in the virtual environment, challenging the overload and performance-related pressures right on time	(Adisa et al., 2021) (Szulc et al., 2022) (Krajcsak & Kozak, 2022)
Challenging the employees' engagement in the remote work, the employees' capabilities to make balance between life and work	(Charalampous et al., 2022) (Frieder et al., 2022)

### ***The Supply and Supply Chains for Services***

To build more flexible supply chains through the innovation initiatives, the organizations should define clear criteria concerning the authority, coordination, confidence, commitment to innovation, searching for the best ways to develop efficient relationships between the buyer and supplier through the innovation initiatives and definite roles for the marketing and purchasing manager and executive directors (Rampersad et al., 2020). Innovating the supply chain department in public sector requires the desire for investment in information technology, defining the purchasing opportunities, seeking for organizational experience partnership along with the sellers' experience, defining the strategic issues that add value to the organization, adopting the supply chain perspective via innovative purchasing techniques (Gianakis & McCue, 2012).

The study (Seepma et al., 2021) mentions the improvement of the public services using the communication and information technology in the supply chains for public services, using the communication and information technology between the organizations in redesigning these supply chains, applying the digital transformation in managing the supply chains for public services, the time concepts and changes in socially sustainable supply chains based on the clear cut procedures and taking into account the social impacts resulted from the sustainability of supply chains along with meeting the demands too fast (Meehan & Pinnington).

The supply chains requires the confidence between the buyers and suppliers in addition to depending on the technology promoting the roles of these chains, the coordination and availability of information to all concerned parties (Brookbanks & Parry, 2022), redesigning its supply chains to meet the customers' expectations, adding the value through the growth in sales and cooperation between the different concerned parties to be valuable for all parties, increasing the confidence in the customers (Mittal et al., 2018).

On the other hand, the study (Callender, 2011) addresses the compatibility of the supply chains to promote the public sector through stressing the importance of preparing a mechanism to explore the problems related to measuring and managing the supply chains between the organizations belonging to the public sector and also the private sectors that vow to conclude contracts on behalf of governmental entities. Furthermore, the efficient supply chains in the governmental entities and public sector need to support the practices of organizational governance and social responsibilities in strategic companies in order to advance the local supply chains, improve its operations, apply the principle of accountability in making the decisions affecting the purchases, and making wise choices to apply the principle of value in exchange for money in the companies at the end of purchasing process.

The studies (Mittal & Sinha, 2021), (Statenko et al., 2018) emphasize that, for activating the role of the supply chains, the governments, authorities and concerned parties should consider and innovate operations after opening the supply chains. That requires flexibility, surpassing the risks, designing suitable administrative frame and governance with a view to shaping supply networks structures to be adaptable and responsive to the regional supply network. The study (Laorden et al., 2022) indicates that the supply chains for the small-scale enterprises during the era of Corona pandemic are influenced by the breakdown in preparing the goods and services, leading to negative effects on the commercial processes. The unavailability of raw materials negatively affects the sales size during the closing period and acts as a motivation for adopting the green technology and flexibility.

The supply chains witness great pressures during the period of crises, leading to severe reduction in the vital elements. That requires a role played by the leadership, national culture, international rules and regulations as well as adopting emerging technology, volunteering initiatives, values and ethics that largely affect the improvement of the supply chain performance (Dubey et al., 2022), along with applying certain strategies for treating these pressures, enhancing its production according to the storage, obtaining better vision for its suppliers performance, and developing new ways to face the production challenges (Butt et al., 2021).

The management of the supply chain for the sustainable services depends on the environmental department, social and economic department, customers' department, the department of health, safety and risks, technical sustainability, institutional sustainability, department of information and technology along with measuring the performance (Nagariya et al., 2021). The study (Urciuoli et al., 2014) mentions that, managing the flexibility of the supply chains requires preparing the strategies in line with the governmental procedures followed in the foreign policy, the management of crises, flexible contracts, planning the transportation capabilities, safety stock, and promoting the risks management capabilities (Lamboll et al., 2018).

Hence, the studies (Negi & Negi, 2021), (Hsu et al., 2013), (Sayed et al., 2017) define the criteria of managing the supply chains including the efficient response during the crises, flexibility, motivating the development of the green initiatives, harmony, integration and simplicity in implementing the logistic procedures. The studies (Butt & Shah, 2021), (Tukamuhabwa et al., 2021), (Harland et al., 2021) define other dimensions including the improvement of quality infrastructure in logistics, the cultural, institutional and geographical features, infrastructure frames, organizational frames, organizational culture, and national culture of those providing logistic services for the supply chain, governance and organization, knowledge and skills, information systems, and the issues of supply.

**Table (2) Addresses the Researcher's Conclusions Derived from the Studies on the Supply and Supply Chains in Terms of the Scientific Research Gaps**

Most Important Scientific Gaps Related to Problem of the Study and Derived from The Previous Studies on the Supply and Supply chains	References
How to develop the supply and supply chains according to the recent techniques, innovation and diversity, how to meet the needs too fast, the digital transformation in the supply chains, challenging the redesign of the supply and supply chains	(Rampersad et al., 2020) (Meehan & Pinnington, 2021) (Seepma et al., 2021)
How to build the confidence in the suppliers and customers, challenging the redesign of the supply chains to meet the needs, challenging the social responsibility, and the governance of the performance in the supply chains	(Mittal et al., 2018) (Brookbanks & Parry, 2022) (Broomes, 2016)
Challenging the innovation in the supply chains to surpass the risks, challenging the realization of flexibility in the green chains, how to improve the supply chains performance during the crises	(Laorden et al., 2022) (Mittal & Sinha, 2021) (Dubey et al., 2022)
How to apply the modern approaches to the management of the supply and supply chains, challenging the promotion of the risk management capabilities in the supply chains, how to motivate developing the green initiatives in the logistics, harmony, integration and simplicity in implementing the logistic procedures	(Nagariya et al., 2021) (Lamboll et al., 2018) (Negi & Negi, 2021)
Challenging quality infrastructure in logistics, the cultural, institutional and geographical features, infrastructure frames, organizational frames, organizational culture, and national culture of those providing logistic services for the supply chain, governance and organization, knowledge and skills	(Butt & Shah, 2021) (Tukamuhabwa et al., 2021) (Harland et al., 2021)

## The Research Problem

According to the researcher's conclusions derived from revising the previous studies and the research gap that was tackled in the previous studies, the research problem lies in the following main question:

What is the effect of remote work method on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate? Several secondary questions are derived from this main question as follows:

- 1- What is the effect of effect of specifications of remote work method on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate?
- 2- What is the effect of equipment of remote work environment on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate?

- 3- What is the effect of capabilities and skills of the employees of remote work method on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate?

### The Objective Limits of the Study

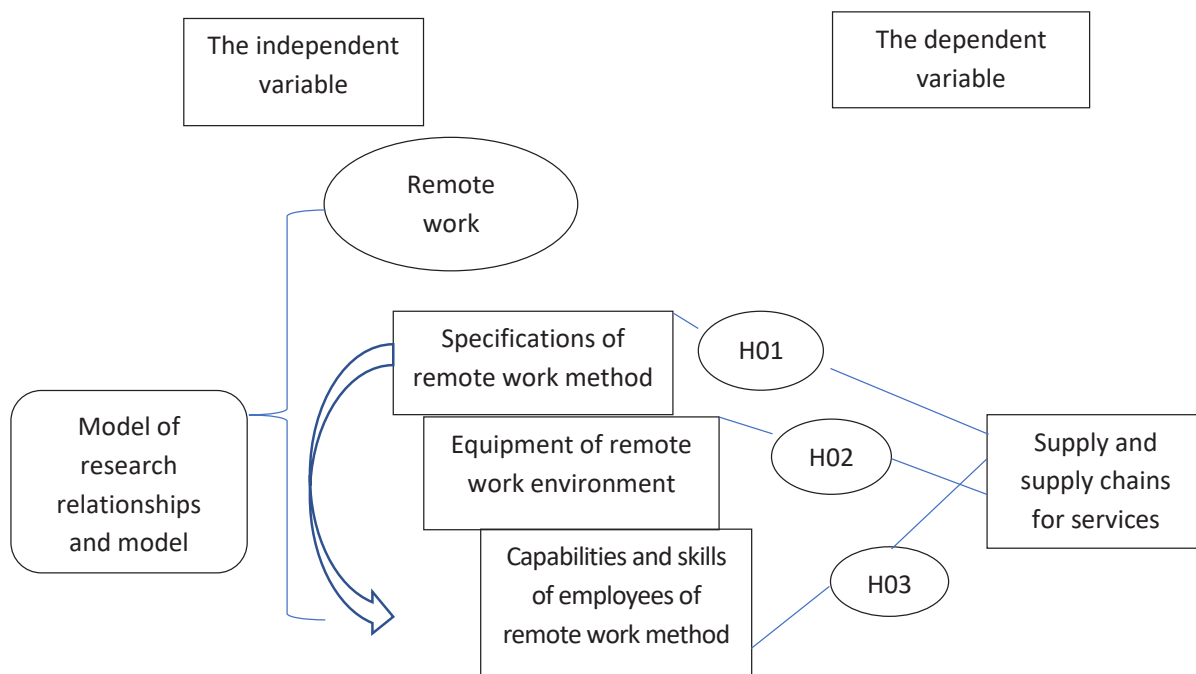
concerning the remote work method, the researcher deals with three axes: specifications of remote work method, equipment of remote work environment, capabilities and skills of the employees of remote work method.

### Hypotheses of the Study and Research Variables Model

According to the research problem questions and goals of the study in terms of the effect of remote work method on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate, and the verification of the significance of the statistical relationships between the dependent and independent variables, and according to the previous studies, the researcher formulates the following hypotheses:

- 1- H01 'There is no a statistically significant relationship at level ( $\alpha \leq 0.05$ ) between the specifications of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate.
- 2- H02 "There is no a statistically significant relationship at level ( $\alpha \leq 0.05$ ) between the equipment of remote work environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate.
- 3- H03 "There is no a statistically significant relationship at level ( $\alpha \leq 0.05$ ) between the capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate.

The researcher indicates the model defining the relationship between the study variables.



**Table (3) Conceptual & Procedural Definition of the Research Variables,**

<b>Specifications of Remote Work Method</b>	
<b>The Conceptual Definition</b>	<b>Reference</b>
The criteria of how to do remote work through certain techniques away from the geographical headquarters	(Rrunprasad et al., 2022)
<b>The Procedural Definition</b>	<b>Reference</b>
The disciplines of the tasks done by the employees at home or outside the organization's headquarter through electronic platforms and the organization's website	(Jeske, 2022)
Equipment of remote work method environment	
<b>The Conceptual Definition</b>	<b>Reference</b>
The equipment and resources provided by the organization for preparing the remote work environment and all procedures related to it	(Camp et al., 2022)
<b>The Procedural Definition</b>	<b>Reference</b>
The equipment and digital, platforms and electronic infrastructure used by the employees for doing the remote work	(Carraher-Wolverton, 2022)
<b>Capabilities &amp; Skills of the Employees of Remote Work Method</b>	
<b>The Conceptual Definition</b>	<b>Reference</b>
The human features and experiences of remote work method	(Prodanova & Kocarev, 2022)
<b>The Procedural Definition</b>	<b>Reference</b>
the capabilities and skills of the employees of remote work method to do these tasks easily without any problems	(Krajcsak & Kozak, 2022)
<b>Supply &amp; Supply Chains for Services</b>	
<b>The Conceptual Definition</b>	<b>Reference</b>
The system of flow and storage and the relationships between the suppliers and customers including purchasing the raw materials and distributing the products	(Seepma, et al,2021)
<b>The Procedural Definition</b>	<b>Reference</b>
The procedures applied by the organization for obtaining the necessary materials and communicating with the suppliers, customers and distributors to ensure the flow of materials and the delivery of the products and services to the customers and distributors	(Brookbanks & Parry, 2022)

## The Methodology

This research depends on analytic descriptive method for preparing theoretical scientific concept on the effect of remote work method on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate. The methodology depends on conducting an applied study through an exclusive sample and comprehensive survey for the directorate's leaders using a questionnaire including the axes related to the research variables. It also depends on the inductive method conducted through different foreign and Arabic specialized scientific resources with a view to discussing and analyzing the previous studies related to the topic of research, and defining the relationships and mutual influence between the research elements.

The applied study and the analysis of the relationships between the research variables:

In that regard, the researcher seeks to answer the study questions, achieve the study goals, and test the hypotheses by preparing the questionnaire and verifying its validity. The research sample is described, the correlation matrix tests, Pearson correlation coefficient and  $r^2$  coefficient are conducted between the research variables using SPSS. The researcher revises and verifies the validation of the distributed responses to be turned into "a quantitative measure to be introduced in SPSS program. Likert scale is also used and each level has a certain weight as follows: strongly agree (5), agree (4), undecided (3), disagree (2), strongly disagree (1). Data is introduced into the program according to these weights, and the measurement phrases and responses are coded to measure the correlation coefficients. There are 5 variables in the model which are dependent and independent.

**Table (4) Correlations between the Research Questions, Goals & Hypotheses**

<b>Research Questions</b>	<b>Goals Related to</b>	<b>Hypotheses</b>
<b>The Main Question</b>	<b>Goal 1, 2, 3, 4, 5</b>	<b>H1, H2, H3</b>
Secondary Question 1	Goal 2	H1
Secondary Question 2	Goal 3	H2
Secondary Question 3	Goal 4	H3

## The Research Tool

The research tool includes the elements and phases it has witnessed until reaching its final shape. For the study goals to be achieved, and the research hypotheses to be tested, the researcher revised several studies to

be able to design the research tool with its different axes that measure the relationships between the research variables related to the relationship between remote work method and the supply and supply chains for government services in Directorate of Social Solidarity in Cairo governorate. The researcher mentions the measures she took to develop the used study tool.

### *The Research Tool Design:*

upon revising the previous studies, and developing the research tool and the measurement items to cope with the problem, goals and hypotheses of the study, the research tool is designed as follows:

The primary data: the research tool includes primary data on the number of employees in the directorate of supply in Cairo governorate, and the number of leaders (115) in 2021- 2022 to distribute the questionnaire among them

The research tool axes: The research tool axes consist of two main axes which are the remote work method and the supply and supply chains for services. Upon revising the previous studies related to the topic of the current study, the phrases and items of the research axes are defined.

### *Validity of the Research Tool:*

Validity means the ability of the research tool to measure the study topic. In other words, to what extent, the data-collecting tool is valid to measure the goal of study so as not to measure anything else (Sardantakos, 1998: 95). The validity is verified as follow:

#### *Face Validity:*

In that regard, the data-collecting tool and phrases related to research axes are assessed in terms of its relation to the research topic, the clarity and suitability of the tool for the research sample, the right order of the phrases items, and its validity for obtaining the answers from the research sample. This test is conducted through the research sample. The research tool is shown to a panel of specialized referees and experts in order to affirm the aspects of form, formulation, order, the validity and suitability of the measurements phrases. The modifications proposed by the referees concerning the research tool are carried out before distributing it among the research sample.

#### *Content Validity*

This type depends on the degree of content validity concerning to what extent the phrases could represent the research variables and cover the research topic. Therefore, the research tool is shown to a panel of referees and is initially tested. The pre-test is used according to the following equation

**Table (5) Design of the Study Tool Measures for the Relationship between Remote Work Method, Supply and Supply Chains for Services**

	Independent Variable: Remote Work Method	Items of Measurement	Percentage
Dimensions	Specifications of remote work method	7	33.5%
	Equipment of remote work environment	7	33.5%
	Capabilities & skills of employees of remote work	7	33.5%
	<b>Total items</b>	<b>21</b>	<b>100%</b>
Dimensions	Supply & supply chains for services	15	100%
	An open question on the remote work method in the directorate		
	An open question on the supply and supply chains in the directorate		

**Table (6) Alpha Coefficient of the Internal Consistency of the Research Tool**

Axis	Axis Title	Reliability Coefficient Alpha
1	remote work method	0.911
2	supply and supply chains for services	0.899
	total reliability and internal consistency of the research tool	0.906



### **Reliability of the Tool**

It means that, the tool gives the same results when it is used and reused under similar circumstances. It is calculated through Chronbach's alpha using SPASS program. Table (2) indicates the value of each axis and total reliability of the tool.

### **Type of the Used Sample**

The study uses the exclusive sample as the targeted category is the leaders in Directorate of Social Solidarity in Cairo governorate, hence, the researcher depends on this type of samples as this is the category concerned with the remote work method and the supply and supply chains for the directorate's services.

The sample- drawing procedures (the questionnaire distribution)

- 1- Making phone calls to set dates with the responsible persons in Directorate of Social Solidarity in Cairo governorate before distributing the questionnaire as the date should be suitable for the employees to be asked.
- 2- Going to the leaders at pressures-free times to ensure the seriousness in filling the questionnaire as they have several responsibilities
- 3- Communicating with them through e-mails or What Sapp to offer the necessary explanations on the questionnaire and giving them enough time to fill it
- 4- 115 questionnaires were distributed and 114 ones were received from the leaders in Directorate of Social Solidarity in Cairo governorate. After deleting the incomplete questionnaires, the number of complete questionnaires was 105 (92%)

### **The Applied Study and Testing the Research Hypotheses**

**Firstly, testing the first hypothesis H01, this hypothesis states that:**

There is no a statistically significant relationship at level ( $\alpha \leq 0.05$ ) between the specifications of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate. Tables no. 7, 8 show the results of testing this hypothesis. Pearson correlation coefficient indicates a direct positive correlation (0.0878). It means that, there is a statistically significant relationship between the specifications of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate, especially, the effect correlation is 71.5%, i.e. 71.5% of the changes in the supply and supply chains for government services are related to the remote work method. This result coincides with the results of the studies (Yang et al., 2021), (Deflino & Van Der, 2021), (Arunprasad et al., 2022) that stress that, remote work method depends on doing jobs outside of the head-quarter. It also realizes the flexibility and cooperation among the employees and allow them to use technology in doing jobs easily, controlling the management, organizing the individual and collective relationships in the remote work. These aspects conform to promoting the role of the supply and supply chains based on developing the supply and supply chains according to the innovation, diversification and recent techniques (Rampersad et al., 2020), meeting the needs too fast, the digital transformation in the supply chains (Meehan & Pinnington, 2021), redesigning the supply and supply chains (Seepma et al., 2021).

**Table (7) Pearson correlation coefficient for measuring the main hypothetical relationship between specifications of the remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate**

The Relationship	Correlation Coefficient (r)	Significance Level	The Result (Significance)
Between specifications of the remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate	**0.846	**0.002	Significant

\*\* Significant at level less than 0.05

The significance test of the quality of regression model of the relationship between specifications of the remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate: to test of the significance of quality of the model as a whole,

f-test was used as F-test value is 546.904 and significant at level less than 0.05, indicating the quality of the effect of regression model between specifications of the remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate. The components of the regression model equation and its effect between specifications of the remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate are defined as follows:

The effect of specifications of the remote work method on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate  
 $= 0.398 + 0.846 \text{ specifications of the remote work method}$

Concerning the previous regression relationship model, the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate could be expected through the specifications of the remote work method. It means that, each increase in the indicators of the specifications of the remote work method which is (0.846) leads to an increase by (1) in the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate.

It means the rejection the null hypothesis H01 and the acceptance of the alternative hypothesis, and the validity of the statistically significant relationship between specifications of the remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate is proved in line with the results of some studies promoting this result.

**Table (8) Model of simple linear regression to define the significance of the main hypothesis between specifications of the remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate**

Independent Variable	Estimated Marks $\beta_1$	t.test		f.test		Determination Coefficient R2
		Value	Significance Level	Value	Significance Level	
specifications of the remote work method	0.398	2.955	**0.003	456.904	**0.003	71.5%
	0.846	21.434				

\*\* Significant at level less than 0.05

**Secondly, testing the second hypothesis H02, this hypothesis states that:**

“there is no a statistically significant relationship at level ( $\alpha \leq 0.05$ ) between the equipment of remote work environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate’. Both tables 9,10 show the results of testing this hypothesis, as the value of Pearson correlation coefficient indicates direct positive value (\*\*0.864). It means the significance of the relationship between the equipment of remote work environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate, especially the effect relationship is 74.6%, i.e 47.6% of the change in the supply and supply chains for government services are related to the equipment of remote work environment. This result coincides with the results of the studies (Grant et al., 2013), (Kiljunen et al., 2022), (Camp et al., 2022) that stress the balance between life and work, the role of leadership in guiding the remote work, satisfaction and productivity in the remote work. That coincides with the supply chain demands as the studies (Brookbanks & Parry, 2022), (Mittal et al., 2018), (Broomes, 2016) affirmed that, the supply chain depends on building confidence in suppliers and customers, redesigning in order to meet the needs, the social responsibility, performance governance in the supply chains.

**Table (9) Pearson correlation coefficient for measuring the main hypothetical relationship between equipment of the remote work method environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate**

The Relationship	Correlation Coefficient (r)	Significance Level	Result (Significance)
Between equipment of the remote work method environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate	**0.846	**0.005	significant

\*\* Significant at level less than 0.05

The significance test of the quality of regression model of the relationship between equipment of the remote work method environment and the supply and supply chains for government services in the Directorate

**Table (10) Model of simple linear regression to define the significance of the main hypothesis between equipment of the remote work method environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate**

Independent variable	estimat- ed marks $\beta_1$	t.test		f.test		Determination Coefficient R2
		The Value	Significance Level	The Value	Significance Level	
equipment of the remote work method environment	0.456	3.356	**0.043	445.789	**0.004	74.6%
	0.846	21.856	*0.004			

\*\* Significant at level less than 0.05

of Social Solidarity in Cairo governorate: to test of the significance of quality of the model as a whole, f-test is used as F-test value is 445.789 and it is significant at level less than 0.05, indicating the quality of the effect of regression model between equipment of the remote work method environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate. The components of the regression model equation and its effect among equipment of the remote work method environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate are defined as follows:

The effect of equipment of the remote work method environment on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate  
 $= 0.456 + 0.864$  equipment of the remote work method environment  
 Concerning the previous regression relationship model, the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate could be expected through equipment of the remote work method environment. It means that, each increase in the indicators of the equipment of the remote work method environment which is (0.846) leads to an increase by (1) in the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate.

It means the rejection the null hypothesis H01 and the acceptance of the alternative hypothesis, and the validity of the statistically significant relationship between equipment of the remote work method environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate is proved in line with the results of some studies promoting this result.

### **Thirdly, testing the third hypothesis H03, this hypothesis states that:**

“there is no a statistically significant relationship at level ( $\alpha \leq 0.05$ ) between the capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate’. Both tables 11, 12 show the results of testing this hypothesis, as the value of Pearson correlation coefficient indicates direct positive value (\*\*0.881). It means the significance of the relationship between the capabilities and skills of the employees of remote work and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate, especially the effect relationship is 77.6%, i.e 77.6% of the change in the supply and supply chains for government services are related to the capabilities and skills of the employees of remote work method. This result coincides with the results of the studies (Frieder et al., 2022), (Charalampous et al., 2022), that affirm capabilities and skills of the employees of remote work method in terms of the cooperation among the employees in doing remote work, the ability to strike a balance between life and work, and between the culture and behaviors in the remote work environment (Krajcsak & Kozak, 2022), modifying the remote work environment, the communication and understanding in a virtual environment (Szulc et al., 2022), challenging the overload and time pressures at suitable time (Adise et al., 2021). That coincides with the studies on the disciplines of the supply and supply chains that stress the application the recent approaches in managing the supply and supply chains (Nagariya et al., 2021), promoting the risks management capabilities in the supply chains (Lamboll et al., 2018), motivating the development the green initiatives in doing the logistics, harmony, integration and simplicity in carrying out the logistic procedures. All of them are important factors requiring the capabilities and skills of the employees to be done, (Negi & Negi, 2021).

**Table (11) Pearson correlation coefficient for measuring the main hypothetical relationship between the capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate**

The relationship	Correlation coefficient (r)	Significance level	The result (significance)
Between capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate	**0.881	**0.003	significant

\*\* Significant at level less than 0.05

The significance test of the quality of regression model of the relationship between capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate

**Table (12) Model of simple linear regression to define the significance of the main hypothesis between capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate**

Independent variable	Estimated Marks $\beta_1$	t.test		f.test		Determination coefficient R2
		The value	Significance level	The value	Significance level	
capabilities and skills of the employees of remote work method	0.487	3.787	**0.005	467.567	**0.005	77.6%
	0.881	21.678	*0.005			

\*\* Significant at level less than 0.05

of Social Solidarity in Cairo governorate: to test of the significance of quality of the model as a whole, f-test was used as F-test value is 445.789 and it is significant at level less than 0.05, indicating the quality of the effect of regression model between capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate. The components of the regression model equation and its effect between capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate are defined as follows:

The effect of capabilities and skills of the employees of remote work method on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate  
 $= 0.487 + 0.881$  capabilities and skills of the employees of remote work method  
 Concerning the previous regression relationship model, the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate could be expected through capabilities and skills of the employees of remote work method. It means that, each increase in the indicators of the capabilities and skills of the employees of remote work method which is (0.846) leads to an increase by (1) in the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate.

It means the rejection the null hypothesis H01 and the acceptance of the alternative hypothesis, and the validity of the statistically significant relationship between capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate is proved in line with the results of some studies promoting this result

## The Results

Results of the study: according to the study results, the main question, secondary questions, goals and hypotheses of the applied study, the following results are concluded:

- 1- There is a significant relationship between the specifications of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate. That affirms the validity of first hypothesis, and answers the first question of the study on the effect of the specifications of remote work method on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate as R<sup>2</sup> value reaches 71.5%.
- 2- The results show that, the specifications of remote work method emphasize doing the jobs outside the headquarter, realizing the flexibility and cooperation among the employees, making use of technology in doing the jobs easily, controlling the management and operation, organizing the individual and collective relationships in the remote work.

- 3- Concerning the first hypothesis and first question, the study results show that, the supply chains develop the supply and supply chains according to innovation, diversification and recent techniques, meeting the needs too fast, the digital transformation in the supply chains, and redesigning the supply and supply chains.
- 4- There is a significant relationship between the equipment of the remote work method environment and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate. That affirms the validity of the second hypothesis and answers the second question on the effect of the equipment of the remote work method environment on the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate as  $R^2$  reaches 74.6%.
- 5- The results show that the equipment of the remote work method environment are related to the balance between life and work, the role of leadership in guiding the remote work, the job satisfaction and productivity in the remote work.
- 6- The results indicate that, the supply chains depend on building confidence in suppliers and customers, the redesign to meet the needs, social responsibility, and performance governance in the supply chains.
- 7- The results affirm the third hypothesis concerning the validity of the significant relationship between capabilities and skills of the employees of remote work method and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate. It also answers the third question of the study.
- 8- The results indicate that, capabilities and skills of the employees of remote work method stress the cooperation among the employees in the remote work, the employees' abilities to strike a balance between life and work, and between the culture and behaviors in the remote work environment, modifying remote work environment, the communication and understanding in the virtual environment, the overload, and the performance pressures at suitable time.
- 9- The results point out that, the supply chains depend on the motivation of developing the green initiatives in performing the logistics, harmony, integration and simplicity in carrying out the logistics.

## The Recommendations

within the light of the researcher's results in terms of the effect of the method of remote work on the supply and supply chains for government services, the researcher suggests the following:

- 1- The Directorate should pay attention to build a human resources strategy for the remote work including organized frames and procedures to apply the remote work in order to ensure the organization's capability to do its jobs easily, and develop the job descriptive cards in a way suitable for that type of work.
- 2- The Directorate has to formulate and implement an efficient strategy to manage the supply and supply chains in a way suitable for the remote work, as this type leads to efficient supply chains strategy.
- 3- The Directorate should design the remote work; stressing the specifications of the flexibility and cooperation among the employees, making use of technology in doing jobs easily, controlling the management and operation, and organizing the individual and collective relationships.
- 4- The Directorate must create a suitable remote work environment making a balance between life and work, the role of leadership in guiding the remote work, the job satisfaction and productivity in the remote work, as well as the material equipment, and other technical and administrative aspects.
- 5- The Directorate should consider the skills of the employees of the remote work, as that stresses the employees' abilities to strike a balance between life and work, and between the culture and behaviors in the remote work environment, modifying remote work environment, the communication and understanding in the virtual environment, the overload, and the performance pressures at suitable time.
- 6- The Directorate must improve the supply chains performance in terms of developing the supply and supply chains according to the recent techniques, innovation and diversity, meeting the needs too fast, the digital transformation in the supply chains, redesigning the supply and supply chains.

- 7- The directorate has to affirm that, the supply chains are concerned with building the confidence in the suppliers and customers, the redesign to meet the needs, social responsibility, and performance governance in the supply chains.
- 8- The Directorate should consider that, the supply chains depend on the motivation of developing the green initiatives in the logistics, harmony, integration and simplicity in implementing the logistic procedures, and affirming the added value of the performance in the supply chains.

In figure no. (2) the researcher points out the applied plan mechanism of the remote work and the supply and supply chains for government services in the Directorate of Social Solidarity in Cairo governorate.

### Future Research Attitudes

The researcher suggests the need to conduct some future researches to enrich the current study topic as follows:

- 1- The effect of remote work method in providing the public services on the competitive ability: an applied study
- 2- The effect of digital transformation in the remote work on the quality of the public services: an applied study
- 3- Managing the human resources in the remote work and its effect on evaluating the employees' performance: an applied study

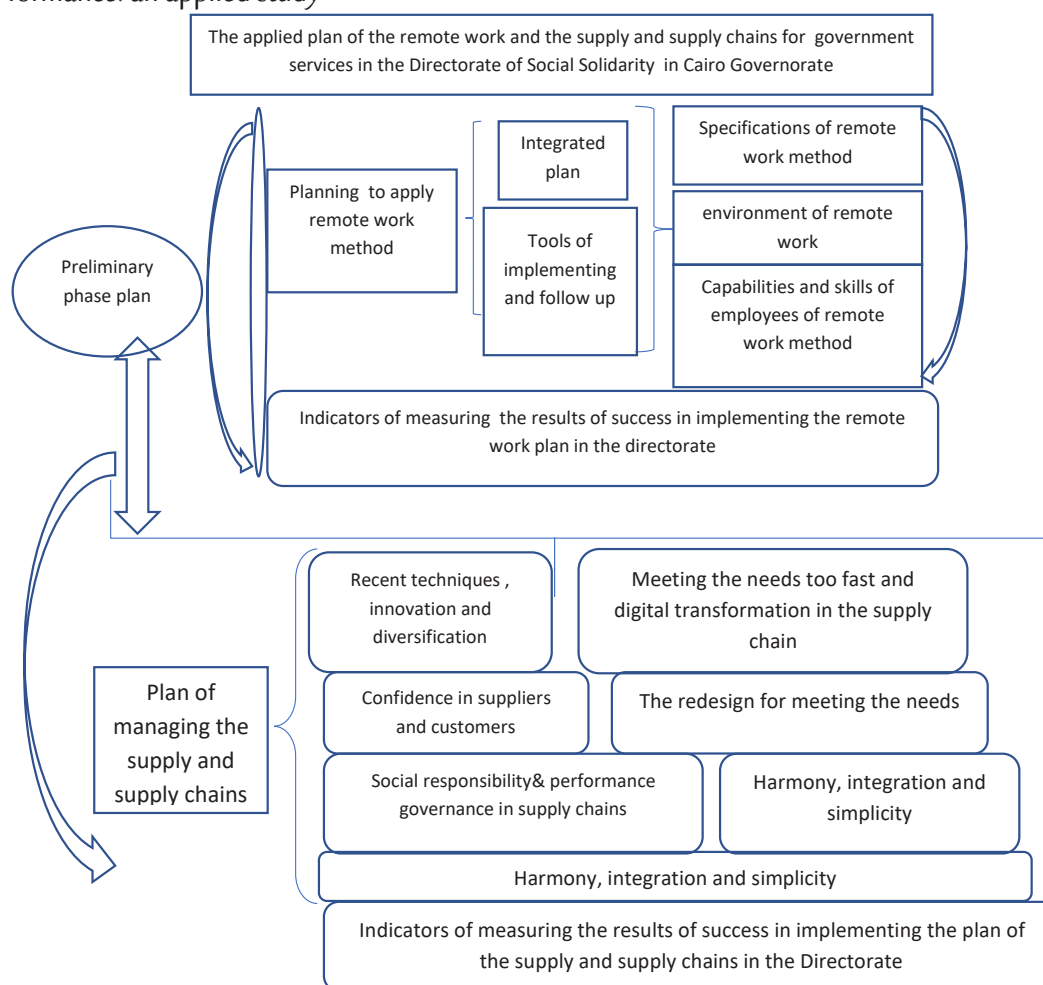


Figure (2) The Applied Plan Suggested by the Researcher

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## Appendices & Questionnaire

There are some phrases, please, express your opinion towards them by placing (√) in front of only one of the five answers using the pictures coping with your personal opinion

Serial	Phrases	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
<b>Remote Work Method</b>						
<b>Specifications of Remote Work Method</b>						
1	Directorate defines easily- done remote work					
2	Directorate defines the specifications of remote work					
3	Directorate provides remote works for the employees					
4	The remote work must be done with high technique					
5	The remote work must be monitored by the responsible individuals					
6	The remote work must be done at predetermined times					
7	The remote work is related to a certain size of productivity					
<b>Equipment of Remote Work Environment</b>						
8	Directorate has technical infrastructure suitable for the remote work					
9	Directorate must provide the employees with suitable computers for remote work					
10	Directorate should have regulations organizing the remote work					
11	Directorate must have electronic platforms for monitoring the remote work					
12	Directorate should have maintenance program for the remote work equipment					
13	Directorate must have specialists in managing remote work environment					
14	Directorate must do continuously to update the remote work infrastructure					
<b>Capabilities and Skills of Employees of Remote Work</b>						
15	Directorate develops the skills of the employees of the remote work					
16	Directorate provides the employees with training course to sharpen their skills					
17	Directorate develops the job description cards for the remote work employees					
18	Directorate motivates the excellent employees					
19	Directorate designs annual training plan for the remote work skills					
20	Directorate organizes workshops& brainstorming sessions to exchange the expertise in the remote work					
21	Directorate measures the job satisfaction level in the remote work					
<b>The Supply and Supply Chains</b>						
22	Directorate is concerned with preparing clear measures to manage the supply and storage					
23	Directorate is keen to establish strong relationship with the outstanding suppliers					
24	Directorate forces the suppliers to be committed to all specifications required in the purchasing process					
25	The supply chains must be flexible and responds too fast to the work updates					
26	Directorate must be transparent in providing the data related to the supply process					
27	The supply measures must be fast and appropriate					
28	Directorate should provide its products and services easily through suitable networks					
29	Directorate is keen to measure the customers and distributors' satisfaction towards the supply chain					
30	The decisions on the supply and supply chains are made easily and with flexibility					
31	Directorate is keen to exchange the communications and information with the suppliers easily					
32	Directorate considers the institutional governance dimensions in the supply chains					
33	Directorate achieves the social responsibility in the supply chains					
34	The methods of managing the supply and supply chains in the Directorate cope with the unexpected crises					
35	Directorate uses the techniques in managing the supply and supply chains in it					
36	Directorate trains the employees on the latest methods of managing the supply and supply chains					

***What are your impressions and suggestions towards the remote work?***

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***What are your impressions and suggestions towards the supply and supply chains in the directorate.***