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Strategies Information Technology Leaders Used in Implementing Remote Work During the COVID-19

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This is to certify that the doctoral study by

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Abstract

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MS, Walden University, 2017

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Doctoral Study Submitted in Partial Fulfillment

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Abstract

With the imposed lockdown in many countries due to the spread of COVID-19, many leaders were forced to adopt online technologies in transitioning employees to remote work. Leaders not adopting online technologies or remote work during a pandemic are highly susceptible to business closure. Grounded in the technology acceptance model, the purpose of this qualitative single case study was to explore strategies information technology (IT) leaders in Kuwait used to successfully transition employees to remote work during the pandemic. The participants were six IT leaders from a single multinational IT organization who contributed to strategy development during the pandemic to sustain business continuity and transition employees to remote work. Data were collected using semistructured online interviews and public company documents. Using Yin's 5-step analysis process, four themes emerged: (a) build a culture of trust and adaptability, (b) study market needs and adjust offerings to meet rapid change, (c) monitor employee well-being and burnout, and (d) adopt a change management concept. A key recommendation for IT leaders is to involve employees in remote team development aimed to ensure their work-life balance. The implications for positive social change include potential job opportunities for employees with health issues, ensuring a better quality of life by saving on travel costs, and achieving work-life balance by reducing work stress.

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Dedication

I dedicate this study to my husband, Ali Haddad, and my two children, Jessica Haddad and Youssef Haddad. I thank them for their understanding, support, and sacrifice they have to put up with to allow me to achieve my doctoral degree. I also extend my dedication to my father, Kamal Barghouth, and my mother, Dana Saliba, for their endless encouragement and support throughout this journey. I thank them for their belief in me and the trust that I can make this journey to the finish line. Thank you from the bottom of my heart, and I hope this degree makes you even prouder of the person you raised.

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Section 1: Foundation of the Study

Technology innovation has rapidly advanced to improve business functions and provide business solutions to support continuity and success in situations where technology use is rapidly increasing. In 2020, the pandemic created sudden pressure on businesses to anticipate long-term consequences if lockdowns continued, not limited to technology implementation without prior planning (Luissi, 2021). Organizations equipped with recent technologies began implementing work-from-home strategies to ensure business continuity and employee safety. Organizational leaders' resistance to technology use led to ambiguity and unclear directions regarding the transition of employees to a remote work environment.

Background of the Problem

Leaders' continuous knowledge and use of online technologies can help reduce business closures and ensure continuity and success. Information technology (IT) leaders who delay the deployment of online technologies face challenges to continuing business during a pandemic. Following the COVID-19 pandemic and business closure restrictions as containment measures imposed differently in countries depending on the spread of the virus in 2020 (Hale et al., 2021), IT leaders experienced increased pressure to ensure employees' safety and accept online technologies that facilitate remote work (Dubey & Tripathi, 2020). Between 2020 and 2021, IT leaders' failure to adapt to remote work contributed to the dissolution of more than 54% of U.S. companies with more than 50 employees (Bartik et al., 2020). The pandemic revealed IT leaders' importance in

acknowledging online technology adoption as part of their business strategy to ensure continuity.

IT adoption varied considerably among sectors depending on the business and location with the spread of COVID-19 in 2019. Despite the attention that organizational leaders paid to digital transformation and technology use, pressure to manage business continuity and work-from-home strategies, and social distancing initiatives (Anjani et al., 2020; Lata & Chandani, 2021), the adoption of technologies altered the notion of market competition (Cascio & Montealegre, 2016). IT leaders' immediate response to business challenges and prompt adjustment of work procedures raised concern about understanding the strategies used for technology adoption and business survival during the pandemic.

There is a need to understand whether technology adoption initiatives occurred long before the pandemic in a multinational context to support employees' remote work or unplanned pandemic-imposed decisions to promote remote working. Researchers studied the technology adoption initiatives and factors affecting leaders' decisions when implementing technologies for business operations (Lai, 2017; Nguyen et al., 2015; Rad et al., 2018). Dey et al. (2020) revealed significant findings on the importance of technology adoption to improve employees' productivity while ensuring the utilization of organizational capacity. The beliefs about the benefits of adopting technology were expanded to include employees' remote work in increasing efficiency and ensuring business continuity with lower operational costs (Kane et al., 2021), particularly with the imposed closures of companies. Thus, this study involved exploring strategies IT leaders

used to ensure employees' successful transition to remote work through legitimate technology. The focus shifted to addressing the problem and purpose statement in an in-depth attempt to explore the issue.

Problem and Purpose

The specific business problem is that some IT leaders lack strategies to successfully transition employees to remote work through online technology adoption during the pandemic. The purpose of this qualitative, exploratory single case study was to investigate the strategies IT leaders use to successfully transition employees to remote work through online technology adoption during the pandemic. The target population consisted of six IT leaders from a single organization located in Kuwait who have successfully transitioned employees to remote work through online technology adoption during the pandemic.

Population and Sampling

The target population included six leaders: one regional manager, one general manager, one account manager, and three team leads from a single organization in Kuwait, who have successfully transitioned employees to remote work through online technology adoption during the pandemic. The data were collected from six participants using a purposeful sampling method. To identify and select the participants within the chosen organization, I used my professional network and social networking platforms such as LinkedIn, Facebook, and Twitter. The social networking platforms ensured the selection of the right participants and the collection of the information that relates directly to the purpose of the study and further utilized platforms' messaging tools, emails, and

calls to gain access and gather information from participants. Data collection included semistructured interviews and a review of public documents to understand the lived experiences of IT leaders and strategies implemented in successfully transitioning employees to remote work during the pandemic.

Nature of the Study

Qualitative research exists to aid researchers in gaining knowledge about a phenomenon through the utilization of qualitative techniques that involve individual experience and anticipated resulting behavior (Bazen et al., 2021). Qualitative methodology was appropriate for understanding IT leaders' strategies in adopting technologies to remain competitive during a pandemic. Unlike qualitative methods, quantitative methods examine the relationships among variables by identifying hypotheses and drawing conclusions based on statistical measures (Bougie & Sekaran, 2019). The quantitative method was not ideal for this study due to the method's requirement to form hypotheses and interpret numerical results. In contrast, mixed-methods research was helpful if collecting both data types adds value to answering the research question (Wa Mungai, 2022). The advantage of using a qualitative approach was the rich collection of information where participants share perspectives individually (see Leavy, 2021), enabling researchers to develop more insights to answer the research question.

Researchers use a single case study for specific cases requiring an in-depth understanding of the subject (Saunders et al., 2019). Single case study researchers can capture common workplace situations and collect extensive data on social interactions to

support frameworks and theories (Yin, 2018). A single case study design helps researchers understand IT leaders' strategies to transition employees to remote work through technology adoption during the pandemic. A single case study design was appropriate for this study because the research design required less time and money than a multiple case study design, which requires time and resources beyond a single researcher's capabilities (Mohajan, 2018; Yin, 2018). This study did not require describing a cultural phenomenon or interpreting an event based on previous experience, so ethnography and narrative inquiry do not apply. A single qualitative case study was ideal for addressing the research question.

Research Question

What strategies do IT leaders use to successfully transition employees to remote work through online technology adoption during the pandemic?

Interview Questions

1. Before introducing emerging technologies to employees, what internal technological systems and strategies do IT leaders implement?
2. How has implementing cloud computing helped ensure employees' safety during the pandemic?
3. How did the acceptance of online technologies corroborate business continuity during the pandemic?
4. What steps do you take to familiarize your team with advanced technologies?
5. How did online technologies such as cloud computing help evaluate the performance of remote working employees?

6. How do you maintain a community in which remote teams are more productive?
7. How does the company choose which technologies enable productive remote working with the fast-growing market and available technological options?
8. What additional information can you share to facilitate the implementation of new technologies in promoting remote working options and surviving a pandemic?

Conceptual Framework

The technology acceptance model (TAM) was the conceptual framework that guided this study. Davis (1985) developed TAM with two main objectives: understanding how individuals perceive technology and introducing the information system designs by developing awareness of technologies that help businesses evolve and providing theoretical grounds that help developers evaluate the proposed systems. TAM consisted of two factors influencing users' decisions when presented with new technology: perceived ease of use and usefulness (Davis, 1985). The assumption that the two factors support the attitude toward evolving technology helped individuals predict why some IT leaders and employees accept online technologies. While other leaders still do business in the standard way, decreasing customer value proposition in a technological era. Rather than using discreet social science approaches like cultural aspects for solving technology adoption challenges, TAM provided leaders and managers with fundamental issues to address when building a remote workforce by implementing online technologies.

Definitions of Terms

Big data: Big data is a large amount of information and data extracted from applications and machines (Daniel, 2019), used to support business functions, innovation, and customer service, to gain better insights into consumers' changing behavior to improve products and services.

Cloud computing: Cloud computing is outsourcing computer system resources and IT infrastructure through data centers to store a large amount of data, enabling practicality to access and archive at any time through the internet (Shioura et al., 2018).

Data analytics: Data analytics enables analyzing large data sets and information through technological systems (Mohammadpoor & Torabi, 2020); it is utilized in industries like banking and retail to make viable conclusions from the data and assist leaders in decision-making and change management initiatives (Dicuonzo et al., 2019).

Digital transformation: Digital transformation is identifying ways to improve and enhance business operations through advanced technologies (Vial, 2019), either by modifying or creating new processes and systems to help meet changing business demands (Holmstrom, 2022).

Lockdown: Lockdown is an action taken by countries' health authorities to protect individuals from the spread of the pandemic, applied by enforcing closures of all country activities and social gatherings and prohibiting individuals from traveling outside a city (Mboera et al., 2020).

Technology adoption: Technological adoption is accepting, using, and integrating new methods, tools, and systems to increase organizational capacity and efficiency (Sepasgozar & Davis, 2019).

Technology readiness: Technology readiness is the likelihood of accepting and using new technologies based on a solid technological infrastructure and IT resources that assist an organization in implementing technologies (Al-Shboul, 2018).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are a critical element of the research process. Roberts (2020) defined assumptions as individual beliefs driving the research process. The first assumption was related to the chosen framework. TAM was assumed to provide a solid understanding of how IT leaders and managers in multinational organizations perceived, accepted, and implemented technology to significantly improve transitioning employees to remote work and ensuring business continuity during challenging times. The second assumption was that participants fully understood the outcome of the responses to the study findings. The third assumption was that the sample size of six leaders would generate sufficient information to help answer the research question and reach data saturation. The fourth assumption emphasized the study's contribution to the business practice; the findings guide future IT leaders' strategies in capitalizing on technology adoption when implementing remote work.

Limitations

Limitations in research refer to potential flaws in a chosen research design that may impact the study findings and conclusions (Ross & Zaidi, 2019), representing constraints beyond the researcher's control (Theofanidis & Fountouki, 2018). The limitations are not confined to the chosen case study design. The time constraints to complete the study narrowed the focus to a single case study design, followed by a sample size reduction of six participants. Further, the time required to obtain access and approvals from the company to conduct interviews delayed the study, which may not have provided timely and effective strategies for other leaders attempting to adopt new technologies. The limitations included IT leaders' inability to share information on new initiatives for adopting various technologies, required them to abide by the company's nondisclosure agreements, and prevented the researcher from obtaining information about implemented strategies.

Delimitations

Delimitations refer to the actions the researcher willingly excluded during the research process (Theofanidis & Fountouki, 2018). A clear explanation for and reasoning behind the rationale supported my decision regarding the study's delimitations. The delimitations for this study included selecting the IT leaders given their technology adoption initiatives and experience and the scope of remote work within which the company operated during the pandemic. With the increased technology use in transitioning employees to remote work during the pandemic, the answers to the research question revealed detailed information that IT leaders may use to transition employees to

remote work through the adoption of online technologies. The confinement of the study to the Kuwait IT industry may encourage future researchers to conduct the study in other countries and sectors.

Significance of the Study

The development of online technologies continues to pose logistical and developmental challenges to business leaders (Dubey & Tripathi, 2020). The strategies derived from this study could help IT leaders overcome challenges associated with the sudden transition to an online working environment like those faced during the pandemic. These strategies will help alleviate the factors that delay the acceptance of emerging technologies and could support additional changes in the future of the IT industry. Considering IT leaders' strategies in building a remote work culture through online technologies might help them overcome the challenges of transitioning employees to remote work.

Contribution to Business Practice

The safety measures that company leaders took during the pandemic necessitated the implementation of online technologies to facilitate employees' remote work and ensure business continuity. Online technologies can catalyze operational savings as IT leaders introduce remote work that models secure adoption and simplified implementation processes (Seethalakshmi & Shyamala, 2021). The significant contribution to business practice provides other IT leaders with guidance to implement the latest information technologies to increase business continuity and success during a pandemic. Other benefits may include insights into the different technological strategies

companies can implement to sustain a competitive advantage in a technologically-driven era.

Implications for Social Change

The implications for positive social change may provide information to IT leaders to help them understand the importance of emerging online technologies to help sustain businesses and serve customers. Ensuring employees' successful transition to a remote work environment may benefit individuals by increasing job opportunities for those with health issues, improving quality of life by saving on travel costs, achieving work-life balance, and reducing work stress (Seethalakshmi & Shyamala, 2021). Encouraging IT companies to adopt online technologies helps build a remote work culture that might increase employment opportunities for people with disabilities and promote equality between individuals.

A Review of the Professional and Academic Literature

In 2020, researchers paid considerable attention to the pandemic's implications on business continuity. The use of technologies contributed significantly to employees' transition to remote work environments, disrupting the future of work (Mark et al., 2022), where decision-making can be automated and influence the overall operational business systems. Understanding individual leaders' strategies to transition employees to a remote work environment is essential to bridge the gap between individual acceptance of technology use and business continuity (Vargo et al., 2021). This qualitative, exploratory single case study explored IT leaders' strategies to successfully transition employees to remote work through online technology adoption during the pandemic. To address the

topic of IT leaders' strategies in transitioning employees to a remote working environment, I reviewed and analyzed scholarly articles and journals.

I used multiple sources to gather the information, including Walden University Library's databases such as Academic Search Complete, Emerald Insight, IEEE Xplore Digital Library, SAGE Journals, ScholarWorks, Science Direct, Taylor and Francis Online, ProQuest Central, and Google Scholar. Other sources include books. I used a total of 281 sources in this study, of which 86.57% were published less than 5 years from the anticipated graduation date in 2023, except 13.17% for seminal work to validate applicability in recent publications. Of the total, 261 are peer-reviewed, which is 92.23%, and the literature review included 178, which is 63.34% of the total sources.

I narrowed keywords to review relevant and up-to-date publications. The keywords used include *technology adoption, remote work, change management, IT leaders' strategies, information systems (IS), technology optimization, technology evolution, work from home (WFH), home-based work (HBW), perceived ease of use (PEOU), perceived usefulness (PU), technology acceptance model (TAM), virtual team leadership, technology readiness.* There are 283 total references in this study; of these, the literature review contained 185 references.

Technology Acceptance Model

The utilization of TAM in identifying the potential of individuals ability to adopt and use technologies is critical. TAM originated from Fishbein and Ajzen's (1975) theory of reasoned action (TRA) to add insights into IT users' behavioral intentions. Davis (1985) developed TAM with a distinctive approach to explaining individuals' behavioral

intentions in accepting technologies. The TAM theory model's two perceptions, PEOU and PU, derive from external factors impacting behavior (Lai, 2017). PEOU delineates users' understanding that the system is practical and user-friendly. PU explains users' belief that the system could enhance job tasks. Researchers used the model to identify the relationship between individual perceptions and different system implementations, including enterprise resource planning (Zaman, 2020), buying behaviors (Do et al., 2020), and exploring online banking behaviors (Bilir, 2021). Both the PEOU and PU affect users' preferences and intentions to use technologies which company leaders must consider when deciding to adopt online technologies. The development of online technologies initiates the need to understand if TAM factors affect technology adoption in transitioning employees to a remote work setting.

TAM uses broadened to include many industries to validate how individuals accept and use a specific technology. Its emergence increased the understanding of the behavioral outcomes affecting individual technology acceptance initiatives. TAM application extended to provide outcomes from the manufacturing industry amid diverging its working systems to include technology in its automated inspection systems (Gresham, 2020). In 2019, TAM increased awareness in education by continuously introducing online technologies to enhance learning methods (Eraslan Yalcin & Kutlu, 2019). Researchers widely used TAM in various cases, using numerous variables; and mediating factors to determine its usability and consistency (McCoy et al., 2007). Among other models, TAM is used, particularly in IT, to comprehend users' intentions. Lah et al. (2020) confirmed that users' PEOU of different technology systems outweighs their PU.

The widespread use of TAM initiates a need to understand whether users' PEOU and PU mediate an individual acceptance of technology during challenging times.

Increased TAM use highlights the need to explore the different aspects that affect users' preferences in using information systems (IS). Davis (1989) explained that PEOU and PU complement users' intention to use technology; PU had a more significant influence on users' intentions than PEOU to use a system. The researcher posited that PEOU independently fails to encourage technology adoption unless implemented technologies produce expected outcomes (Davis, 1989). Others related PU to the user's satisfaction with the adopted system, increasing acceptance and adoption of IS. Ambalov (2021) illustrates that satisfaction positively influences continuance intentions, validating satisfaction as a mediator between PU and users' intentions to adopt IS. Hamalainen et al.'s (2021) findings presented comparable conclusions that user satisfaction influences the individual's usefulness experience. Although researchers validated that experiences explain individuals' behaviors, satisfaction, and attitudes toward using new technologies, the link between the individual's experience and use limited the understanding of technology use to individuals who experienced technologies, ignoring new users' perceptions.

With the growing technology use during the pandemic, individuals' perception of its importance in work and personal daily life increased. Views on technology adoption and use differ, influencing the perceived ease of using technology. Jacks (2021) explored remote work during the pandemic revealing limited research on technology adoption beyond the education sector, leading to the ambiguity of successful strategies that IT

leaders use to adopt remote work practices. The researcher emphasized that most research took place in the U.S. industries, limiting the views from other countries and contexts in which IS and technologies were used (Jacks, 2021). Presti et al. (2021) asserted the need for researchers to investigate users' behavioral intentions and proper training reliance. Researchers concluded that technology adoption highly depended on individuals' technology use abilities. Individuals are more likely to use new technologies if they anticipate higher performance, which aligns with Davis's (1989) findings that PU directly affects users' intentions.

Adopting technologies and promoting a remote work environment could improve or hinder employees' perception of technology, affecting work engagement. Researchers used TAM to examine individuals' perceptions of remote work and technology acceptance beliefs, depending on organizational size, remote work type, experience, and work flexibility (Donati et al., 2021). Although few individuals hesitated to accept technology and remote work structures, others who had prior experience in remote work more than once a week showed significant positive beliefs (Donati et al., 2021). Despite the skeptical behavior toward accepting technologies, the pandemic eliminated any options and enforced decisions that might have affected technology's PEOU and PU. Shamsi et al. (2021) discussed drivers affecting employees' health, including psychological pressure that can influence employees' technology acceptance. The researchers found that job demand and increased workload during the pandemic increased employee work engagement and necessitated using technologies to deliver work. Thus, when employees experience a challenging situation, such as remote work

during a pandemic, employees are more likely to respond positively and accept the use of technologies to meet organizational goals.

There is a need for company leaders to consider online technologies in transforming workplaces and implementing technologies. Chatterjee et al. (2021a) explained scholars' expectations of the digital transformation acceleration. The researchers further discussed that technology adoption would transform work into a more flexible and reliant way, eliminating inefficient work processes. The researchers' review of comparable factors influencing a user's behavioral intention and technology adoption initiatives using TAM posited the conclusion that despite the many factors affecting technology adoption; the aspects encouraging increased technology adoption to decide on digital transformation initiatives included PEOU and PU as primary factors to predict adoption and use (Nurqamarani et al., 2021; Sorce & Issa, 2021). TAM, in this context, remained a reliable tool for predicting users' behavioral intentions (Hu et al., 1999). According to Hong et al. (2006), TAM does not accurately explain individual behaviors, especially in fields like healthcare, due to healthcare industry leaders' focus on technology's PU related to treating patients rather than individual technology's PEOU (Hu et al., 1999). Although the TAM model's incompetent in predicting all the factors affecting actual individual use, researchers asserted that TAM is instrumental in technology research (Li et al., 2008). Many studies before the pandemic included TAM's factors that can improve IT leaders' strategies to adopt technology and transition employees to a remote work environment (Hernandez, 2020). According to research, using TAM to predict individual behavior varied for different industries. Depending on

the industry's needs, TAM might have higher compatibility if technology use affects productivity and performance. Hence, given the nature of this study, the transition to remote work requires evaluating individuals' acceptance of various technologies in completing their daily tasks and enforcing the understanding of TAM within this scope of business needs during the pandemic.

Dymek et al. (2022) indicated a possible link between individuals' acceptance of new technology and knowledge gained from different information sources, shaping individual usage expectations. The researchers classified the individual-technology interaction into two categories: rapid adoption and use and slow migration of business functions to technology (Dymek et al., 2022). Both instances in which individuals decide to adopt new technologies include creating knowledge about the technology and educating themselves with the proposed technology. The models and theories explaining individuals' interactivity with technology allow researchers to expand their understanding beyond technology's actual use by including perceived use expectations and outcomes (Dymek et al., 2022). Castiblanco Jimenez et al. (2021) underlined TAM's ability to predict individual technology acceptance during implementation. As a result, successful IT leaders recognize the importance of creating knowledge about new technologies that can support individuals' expected usage and increase individual-technology interaction for enhanced business outcomes.

TAM addresses the behavioral intentions leading to technology's actual use. The model does not provide accurate future predictions of technology use; however, results derived from a single organization and specific technology might not support the

presumption that TAM is inaccurate (Keung et al., 2004). Inaccurate results will create difficulties for organizations if they fail to generate the expected outcomes (Turner et al., 2010). Keung et al. (2004) suggested that individuals practice technology use, such as prototyping, before applying TAM to avoid exceeding the budget in implementing technologies that might not be beneficial. Buckingham et al. (2022) agreed with Bang and Su (2022) that limited knowledge about technology's importance in adding value to daily activities decreases individuals' confidence when using new technologies. With technological development and the use of digital transformation to sustain businesses during the pandemic, organizational leaders' likelihood of choosing inappropriate technologies that do not serve the business purpose increased. IT leaders must practice new technologies using trials of systems automation that could help in making organizational decisions toward adopting technologies for remote working.

While TAM remains a valid model for evaluating emerging technologies, the acceptance of new technologies involves many variables explaining the behavior of individuals and their acceptance of utilizing the technology (Yadegari et al., 2022). Unlike other theories that measure actual use through subjective norms, the TAM model evaluates the acceptance and behavior of individuals depending on objective norms (Yadegari et al., 2022). In their study about the validation of TAM in predicting individuals' behavior intention, Turner et al. (2010) suggested using objective norms to measure the use of technology. The researchers stipulated that most studies using subjective norms in evaluating actual use rely on the difficulty of measuring the individual norms objectively. Other reasons that involved an objective evaluation of

actual technology use employed a small sample size (Turner et al., 2010). Rossi and Chevrot (2019) considered using subjective norms as variables predicting behavioral intentions in the TAM model. The researchers found that subjective norms, including social influences, affected users' perceived usefulness and behavioral intentions to use technologies. Particularly, PU can have several meanings to individuals, such as increased control and influence over others in a work setting (Dianati et al., 2022). The subjective variables explaining the behavioral intentions might not produce accurate outcomes and do not explain an individual's behavioral intentions toward using technologies. Given the decision of company leaders to transition employees to remote work during the pandemic and individuals' acts to continue working while ensuring their safety, the objective norm in evaluating individual's acceptance to use technologies might give more accuracy to behavioral intentions in using technologies.

The PU is related to the outcome of an individual's perception of using technology. Dianati et al. (2022) explained that individuals perceive the usefulness of technology when the quality of the completed task is increased either by achieving greater control or increased efficiency. According to Sharma et al. (2022), organizational leaders need to understand the implications of remote work because of the concept's popularity and increased implementation initiatives that can affect employees and daily tasks. The researchers concluded that using technologies contributed to the change in expected outcomes from individual employees (Sharma et al., 2022). Thus, the PU becomes an essential factor leading to technology use than PEOU as a result of an individual understanding that leaders' expectations have changed. Battisti et al. (2022)

emphasized that an individual's intention toward using technologies exceeds the organizational initiatives of adopting technologies and stresses a proper IT infrastructure that supports employees in completing their tasks efficiently. The PU complements the PEOU and vice versa. Individuals will not perceive technology as useful if technologies do not contribute to the efficiency of completing tasks, indicating the importance of acquiring technologies that individuals perceive as easy to use. Implementing remote work strategies without using online technologies that fit organizational goals puts the organization at risk of continuity during the pandemic.

The TAM model explains how users accept and use technologies that successively affect organizational performance. Researchers argued that decisions about technology adoption require leaders to consider organizational factors that the TAM model ideology does not emphasize (Ofosu-Ampong & Acheampong, 2022). However, Wibowo et al. (2022) opined that the adoption and use of digital technologies lie primarily in individuals' accepting the use of adopted technology and understanding its effect on their daily tasks. Wibowo et al. considered organizational factors, including readiness, support, and culture, to contribute to technology adoption after individuals have perceived the technology as helpful and easy to use. In addition, the researchers concluded that understanding organizational factors would lead to developing appropriate strategies for adopting technologies (Wibowo et al., 2022). A study by Marikyan et al. (2022) related effort expectancy to the PEOU, one of the constructs of the TAM model, and found that effort expectancy influences satisfaction that relates directly to productivity and engagement of employees. Leaders must consider individuals'

acceptance and willingness to use technologies as primary factors before adopting technologies to reap the benefits of implementing technologies. As individuals accept using technology, they are expected to contribute to the successful adoption of technology.

Contrasting Theories

Contrasting theories are information technology models that employ distinct approaches from the TAM model in predicting individual behavior and technology acceptance intentions. Theories include the TAM2 model, task technology fit (TTF), dynamic capabilities (DC), technology continuance theory (TCT), virtual simulation, and health information technology (HIT).

Modified TAM Model

Venkatesh and Davis's modification of TAM to TAM2 in early 2000 encompassed integrating social and cognitive forces that impacted behavioral intention, with PEOU and PU as mediating factors. Social and cognitive forces include subjective norms, image, job relevance, output quality, and result in demonstrability (Venkatesh & Davis, 2000). TAM2 theorized that voluntariness and experience mediate the PU effects between subjective norms and individual intention to use (Venkatesh & Davis, 2000). The extension of TAM tested the theory of reasoned actions (TRA) variables, such as subjective norms, to improve the model and provide evidence of the relationship between variables that further explained user acceptance of technology (Momani & Jamous, 2017). Momani and Jamous believed the most influential theory should be comprehensive and less complex based on the constructs and moderators representing

their structure. Consequently, the constructs make the theory more applicable and understandable, particularly for studying the individual acceptance behavior of a novel IS or technology.

Task Technology Fit

Technology acceptance behavior of individuals may vary before using the adopted technology depending on external factors such as price, design, and technology content. Castiblanco Jimenez et al. (2021) posited that TAM2 investigated the factors likely to affect the two predicted perceptions that Davis (1985) proposed even before an individual uses the technology. External factors affect TAM's two predicted perceptions, but PU remained the predominant PEOU predictor, despite the factors involved. Similar to theories such as TTF that, until 2022, validated the potential TAM finding that the decision to use technology relies on an individual's perceived advantage from technology about the job task (Natasia et al., 2022). The more the alignment between technology and job tasks, the higher the PEOU (Wu & Chen, 2017). Rai and Selnes (2019) emphasized that there are no studies on the conditions in which the job tasks occur and technology adoption's effect. To prevent decision errors while choosing between the different available technologies, organizational IT leaders consider adopting technologies that serve individuals in completing their daily tasks, emphasizing PU that can highly affect an individual PEOU to accept technologies.

Dynamic Capabilities

The notion of technology adoption witnessed a dramatic change. Leaders' initiatives to adopt new technologies involve strategies that support their digital

transformational goals. A noticeable theoretical approach is dynamic capabilities (DC) (Warner & Wager, 2019). DC necessitates three managerial activities: sensing (to find the best fitting digital opportunity), seizing (to allocate resources and retain value), and transforming (blending and acquiring an innovative environment) (Teece, 2014). While DC supports a company's competitive advantages (Teece, 2014), the relationship between DC and competitive advantage remains unidentifiable (Pezeshkan et al., 2016). Significant barriers to technology adoption and digital workplace transformation included competition pressure, preadoption company-supplier relationship (Obal, 2017), technology cost and quality, technology experience and usability, self-competence (Kavandi & Jaana, 2020), and security and privacy issues (Pillai & Sivathanu, 2020). Supplier pressures and power decrease the willingness to adopt new technologies in a digital transformation plan (Obal, 2017). Despite the reported challenges associated with technology adoption, technology solutions were hard to replace during the pandemic and marked a continuum in many business operations (Clipper, 2020).

Technology Continuance Theory

Other theoretical approaches, including TAM, the expectation confirmation model (ECM), and the cognitive model, defined users' behavior intention. Liao et al. (2009) compared the three models and found that each model assumes different user behavior constructs. Consequently, the degree of explanatory powers related to intention varies. TAM, ECM, and cognitive models have not confirmed the user's intention to continue using or adopting new technologies. The successive emergence of TCT combined the three models to help understand user behavior intention's applicability and explanatory

powers through two primary constructs: attitude and satisfaction (Rahi et al., 2020). However, companies also consider the IT capabilities that match an employee's task, which may affect the continued adoption of new technologies. According to Cuellar et al. (2019), TCT explains partial technology acceptance factors and enables continuing organizations to have different primary factors affecting acceptance and adoption. According to Hakemi and Masrom (2019), TTF theory explains the other factors that emerge in adopting technologies, such as the technology's features, task requirements and technology fit, and final use. The TTF model is more likely to impact an individual's performance; thus, its employment becomes beneficial if the user's tasks could improve the work output.

Virtual Simulation

Digital technologies' improved use and adoption revealed that human capabilities have not changed compared to technology advancement speed (Bergamo et al., 2022). Virtual simulation training is one of the many learning theories that produced outstanding results in various industries (Bergamo et al., 2022; Zhang, 2022), enabling individuals to perceive technology adoption as valuable (Fuglsang et al., 2022; Juelsgaard et al., 2022). The simulation training method defines a learning technique that enables individuals to use and familiarize themselves with a technology similar to a real-life experience (Lateef, 2010). Organizations use simulation training to reduce failures and improve organizational profitability (Bergamo et al., 2022). For example, the aviation and military industries employ simulation technologies in teaching and training (Fussell & Truong, 2020; Lateef, 2010). In evaluating simulation training's impact on behavioral intention to

use technology, researchers believed that user experience provides an added value to the technology adoption decision (Song et al., 2021). Individually, simulation training results showed increased self-confidence (Fuglsang et al., 2022), improved capabilities, and increased technology awareness (Bergamo et al., 2022). Individuals' positive simulation training experience might help to increase their PU, thereby increasing their intention to adopt the technology. The realistic experience that the simulation provides helped individuals to master the skill and reduce identified technology usage errors, mainly when performed in teams.

Health Information Technology

Scholar practitioners also reviewed HIT (known as health IT) to provide an extendable opinion favoring HIT over TAM when adopting technologies (Shachak et al., 2019). The researchers focused on biomedical informatics in the healthcare industry, emphasizing simulations' benefits to understanding HIT's contribution to improved results. Shachak et al. (2019) underline that HIT adds value to technology adoption. However, the researcher also underlined that HIT comes with challenges that can reduce once individuals start using the technology. Nevertheless, research does not support the belief if not verified. Researchers cannot use HIT to understand cases in different contexts or industries. Faisal et al. (2022) highlighted that TAM remains a compatible model for understanding technology use and behavioral intentions in predicting PU, especially in healthcare. The post-pandemic situation requires researchers to investigate elevated organizational problems through technology and enable the elements that allowed their continuity and success throughout unprecedented times.

Existing studies have not addressed IT leaders' strategies in transitioning their employees to a remote work environment but report leaders' active attention to finding solutions to reduce the pandemic's impact on business continuity (Robinson & Johnson, 2021). Robinson and Johnson (2021) suggested essential criteria decision makers must consider when implementing technologies with valid evidence of the situation that might pressure them to use technologies, such as a pandemic or other potential challenges implied by technology. Other scholars conceded that technology adoption might change individuals' attitudes toward performing a job task (Muflih et al., 2020). The notion raises the question of whether transitioning employees to a remote work environment would benefit the business's continuity or if technologies' negative impact on individuals and business performance might redirect market leaders to avoid adopting technologies during the pandemic. The balance that large IT organizations find between evaluating employees' acceptance of technologies and the positive impact on business continuity during challenging times provides future leaders with viable information about the strategies implemented in transitioning employees to a remote work environment.

Factors Comprising Successful Remote Work

Technology adoption and remote work became contentious and debated among large organizations during the pandemic. Online technology advancement has created many opportunities for firms to choose the right platform and technology to fulfill their needs. However, the spread of the pandemic and imposed lockdowns in many countries influenced leaders' prompt, decisive, and actionable decisions to ensure business continuity. The following factors explain the technology adoption initiatives' success.

Organizational Performance

Leaders' primary objective was the successful transition to remote working while ensuring business continuity. While the need for and individual use of technologies differs between industries, large IT organizations have an international presence and require intensive effort to move to remote work. The factors and challenges that evolve within large IT organizations might add a new perspective for IT leaders to solve remote work problems. A study by Hill (2021) examining factors associated with remote work adoption in the United States revealed that leaders consented to remote work structures and agreed that remote work increases competitiveness. The study's findings illustrate how remote work has become a widespread workplace practice, becoming a norm in many organizations across the United States. Leaders must carefully evaluate their current innovation adoption, then decide on policies for continuation.

Maintaining organizational performance during the pandemic required aligning employees, resources, and systems to achieve successful overall performance, and leaders must prioritize goals. Ahmed et al. (2020) found that employee engagement and sharing knowledge practices positively impacted organizational performance, confirming Christa and Kristinae's (2021) findings. Achieving organizational performance begins with reestablishing or developing employee engagement drivers that lead to better performance. A remote work shift's success draws on employee engagement as a factor affecting the decision to shift online.

Employee Engagement

Employee engagement gained much attention from leaders during the pandemic due to the remote work decisions that necessitated employees working from home. Lartey and Randall (2021) explored the computer-mediated communication that impacts employees' engagement in a remote setting. The researchers found that the more computer-mediated communication motivation provided to employees, the higher employees engagement. Another study by Howell (2018) found minor differences between employees working remotely and employees working from the office. During the pandemic, organizational leaders carefully focused on engagement by providing employees with online family activities, online employee gatherings, learning and development practices, and virtual games (Chanana, 2021). Leaders' initiatives resulted in a positive attitude toward remote work.

As leaders struggle to maintain employees' engagement in remote work settings, flexible work options that accommodate employees' different needs become necessary to overcome crises and sudden changes requiring them to work from home. Flexible work locations increased employee engagement, particularly among millennial healthcare information technology (IT) workers (Rouse, 2020). Given that IT jobs do not require an employee to work from a specific location, the flexibility in providing employees with the option to work remotely relates to how well an employee is engaged. Moradinasab (2021) established seven themes affecting workplace flexibility: employee control, working procedures, employee experience and responsiveness, work schedules and policies, performance, psychological belief, and employee perception. Moradinasab

(2021) emphasized the importance and reliance on technology in implementing a flexible work environment. Others found that connectedness and organizational culture would strengthen employees' engagement (Parent & Lovelace, 2018). Organizational fit (such as teamwork) and disconnectedness (such as isolation and unhappiness) had a minimal effect within a remote work setting. Employees are more encouraged to overcome problems and make an extra effort based on flexible working conditions and autonomy.

Organizational Culture

Creating an organizational culture in which companies can experience a smooth transition to a remote environment can challenge the leader's decision to shift to remote working. Howard-Grenville (2020) suggested that leaders must discuss what does and does not apply in a remote setting, welcome changes, and rely on disruption to remind employees of the core culture in sustaining remote working. Conversely, organizational leaders can create norms to design an online organizational culture that promotes continuity (Tanpipat et al., 2021). The pressure imposed by the pandemic to shift online created challenges for companies to maintain the culture while working from home. Large companies experienced more pressure due to their dispersed geographical presence; consequently, human resource (HR) managers received support from top management to introduce well-being programs, reinforcing organizational culture and strategic focus (Gigauri, 2020).

Organizational culture can affect how individuals perceive technology adoption and accept new organizational systems. According to Kagumba and Wausi (2018), behavior is an antecedent to the individual's perception of accepting technologies that an

organizational culture fosters by creating an informal employee-manager relationship and customer value. The researchers stressed the organizational climates to facilitate the PEOU and PU of technologies as individuals embrace a positive working culture encouraging technology use. Dasgupta and Gupta (2012) examined organizational culture as an antecedent to the unified theory of acceptance and use of technology model (UTAUT), given the theory's four fundamental constructs: performance expectancy, effort expectancy, social influence, and facilitating conditions. The researchers found that organizational culture affects internet technology adoption. The organizational climate in which individuals perceive an organization as adequately structured meets sound communication systems, makes informed decisions, and aligns efficiently between departments are more willing to accept technology adoption than individuals with different perceptions (Melitski et al., 2010). Before the pandemic, individuals valued organizational culture and perceived organizational climate as essential in adopting and using technologies, encouraging organizations to value and strengthen culture to face the pandemic and ensure business continuity. This case was different due to the impacts of the pandemic.

Work-life Balance

Work-life balance is integral to organizational and employee performance. According to Gopinathan (2016), work-life balance positively affects employee performance. Employees with better work-life balance recorded improved output. Comparable empirical studies illustrated that organizations should offer flexibility in promoting work-life balance, thereby increasing productivity (Ferreira et al., 2021). Beno

(2021) validated the importance of promoting work-life balance, given that employees and employers limit working time to specific hours. Due to the ease of accessing work systems, extended working hours create pressure on employees, reflecting on overall performance. Organizational leaders must empower and train employees to create a healthy work-life balance by completing tasks within the assigned working time. Scholar-practitioners suggested organizational leaders willing to transition employees to an online working environment must set policies, build employees' trust, and eliminate micromanaging employees' behaviors.

With the ease of accessing work-related communications, such as emails and business communication platforms following working hours, employees tend to feel the pressure of rapidly responding to work-related issues. Williams (2019) explored professional workers' lived experiences to explain how pressure and high work expectations outside their working hours affect their work-life balance. The researcher found that workers do not experience any boundaries between work and nonwork, and leaving the office does not eliminate their responsibilities to complete work tasks. The inability to provide a work-life-balanced working environment can influence employees' overall performance (Shahzadi, 2021). Shahzadi described that psychological well-being mediates work-life balance and employee performance. Dousin et al. (2021) recognized work-life balance as a factor in examining employees' need for achievement and intention to leave. The researcher measured work-life balance using two elements—flexibility in working hours and supportive supervision—and employee well-being using job satisfaction and life satisfaction as the two elements. The findings illustrated that job

satisfaction mediates the relationship between work-life balance elements and intention to leave. In the context of job satisfaction, well-being is an essential mediator between work-life balance and the intention to leave. Employees who encounter flexible working conditions have higher job satisfaction, work-life balance, and lower intention to leave.

Technology Readiness

Employees' technology readiness, behavioral intention, and acceptance level rely on PEOU and usefulness. Although Rochmah et al. (2020) concluded that only PU influenced the intention to use, and correlation occurred between PEOU and PU. PEOU specifies an individual's view of a given technology and disregards the external factors hindering adoption initiatives and expected organizational outcomes. The higher the PEOU, the lower the perceived risk of using the new technology. The literature contains a broader view of TAM and its relationship to technology adoption initiatives, stipulating that PEOU, usefulness, perceived risk, and reduction in operating costs significantly influence technology adoption decisions (Atobishi, 2020). Factors such as compatibility and cloud computing awareness do not influence adoption decisions (Atobishi, 2020), but dependability significantly affects nonadopters' intentions (Ma, 2021). While PU predicts intention to use new technologies, leaders make adoption decisions based on PEOU, usefulness, and perceived lower risk, considering the benefits of technology in reducing costs. Existing literature and empirical findings are yet to address the costs associated with employee training and IT service maintenance.

Advancing technologies optimize business processes and impact organizational costs. Organizational leaders identify the costs associated with adoption decisions. Yi

(2020) illustrated that, among other factors, technology and infrastructure costs exceeded the indirect organizational costs and created potential drawbacks to technology adoption. Khandekar's (2020) findings align with Yi, adding that the increasing cost of advanced technologies delays leaders' technology adoption decisions. As leaders consider additional associated training expenses, they establish an environment that can benefit from new technologies and is more likely to achieve successful adoption initiatives. Leaders' inability to define the cost savings from adopting technologies will continue to regulate their decisions, depending on the industry. Conducting a cost-benefit analysis might help leaders realize the nonmonetary benefits that transcend cost. According to Ullah et al. (2020), leaders' understanding of the cost-saving benefits of PEOU and its usefulness increases their technology readiness and adoption plans. Industries, including manufacturing, retail, and healthcare, perceive more structural cost-saving benefits (Kavandi & Jaana, 2020; Nnaji et al., 2020; Shankar et al., 2021). Technology adoption costs impact decision-making when fully identified. As leaders fail to estimate associated costs, other factors, including technology readiness, mediate technology adoption decision-making. Like many other organizational decisions, technology readiness must fit organizational needs, enabling leaders to benefit from the adopted technology that claims to increase overall capacity.

The growing concern about technology adoption stressed the need to investigate the technology readiness affecting adoption decisions. Chatterjee et al. (2021b) examined the socio-environmental and technological factors influencing technology adoption and found that technology readiness significantly affects PU while not significantly

influencing PEOU. Sunny et al. (2019) extended TAM to examine cultural values' effect on technology acceptance mediated by technology readiness. Individuals' knowledge about the benefits, including minimized workload and improved performance, enhanced PU, and PEOU. Sunny et al. found that technology readiness directly affected technology acceptance decisions moderated by current position and work experience. Mousa et al.'s (2020) study investigated academics' and students' readiness to adopt technologies using TAM. The researchers found the factors highly influence PU. The industry results indicate that technology readiness is essential to acceptance and adoption. Readiness requires understanding IT leaders' strategies to create an environment willing to accept technology in remote work.

Verma and Chaurasia (2019) examined technological, organizational, and environmental contexts' influence on technology adoption decisions. Researchers found that factors within technological and organizational contexts directly influence technology adoption, including technology readiness. Technology readiness appears not to affect nonadopters' decisions, although, during the pandemic, many encountered technology challenges illustrated by the lack of readiness. Sani et al. (2021) studied technology awareness' impact on technology adoption and concluded that technology awareness is integral in adopting technologies. As individuals' technology awareness increases, technological readiness begins to affect the decision to adopt new technologies. Rejikumar et al. (2020) discussed technology readiness as the second essential component after knowledge management influencing PEOU in adopting new technologies. While decisions require skilled employees, leaders must have a bipartite

strategy: to develop employees' skills to adapt to new technology and improve individuals' perceptions through technology awareness in building internal technology readiness.

Information Technology Adoption Challenges and Opportunities

Organizational leaders' initiatives toward technology adoption are both challenges and opportunities. Many studies explore factors associated with technology adoption. For example, Ediriweera and Wiewiora's (2021) revealed that the hesitation toward taking risks to use new technology is a primary challenge. The researchers noted that leaders must capitalize on policies and practices supporting a learning environment aligned with an innovative culture driving the organizational mission. The learning environment relates to the factors discussed in TAM, enabling employees to positively perceive the ease of use and value of the new technology in performing their daily tasks.

TAM fails to discuss the factors beyond individual behavioral intention and motivational factors that other researchers found influencing technology adoption in transitioning employees to remote work. Despite the researcher's emphasis on employees' limited knowledge representing the proposed technology's PU, the identified challenges signify barriers affecting technology adoption in promoting remote work during the pandemic. Lim (2021) stipulated that challenges might include budget limitations, management authority, ineffective communication, employee turnover, and unreliable employees to assist in the technology implementation phase. Watson et al. (2020) and Jacks (2021) mentioned the challenge of maintaining employee compliance resiliency in remote working, emphasizing the privacy that governments mandate.

Technology adoption in remote work necessitates IT leaders to review internal and external challenges that might affect the technology adoption plans.

The rationale for adopting technologies contemplates a design plan, setup, configuration, and ensuring a proper support system that helps in successful adoption (Ejiaku, 2014). Adopting technologies that facilitate work requires leaders' awareness of the challenges associated with the adoption decision to avoid reluctance in misunderstanding what technology may include. Organizations face challenges that include inadequate IT infrastructure, government regulations limiting potential investments, and the inability to provide training programs to develop employees' skills, introducing adoption barriers (Kumar et al., 2020; Palvia et al., 2021). Limited accessible resources facilitate these challenges.

Knowledge and awareness are vital in choosing and implementing the most effective technologies. Palvia et al. (2021) stressed the multifaceted powers for obtaining knowledge about how multinationals choose the appropriate technologies, ease the knowledge transfer process, and allow governments to become more responsive to organizations' needs and demands. Many technologies, such as blockchain and open-source software, draw several challenges that hinder organizations' corporate social responsibility and government initiatives in facilitating technologies' adoption (Ronaghi & Mosakhani, 2021). Ronaghi and Mosakhani provided valuable information on electronic waste, including energy and resources, due to the mining process of ensuring security when using and accessing data. In addition to the absence of standardized practices supporting technologies' green and sustainable implementation (Moktadir et al.,

2018; Shin et al., 2019). The research provides in-depth insight into the challenges that leaders must consider when adopting technologies for transitioning employees to remote work and further explains why many organizations fail to adapt to changing demands requiring technology adoption to ensure business continuity.

Understanding digitization challenges is critical to deciding and implementing appropriate technologies. Almeida et al. (2020) discussed the pre and post-pandemic challenges that indicate the fourth industrial revolution, including the internet of things (IoT) and all stakeholders' inclusion in the digitization process. The researchers predicted challenges in three primary operational areas: hiring and public relations, customer reach and related transactions, and technological advancement. Leaders encounter difficulties assessing the required resources in digitization, internal employee and management resistance, and stakeholders' and customers' limited knowledge about technologies PU (Bui, 2021).

Organizational culture challenges imposed by adopting various technologies raise concerns about managing talents, diversity, and sustainability, impacting HRM practices related to hiring, training, and organizational development compared to regular physical activities and programs (Cooke et al., 2019). In addition, the competition remained a challenge for companies accessing new markets (Fanelli, 2021), including governments' efficiencies in encouraging foreign direct investments (Dzwigol et al., 2020). Successful multinational organizations analyze internal and external gaps and ensure processes align with projected technology adoption plans to overcome challenges and ensure proper

selection, adoption, implementation, and use of desired technologies to support strategic business direction.

Technology costs create a burden as technological solutions advance. Leaders realize the importance of utilizing various technologies to enhance business processes and systems in transitioning to a remote work environment. Leaders' attentiveness to costs is an essential factor within the decision-making process, given IT providers' available options. Cha and Kim (2018) suggested leaders outsource technologies that may offer more value and higher productivity at a lower cost. Walterbusch et al. (2013) emphasized the importance of considering a total cost of ownership (TCO) analysis to assess the long-term value of outsourcing cloud computing services compared to purchasing technology, leading to an improved decision in evaluating the benefits and costs associated with adopting technologies. Hybrid technology adoption that includes private and public cloud computing services provide more benefits, such as data control, performance, and quality, at a lower cost (Moghaddam, 2020). However, the inadequate collaboration between outsourcing IT companies and suppliers makes maintaining a solid, long-term, and productive partnership difficult. As leaders decide on the best technology solution, the practicality of technology adoption, implementation, and IT solutions' costs drive leaders' decisions in the IT industry, given sufficient knowledge sharing when outsourcing technologies. Technology adoption benefits have potential competitive advantages on data's overall performance and usage, whether hybrid or completely outsourced technology (Moghaddam, 2020). The decision relies on the information and data's sensitivity. Few organizations choose the hybrid technology

adoption solution that aligns with their internal data security of not sharing data on a public cloud.

The opportunities for adopting technologies vary based on an organization's needs and strategic achievements. Many organizations capitalize on IT adoption to expand their business and develop new markets around the world (Adaba et al., 2021), improve innovation (Chege & Wang, 2020), and reduce task errors (Kapetanopoulou & Kouroutzi, 2021). Besides, Akhtar et al. (2021) found that leaders thrive on technology adoption opportunities for increasing customer value and maximizing revenues. Industries, such as financial institutions, use technologies to improve organizational learning and business performance (Akhtar et al., 2021). Aside from organizations' shared goal to increase profitability, the case differs for small and medium enterprises (SMEs) in emerging markets that emphasize increasing job opportunities for the vulnerable, providing a safer work environment, and improving offerings (Chege & Wang, 2020). Though organizations make decisions based on their organizational goals, adopting technology requires individuals to choose the best technology to complete daily tasks (Duffy et al., 2021). Decisions bridge the gap in the literature related to opportunities and strategies that leaders make to adopt technologies to transition employees to a remote work environment during the pandemic.

Leaders' technological knowledge and awareness are crucial in adopting new technologies to enhance businesses' stability and market competitiveness. Despite the many technology adoption opportunities, including cost reduction from transitioning employees to a remote work setting (Ferreira et al., 2021), leaders' ability to anticipate

future opportunities and develop strategies that enable businesses to grow contributes to successful technology adoption initiatives (Hai et al., 2021). As leaders establish digital transformation ideologies, technology adoption opportunities lie in making decisions and altering strategies to avoid risks and achieve organizational goals (Hai et al., 2021). Rossato and Castellani (2020) found that technological opportunities might include enhanced business processes, improved customer experience, increased innovation and knowledge sharing in the brainstorming and development of strategy formation, increased perceived cultural value, and developed individual skills. Other researchers argued that the level at which leaders benefit from opportunities constitutes the third level of a digital transformation decision that comprises digital awareness and requirements as prerequisites to reach a successful digital collaboration level emphasizing technology adoption opportunities (Garzoni et al., 2020). Anticipating market opportunities require leaders to have previously used technology or acquired knowledge of available technologies that can advance processes and lead to a successful technology adoption strategy.

Strategies for a Successful Digital Transformation Plan

IT leaders utilize effective strategies to ensure successful technology implementation. Technology adoption improves when leaders create awareness by strengthening capabilities to help individuals adapt to new technologies (Shittu, 2021). Multinationals capitalize on governments' efforts to increase awareness through programs inaugurating technology services and educating society on the benefits (Mondal & Chakrabarti, 2021). As leaders encounter external pressure to adopt technology,

evaluating internal skillsets is essential to determine the necessary technology and ensure meeting business goals. Such alignment opts to reduce technology implementation failure and investments that will influence business stability.

High-tech firms constantly strive to realize differentiation in the market and combine efforts to increase the company's value. Understanding the strategies companies adopt allows IT leaders to focus future research and development efforts on increasing demand in a technological time. Mondal and Chakrabarti (2021) illustrated the case of emerging multinational corporations as compared to advanced multinational corporations in information and communication technology adoption. The researchers explained that emerging multinationals with fewer resources and awareness recognized by the firm's age adopt more technologies due to their internal adaptability that advanced multinational corporations lack. The distinguished competitive advantage that drives emerging multinationals' efforts to adopt new technologies reduces as firms grow due to the challenge of implementing constant change. While a competitive advantage strategy guides the adoption of technologies, strategies to increase company value consist of adopting multiple technologies (Kiangala & Wang, 2021). In Saudi Arabia, IT leaders followed five strategies to adopt technologies and cloud computing services that enable remote work (Mahmoud, 2019). Such strategies include identifying market needs and demands, creating a competitive value matrix that benefits involved parties, planning the transition while choosing the optimum service provider, and ensuring proper training and technology awareness. IT leaders must align with strategies from firms that adopt online

technologies to ensure that future research and development efforts respond to market requirements.

The availability of a wide range of technologies interrupts technology adoption decisions. Bremser (2019) investigated different approaches to help leaders choose among technologies enabling innovation. The researcher claimed three main approaches companies must employ: how big data can favor business aspects, investing in data platforms, or breakdown of data silos for further analysis and advancement of data platforms. In improving the use of various big data technologies within organizations that nurtured a remote work environment during the pandemic, researchers found that interactive data visualization of business-related systems enhanced individual perception and reduced employee resistance to using technologies (Phillips-Wren & McKniff, 2020). Companies that expand to the global market and develop international influence increase the chances of being technologically advanced compared to companies with no international presence (Skare & Soriano, 2021). The technology adoption decision has several facets, including management, company size, and internal culture. Management is vital in choosing the technology that best fits the organization's needs and requirements and the extent to which the company's size exposes them to new innovative technologies that serve its goals.

Organizations' technology adoption dynamism depends on the market and country. An empirical study by Jere and Ngidi (2020) investigated firms' performance in developed countries compared to those in developing countries. The researchers found that firms have opportunities to adopt information and communication technologies in

developed markets. Individuals' technical knowledge, management support, financial resources, and company size significantly affect developing countries' intention to adopt information technology systems. Akpan et al. (2020) added that technologies such as cloud computing, big data, and predictive analytics that can help businesses enhance strategic decision-making are yet to rise in emerging markets. The researchers elucidated that those disruptive technologies, including data analytics that drive business plans, reduce expenses, and help achieve a competitive advantage, remain unexploited. Countries' financial development explained relevant technology adoption dynamism. Study findings stressed the technological innovation shock reshaping financial development and reviving technological advancement (Ejemeyovwi et al., 2021). The absence of knowledge and relevant management elements explained why many companies delayed their technology adoption initiatives during the pandemic. However, the study did not address technology's transformative impact on building a remote culture that helps ensure business continuity in a digitalized era.

IT leaders in multinationals continue to explore technological solutions that can help improve performance, efficiency, and organizational capacity, but leadership style drives digital technologies selection and change implementation. Lugor (2020) investigated transformational leaders' strategies to improve virtual IT teams' efficiency and found that the transformational leadership style improved projects, informed decisions, individuals' belonging, and individual production. Researchers argued that transactional and shared leadership styles improved effectiveness and performance among remote teams. Conversely, laissez-faire leadership showed the lowest

effectiveness for remote working individuals (Mangente, 2020). Mangente (2020) concluded that leaders with different leadership styles might improve internal processes through enduring virtual leadership training to enhance their knowledge and understanding of leading successful remote teams. Sinclair et al. (2021) performed a quality improvement project to measure virtual teams' leadership experience during the pandemic. Effective leadership begins when leaders understand virtual communication's importance in supporting employees through engagement and inclusion (Sinclair et al., 2021). Lack of communication in a remote setting hinders employee engagement, trust, and mutual responsibility. Sedrine et al. (2020) found that trust is mediating in the relationship between leadership style and team performance, supported by transformational and transactional leadership styles. For leaders to successfully implement change using online technologies, they must possess leadership styles and skills to improve virtual teams' performance and build a culture of trust.

Leadership is pivotal for technological advancement and building a remote culture that accepts change. Kristianto et al. (2012) found that leadership plays a significant role in creating a flexible work environment that explains leaders' technology adoption initiatives. Before the pandemic, leaders supporting technology adoption mainly had technical skills and IT experience (Ingebrigtsen et al., 2014). Leaders' experience allowed better decision-making for technology adoption and building a culture that accepts remote work. However, during the pandemic, organizations still called for leaders with IT knowledge and experience, enabling organizations to respond rapidly to changing needs (Ali et al., 2021). A leader's technological background is an essential aspect of

driving continuity and growth. Leaders must engage in continuous learning and development to familiarize themselves with the organizational benefits of adopting technologies. There remains a need to understand how leadership contributes to a corporate technology adoption process and a remote work culture that precedes the intention to adopt the technology.

According to Saghafian et al. (2021), the technology adoption process comprises three stages: pre-change, change, and post-change. The pre-change required leaders to create an agile organizational culture, build an effective organizational structure, ensure leadership addresses necessary change, and align resources that focus on utilizing maximum capacity internally and externally. The change stage suggests leaders communicate the technological evolution, engage individuals, provide the required training, and ensure technical support. The post-change stage emphasized strategies for internal resistance and the external environment influencing continuous technology adoption. Other researchers agreed that the change organizations implement related to technology adoption must follow a strategy change to grow opportunities (Bughin et al., 2021). Internal alignment of processes and strategies with the proposed technological requirement aids leaders in making informed decisions and building a culture that supports the proposed change.

Leaders' decision to adopt technology may be associated with their demographics, technological background, experience, and company size, influencing technology adoption strategy. Kusuma et al. (2020) found no differences in the adoption factors related to gender and education levels; differences existed among age groups,

leadership positions, and years of experience. Researchers concluded that younger managers are less resilient than older managers in learning new technologies and making risky choices about adopting emerging technologies (Kusuma et al., 2020). Other researchers indicated that gender, age, and education level influenced technology adoption decisions, including credit facility access (Andaregie & Astatkie, 2021). Therefore, technology adoption decisions may vary depending on individual factors such as age, gender, experience, and technological background. Studies aggregate that younger leaders may find learning about new technologies and making uncertain decisions related to technology more difficult than managers with greater experience.

Aside from the demographic differences that the researchers emphasized, Reynolds et al. (2020) stressed that leaders' personality traits determined organizational readiness to adopt technologies and correlated with individuals' adoption intentions. Despite the disparities in leaders' approaches to adopting new technologies, Zahra et al. (2021) explained that leaders' skills, technological knowledge, growth thinking, and support system contributed to the positive adoption of technologies. The factors that guide leaders' decisions to adopt online technologies impose barriers given their traits, style, and characteristics. An organization's technology adoption initiatives empower the decision-making process and can reflect its long-term continuity and success.

Technology Adoption Impact on Remote Work

Leaders must review available technologies related to remote work and consider tradeoffs to understand the importance of technology adoption. Researchers have not justified the assumption that technology adoption will positively affect organizations and

employees (Popovici & Popovici, 2020). Despite the assertiveness of remote work's motivations, there is a challenge in building a culture that accepts remote work (Popovici & Popovici, 2020). Leaders have a limited understanding of technology types, features, and uses that contribute to and revolutionize workplaces (Rossi et al., 2020). Technologies enable remote employees to deal with the possible tension between achieving corporate objectives and realizing performance goals, known as generative balancing (Rossi et al., 2020). Technology adoption does not merely apply to workplace changes but requires a well-established process and system that helps develop new individual behaviors (Fischer et al., 2020). A potential explanation might encourage leaders to gradually embed technology into companies' processes and systems to allow individuals to acquire new behaviors that will help increase the proportion of an individual's acceptance of technologies.

Organizations' systems and processes encompass a structure they operate, generally known as corporate governance (CG; Lin et al., 2022). As an integral part of CG, information technology governance (ITG) is significant in decision-making, adopting, and implementing IT solutions (Asgarkhani et al., 2021; Awwad & El Khoury, 2021; Fernandes et al., 2021). The set of practices binding an organization's strategies, goals achievement, and the technology decisions required primarily explains the ITG's existence (Asgarkhani et al., 2021). The ITG's primary role is to alleviate the risks associated with IT implementation and exceed IT functions' management. ITG focuses on ensuring the utmost value creation from IT adoption decisions and strategy alignment with IT infrastructure and services (Awwad & El Khoury, 2021). Fernandes et al. (2021)

believed that ITG impacted employees' individual behaviors from a behavioral aspect of ITG, given their role in using IT and making organizational decisions. ITG encouraged individuals' behavior by collaborating toward achieving organizational goals and guaranteeing IT alignment. Individual behavior impacts current technology adoption and future perceived use of technologies, influencing adoption (Fernandes et al., 2021). Successful organizations have a solid ITG that helps leaders address issues, find solutions that meet business needs, and protect their significant future investment in technologies.

Asgarkhani et al. (2021) reviewed the ITG frameworks companies used and found the need to improve ITG procedures to align with the development of technologies such as cloud computing. The researchers noted that advanced technologies would conflict with ITG practices if not adjusted and might not reflect the expected outcomes of increasing organizational effectiveness from technology adoption and implementation (Asgarkhani et al., 2021). The appealing cloud computing technologies raise privacy and security risks, involvement of third-party service providers, managing communication involving external stakeholders, and new technologies regulations (Asgarkhani et al., 2021). Furthermore, Yang et al. (2021) investigated contractual agreements in adopting online technologies that bound the relationship between the service provider and the business as a significant process in defining the conditions to protect parties' rights regarding security, information sharing, and control. Implementing ITG practices and ensuring contract completeness guarantees the relationship's effectiveness and improves management (Yang et al., 2021). Information technology leaders seem to have anticipated potential reasons creating the need to ensure ITG practices lead to the

prospected change in individuals' behavior toward acceptance of new technologies and effective perceived use. Organizations' ITG procedures, practices, and ensuring contract completeness enhance the organization's financial performance.

Organizations consider budget constraints when adopting and implementing technologies (Yang et al. (2021); managing the risks and identifying technology-related losses is an ITG function that enables organizations to make the right technology adoption decision (Fattah et al., 2021). ITG becomes essential in evaluating new technologies' applicability and organizations' capability to adopt technologies to meet IT budgets (Yang et al., 2021). For an ITG to become effective, researchers posited that leaders must recognize the knowledge management that requires the transfer of information between individuals ensuring powerful ITG practices (Fattah et al., 2021; Scalabrin Bianchi et al., 2021). ITG's importance in adopting technologies and aligning business with technological trends includes sustaining a culture that understands the process's positive outcomes and develops individual behaviors with complete knowledge about ITG gains. Regardless of the many advantages and benefits that ITG might add to organizations' value and financial performance, researchers failed to provide information on ITG's significance in acquiring new technologies to transition employees to remote work environments. Garg and Kumari (2021) believed that individuals must be grateful for the technology that lessens an organization's waste of resources and offers the tools to make ethical and timely decisions.

The IT industry faced an upraise with the pandemic's start in 2019, considering that IT organizations act as technology retailers, unlike other sectors that adopt

technologies to enhance business operations (Tan, 2021). IT organizations' goals were twofold: they relied on technologies to resume work remotely and increase revenues by selling technologies to customers (Sandoval-Reyes et al., 2021). Sandoval-Reyes et al. (2021) and Van Zoonen et al. (2021) investigated the complexity of remote work and its impact on individual employees' lives and productivity. Employers lacked many options and substituted strategies to ensure work continuity for those with solid IT infrastructure (Sandoval-Reyes et al., 2021). The post-pandemic impact revealed technology challenges related to remote work despite the countless advantages and benefits technology added to businesses (Chatterjee et al., 2021b). The effect varied between industries; mass adoption of remote work through technologies received greater attention from researchers to identify future strategies (Tan, 2021), notably policies that enhance the overall remote working experience (Kotini-Shah et al., 2021).

The pandemic has created stress among individuals combined with high technology reliance that researchers referred to as involuntary actions to guarantee business continuity, which influenced user experience and perception of future technology use in remote working (Hayes et al., 2021). Hayes et al. investigated involuntary remote work during the pandemic. The researchers found individuals who worked remotely before the pandemic showed higher stress levels and burnout than those who worked remotely during the pandemic. These findings question leaders' initiatives toward permanent remote work strategies (Hayes et al., 2021). While many IT leaders succeeded in managing remote work through technology adoption, the strategies that help leaders implement successful remote work remain unrevealed by researchers.

Like many other industries during the pandemic, the IT industry's business continuity suffered. Successful companies realized the value of the most profitable systems and dynamics that helped IT leaders to overcome challenges, leading to a more energized readiness for future and business growth (Loli & Panayiotou, 2021). While many IT companies went out of business, survivors learned from the experience to set viable operating plans, including cost-effective and rewarding practices (Loli & Panayiotou, 2021). Leaders who made technology adoption decisions helped many businesses to survive in a highly competitive marketplace (Teh et al., 2021). Sharma et al. (2021) believed that technology adoption might lead to monetary losses and performance inefficiency due to individuals' resistance to using technologies. Technology adoption impacts companies' internal motivation, and innovation is an essential tool that helps businesses recover after a pandemic, given online resources for business competitiveness and new product production (Caballero-Morales, 2021). While the three stages of an innovation strategy within which technology adoption results— including identifying the need, adoption, and implementation—are essential, the final implementation stage highlights the requirement of cultivating users' acceptance and actual future use, thereby explaining technology adoption (Ober & Kochmanska, 2022).

Research by Chou (2021) indicated that companies consider IT adoption a prerequisite to offering distinguished services. Technological advancements imposed new regulations on employees to change how they perceive a service offer, impacting internal innovation initiatives and increasing technology's PU (Chou, 2021). The complexity of demonstrating PEOU in using technologies affects the adoption and implementation

process; organizational knowledge of technologies strengthens PEOU behavior (Pan et al., 2021). Researchers suggested that company leaders capitalize on increasing knowledge and utilizing efficient communication tools to encourage individuals to use technologies and understand digital transformation's valuable role (Ober & Kochmanska, 2022). Using the technology-organization-environment framework, organizational factors, including top management and leaders' initiatives, internal resources, and potential competence, showed individuals' increased technologies and adoption of PEOU (Srivastava et al., 2022). Other studies noted restricted technology deployment among older generations and diverse individuals, resulting in adverse health and individual well-being outcomes (Czaja, 2021). Researchers found that training can reduce the adverse effects and ensure individuals' ability to use technologies in a work setting (Czaja, 2021). Similarly, Vaziri et al. (2020) concluded that older adults perceive technology as a tool that supports their health and keeps up with technological changes. Individual perception of learning and accepting new technologies may hinder the adoption decision if leaders ignore training employees about the benefits the technology will provide to the overall service offering, including the competitive advantage and market opportunities that can contribute to the continuity and success of the organization.

The findings in the literature imply the importance of training programs that complement technology adoption initiatives and integration to ensure continuity, innovation, and competitiveness (Ober & Kochmanska, 2022). The study by Benitez et al. (2022) examined digital leadership and its effect on organizational innovation performance. The researchers found that digital transformation primarily depends on

digital leadership skills gained through digital training. Rivals, in contrast, emphasized new technologies such as cloud computing that help increase capacity and resources with minimal leadership knowledge of technology and no training requirement in digital transformation initiatives (Tsochev & Trifonov, 2022). Companies increase their training programs when they have more technology users or when the job requires more training (Lukowski et al., 2021). After initial training, employees show improved technology experience, especially those needed to perform continuously difficult jobs (Lukowski et al., 2021). Training assisted individuals in easing job complexity in the era of technologies and social distancing, where communication stipulated an indispensable remote work paradigm (Vitto et al., 2021). Based on the literature, IT leaders who implemented strategies leading their digital transformation journey to transition employees to a remote work environment using online technologies obtained successful results and ensured business continuity during the pandemic.

Summary and Transition

Section 1 details the problem background related to IT leaders transitioning employees to remote work through online technology adoption during the pandemic. The section also included a literature review covering the TAM model as the conceptual framework guiding this study and contrasting theories, such as the modified TAM, TTF, DC, TCT, and HIT. The literature review analysis also contained factors supporting successful remote work that complements technology adoption, including organizational performance, employee engagement, organizational culture, work-life balance, and technology readiness. In addition, I discussed the challenges and opportunities

organizations might encounter by adopting various technologies to transition employees to a remote work environment. The discussion of challenges and opportunities aided the inclusion of developed strategies by IT leaders for successful digital transformation. And finally, I included brief details of the impact of technology adoption on remote working in organizations.

Section 2 includes the purpose of the study, the researcher's role, and the study participants, and explained the research methodology. I also discussed the adherence to ethical conduct, including the research's validity and reliability. In Section 3, I discuss the research findings and recommended strategies and interpretations. This section also included the implications for positive social change and recommendations for future research.

Section 2: The Project

Purpose Statement

This qualitative, exploratory single case study explored IT leaders' strategies to successfully transition employees to remote work through online technology adoption during the pandemic. The target population was six IT leaders: one regional manager, one general manager, one account manager, and three team leads from a single organization located in Kuwait, to explore strategies the IT leaders used in successfully transitioning employees to remote work through online technologies adoption. The study's implications for positive social change include contributing to IT leaders' understanding of technology adoption's importance in successfully transitioning employees to a remote working environment, reducing business closures, improving financial stability, and ensuring better living standards for individuals.

Role of the Researcher

As the researcher for this qualitative single case study, I demonstrated a complete understanding of the role of the researcher that the doctoral study process stipulated. Researchers must follow legitimate standards of ethics, involving attentiveness in choosing the framework, research design, and method, conducting interviews, and interpreting the results (Af Segerstad, 2021). Responsibility is the most common dilemma researchers encounter when presenting genuine findings that contradict a researcher's view or experience (Af Segerstad, 2021). Participants' views might not conform to the researcher or each other (Caretta & Perez, 2019). Lincoln and Guba (1985) developed the four-dimension criteria: credibility, dependability, confirmability, and transferability for

qualitative researchers to ensure the trustworthiness of a study, helping them present rigorous data and findings. The most commonly used methods for credibility in qualitative research are member checking and data triangulation (Caretta & Perez, 2019). Researchers must also collect rich data and thoroughly analyze findings based on foundational evidence, unlike quantitative research that provides statistical results (Strauss & Corbin, 1998). As a researcher, I attempted to collect data by building rapport with the participant to encourage open and honest responses to answer the research question guided by the TAM framework.

From my professional work experience as an administrative manager in the IT industry, which continued during the pandemic in late 2019 and until late 2021, I observed an interest in exploring the strategies IT leaders implemented in transitioning employees to remote work. I was interested in understanding the technology acceptance behavior of individuals driven by IT leaders' strategies that encouraged the use of various technologies. Many organizations found the transition difficult due to their limited knowledge about new online technologies and inadequate IT infrastructure, restricting their technology adoption initiatives. Organizations directed internal efforts toward technology adoption, aiding their success and continuity during the lockdown. In contrast, many other small and medium businesses struggled using limited technologies, failing to provide customers with a value proposition during the pandemic. Leaders in IT organizations rapidly responded to the pandemic's restrictions, including lockdowns and mass gatherings, and replaced their customer-business interactions with technologies that can maintain business continuity while assisting employees in remaining engaged and

productive. Therefore, for transparency, I have no conflict of interest in conducting the study in the IT industry since my professional expertise lies in HR. I learned the strategies that organizational leaders could implement to mitigate challenges imposed by the pandemic.

As a researcher, I am responsible for protecting the participants from any mental and physical harm, conforming to the ethical standards delineated in *The Belmont Report*, widely accepted and used protocol in the United States when involving human subjects research. According to the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (1979), *The Belmont Report* includes three fundamental principles aiding researchers in protecting the rights of participating individuals, including (a) respect, which refers to treating participants as autonomous agents without any interference from the researcher; (b) beneficence, which refers to the researcher's action to benefit the majority of individuals and protect their well-being; and (c) justice, which refers to the fair selection and distributing equal benefits while preventing the exploitation of research participants. In this study, I notified all participants of guidelines and measures and treated them fairly and equally in conformance with respecting privacy and confidentiality.

Using interviews as a data collection method helps the researcher understand the subject topic and explore participants' opinions in a changing environment. Merriam's (1998) view on the case study emphasized the assumption that reality lies in individuals' interaction with social worlds and encourages acquiring knowledge about the topic studied to guide data collection and analysis. Given the nature of case studies, I collected

data from six participants using semistructured interviews and reviewed public documents. Unlike fully structured data collection methods, including questionnaires, semistructured interviews allow a dialogical discussion. Semistructured interviews empower participants to transcend the standard way of answering a question, permitting the researcher to create a relationship with the participant and gain depth understanding of the topic (Husband, 2020). The aim of collecting data was to analyze and interpret findings while reaching data saturation through online interviews that will be audio recorded to ensure transparency and validity. Keeping records of the interviews helped address potential challenges and mitigate risks associated with subjectivity that qualitative case studies encounter.

Understanding the researcher's responsibilities and protecting participants from harm is essential to a trustworthy study. The American Psychology Association (APA) (2017) provided the ethical principles and code of conduct that psychologists must use to guide research decisions. These principles are not limited to protecting the rights of participants and obtaining informed consent, contributing to the enhancement of ethical compliance, and ensuring integrity in presenting results by being transparent. The APA also emphasized the participant's privacy and confidentiality, encouraged equal treatment, and supported the mitigation of any biases, which researchers can perform by keeping records of the data gathered and providing participants with a safe place to share information. In this study, I provided the participants with a preceding letter delineating the nature of the study, confidentiality measures, and the rights of participants to withdraw from the study at any time, ensuring abidance by the APA guidelines.

Part of my role as the primary data collection instrument is to mitigate and avoid bias when collecting data. The interview protocol (see Appendix A) complemented the semistructured interview process in ensuring a well-defined interview process that is bias-free and complies with the widely accepted standard protocol in research. In Sriganeshvarun et al.'s (2022) view, an interview protocol is essential in encouraging participants' honesty and transparency in conveying perspectives and experiences. Yin (2017) articulated that researchers must use an interview protocol to ensure the collection of reliable data. The interview protocol (Appendix A) helped structure the interview process and enhanced the consistency in addressing questions. Additionally, member checking, methodological triangulation, and *The Belmont Report* guidelines have been implemented and followed in the data collection process to mitigate bias. Thus, employing several strategies ensured I understood and conveyed my responsibility as the researcher in avoiding bias from my personal lens.

Participants

The eligibility criteria for this study's participants were carefully considered to explore IT leaders' strategies to transition employees to remote work through adopting online technologies. The IT organization selected for this study was a multinational company providing IT services and solutions to customers in Kuwait. The sample was drawn from the population of IT leaders who have contributed to and executed successful strategies to adopt online technologies and transition employees to remote work during the pandemic. The six participants were full-time employees responsible for designing and implementing strategies related to adopting online technologies and ensuring

employees have successfully transitioned to remote working. All participants had a minimum of 4 years of employment and experience in their current position and organization.

I used social media platforms to identify leaders from the IT organization who continued to conduct business successfully during the pandemic. I briefed all participants on the nature of the study and obtained their initial voluntary participation in the study via social media messaging platforms, email communication, and phone. For transparency and credibility, I exchanged my contact details with participants, allowing them to clarify any concerns they might have during the data collection process. All six participants were provided options to complete the semistructured interview using one of the methods, such as Teams, Zoom, or audio phone. To improve the study's credibility and trustworthiness, I reviewed public information from the organization's website indicating the organization's strategies implemented during the pandemic to facilitate and strengthen the online transition of employees. I also included public reports and documents in the data collection process to verify information, analyze, and triangulate data.

Once participants agreed to provide their consent to participate in the study voluntarily, I shared the consent forms with participants for their review and approval. I scheduled the online video recorded semistructured interviews according to the convenience of the participants. After conducting the interviews, I completed the member checking process by sending participants the interview transcripts by email to review and validate the information. The member checking allowed participants to review, edit, and

correct errors. Moreover, member checking validated responses, ensured transparency, and built trust with participants. The overarching research question of the strategies IT leaders used in transitioning employees to a remote work setting and the selected participants' criteria involving leaders employed by an IT organization aligned with finding accurate information related to the central research question.

Research Method and Design

Research Method

In selecting a research methodology, researchers are prone to create an understanding of the topic of interest. For this study, I selected the qualitative method to explore the strategies used by IT leaders in transitioning employees to remote work through the adoption of technologies. Researchers distinguished the qualitative methodology with its individualistic data collection factor that reflects participants' detailed experiences and the researcher's mature interpretations (Mohajan, 2018). Because of the method's rich narrative nature, researchers aim to understand the study topic by conducting interviews illustrated through open-ended questions to address the research question and uncover the existing problem (Rutberg & Bouikidis, 2018). The qualitative approach aligned with the selected conceptual framework guiding the interview questions, data analysis, and saturation. The semistructured interviews within the qualitative method aligned with the purpose of the study to develop knowledge about the strategies that IT leaders can apply to transition employees to remote work through technology adoption.

The quantitative method was inappropriate for this case study because this method involves analyzing numerical findings and testing hypotheses guided by a theory. Ragab and Arisha (2018) opined that researchers use quantitative methods to validate existing theories by examining a phenomenon and producing objective data that can be generalized to a broader population. Because quantitative methods involve statistically analyzed data, research results are independent of the researcher (Ragab & Arisha, 2018). The quantitative method uses numbers to describe the phenomena, enabling the researcher to identify the relationship and causal effects between two or more variables (Stockemer, 2019). The quantitative approach was unsuitable for this study due to the subjective structure of data required and the researcher's need to interact with participants to obtain deep insights into the studied topic.

Rutberg and Bouikidis (2018) explained that the mixed method approach allows researchers to collect qualitative data and use the findings to collect quantitative data in a single case study. Molina-Azorin and Fetters (2019) emphasized the mixed method approach to aid in understanding complex business problems due to the vast information the method offers from analyzing qualitative and quantitative data. Although applying a mixed methodology allows researchers to gain potential knowledge about the case studied, Rutberg and Bouikidis posited the importance of selecting a practical method that helps answer the research question. The mixed method did not apply to this case study, given its qualitative nature, research question, and purpose of the study.

Research Design

I selected a single case study research design to conduct this study. The single case study approach aligned with the purpose of the study in exploring the strategies IT leaders use to transition employees to a remote work environment, emphasizing the adoption of various technologies during the pandemic. Yin (2018) defined a case study as an investigation into a phenomenon that occurs in real life to understand the context of the situation. Sovacool et al. (2018) referred to a case study design as a researcher's thorough exploration of one or multiple cases. In a single case study design, an individual participant is a unit of analysis studied for data collection and analysis purposes (Hancock et al., 2019). A case study is a descriptive design that helps researchers collect insightful information for data interpretation and problem identification and offer solutions to answering a research question (Abutabenjeh & Jaradat, 2018). The single case study design was appropriate because this study involved a single phenomenon exploration from a single industry and organization.

Multiple research designs were considered, including ethnographic and narrative research designs, but deemed inappropriate for this study. The ethnographic inquiry is a research design that entails analyzing more than one case and the researcher's observation and participation in the lives of individual participants to create an understanding of their cultural experiences (Simmons & Smith, 2019). Ethnographic research entails researchers using their personal experiences and bringing their characters to the research (Coffey, 2018). The ethnographic design was not appropriate for this study's purpose because the ethnography approach requires the researcher to have vast

experience in the field of study that serves as a primary element in the data collection and analysis process as the researcher intends to interpret personal observations.

The narrative inquiry is a research design involving problems requiring participants to share experiences in the form of stories to build knowledge on the subject (Mertova & Webster, 2019). In a narrative design, researchers give participants a voice that is seldomly sought, enabling the researcher to build a strong bond with participants. Mertova and Webster (2019) emphasized the researcher's necessary experience and knowledge about the group studied, encouraging the selection of a narrative design. The narrative approach was not selected for this study due to its lack of alignment with the research question and methodology used in exploring IT leaders' strategies to transition employees to remote work using technologies. The study question raised the need to conduct semistructured interviews in which participants answer topic-related questions rather than share their experiences through a story.

As a researcher completing a single case study design, I aimed to achieve data saturation from the data collection process. A study by Low (2019) stressed that data saturation goes beyond the instance where the researcher does not find any new information from analyzing data but instead conducts enough interviews to collect as much information on the topic as needed to reach data saturation. This study's data saturation process included six IT leaders with experience in the information technology field who shared their experiences and responded to the overarching research question. Moreover, the interview process, including the interview questions (see Appendix B), facilitated asking participants the same questions and ensured participants responded to

an appropriate number of questions to gather enough information on the studied topic. The semistructured interviews allowed more flexibility in asking questions and gathering information from participants. Unlike structured interviews that mandate an interview sequence, semistructured offer flexibility in addressing interview questions (Mahat-Shamir et al., 2021). In addition, I reviewed public reports and documents to gather insights into the strategies used by the organization to transition work remotely. The documents' review aided in triangulating data collected from interviews and achieving data saturation. To abide by the qualitative research protocol in reaching data saturation, I conducted member checking as a follow-up with participants to review the initial interview responses. The member checking helped validate responses, align codes and themes, and ensure no additional data emerged. As no additional data emerged, increasing the number of participants was irrelevant. I completed six interviews to validate the irrelevancy of a further increase in the number of participants.

Population and Sampling

Asiamah et al. (2017) defined population as the total number of individuals that pertain to the study problem and are eligible to participate. Sampling is a researcher's activity of selecting a subgroup from the population with characteristics for further assessment, helping to increase the study's credibility and ensuring the collection of the most relevant data to answer the research question (Asiamah et al., 2017). The population for this study included IT leaders employed in a multinational organization operating in Kuwait to learn about the strategies these leaders used to transition employees to remote work by adopting technologies. The sampling method used in this study was purposive

sampling. Purposive sampling is a method of matching the selected sample to the research objectives, which helps in improving the credibility of the data collected and research findings (Campbell et al., 2020). According to Qureshi (2018), novice researchers must carefully identify participants' selection criteria, and purposive sampling was appropriate because the approach provides researchers with rich information and reveals existing facts (Guba & Lincoln, 1994).

Sampling Method

Qualitative researchers choose the sampling method that best fits the research design and allows an in-depth understanding of the phenomenon. There are two sampling methods in qualitative research: probability and nonprobability. Probability sampling is the method in which members of the target population have an equal chance of selection and participation in a study (Stratton, 2021). Unlike probability sampling, nonprobability sampling does not follow the randomization principle. Members have a known chance of participation, and the results may apply only to a study's selected participants (Stratton, 2021). Nonprobability sampling includes three techniques: convenience, snowball, and purposive sampling. Convenience sampling may generate biased responses due to the participant's interest, or lack thereof, in a study topic (Stratton, 2021). Convenience sampling was inappropriate for this study, given the specific participant criteria. Snowball sampling involves the researcher identifying a few participants who will recommend additional participants (Parker et al., 2019). A snowball's downturn may include demotivated participants, resulting in either a failure to choose the right participants who represent the target population or a delay in proceeding with the study

(Parker et al., 2019). I did not use snowball sampling to avoid wasting time and resources finding the appropriate sample. Purposive sampling enables researchers to develop new information about the subject by illuminating subtle participants' differences and similarities (Campbell et al., 2020; Denieffe, 2020). I chose purposive sampling to obtain information from IT leaders who implemented strategies to transition employees to a remote work setting.

Sample Size

The sample size for this study was six IT leaders, including a general manager, an account manager, and senior IT leads, who have successfully implemented strategies to transition employees to remote work through the adoption of online technologies during the pandemic. I gathered information from experienced and knowledgeable leaders who successfully adopted technology and transitioned employees to remote work. To address the research question and explain the topic of interest, researchers predict the sample size before reaching the data collection stage (Young & Casey, 2019). The sample size is essential for data saturation and gathering accurate information about the phenomenon. Data saturation refers to the saturation of themes and codes that researchers may identify within the first six interviews or when no additional information emerged during the last three interviews (Young & Casey, 2019). The sample size of six was appropriate for this study, given the specific participant criteria and knowledge of those engaged in implementing technology adoption strategies to transition employees to remote work during the pandemic. The selected participants had a minimum of 4 years of experience in their position and targeted organization. The pandemic's restrictions, including

distancing procedures and limiting physical meetings, justified using purposive sampling to collect the most relevant information to the research topic studied.

Data Saturation

The number of selected participants deemed suitable to answer the research question as leaders and policymakers in IT organizations realized the need for technology inclusion in shifting workers to a remote environment. Yang et al. (2022) emphasized the need for IT leaders to optimize the use of technology and encourage remote work even after the pandemic. Thus, the data collected from participants may help future IT leaders consider technology adoption and remote work to enhance work processes and ensure successful business continuity. In a qualitative approach, the number of participants is small compared to quantitative methods. The information collected from participants is more comprehensive, where participants are encouraged to share their experiences about the phenomenon (Palinkas et al., 2015). Using the qualitative method and data collection design, the six participants helped obtain data on the subject matter corroborating data saturation. As data saturation is difficult to predict before collecting data, I ensured to increase the number of participants until I received redundant information, or the information was irrelevant to the research question.

Interview Setting

This qualitative single case study followed a semistructured interview to collect data. Participants from the chosen IT organization have been provided with options to conduct the interviews using audio or video conferencing platforms such as Zoom or Teams. Researchers elaborated on the popularity of using these platforms in meetings and

video conferencing, especially during COVID-19 (De Villiers et al., 2021). The Zoom and Teams platforms showed effective outcomes in qualitative research and data collection (Sah et al., 2020). Participants had the choice and control to choose the interview setting and the place where the interview was conducted to ensure they were comfortable and in their natural setting. The interviews were recorded upon participants' consent, and all meetings were scheduled privately on the chosen platform, using the private icons to ensure interviews were not interrupted by others.

Ethical Research

Conducting ethical research is the foundation of an accepted study that considers ethical conduct in choosing the research method and design. Ethical practices within research require researchers to carefully protect participants' lives and refrain from imposing any mental or physical harm, whether directly or indirectly (Msoroka & Amundsen, 2018). Al Tajir (2018) described the history of ethical research and practices developed to guide researchers in protecting participants; other researchers argued that different research practices might require more accurate principles that fulfill research fields and studies (Msoroka & Amundsen, 2018). The continuously revised APA guidelines, emphasizing the latest APA manual revised in 2017, replaced many ethical practices to comply with the evolving research demand.

The National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (1979) created *The Belmont Report* as a result of the National Research Act 1974, outlining the principles that researchers must comply with (a) protecting participants' rights, (b) taking responsibility for maintaining trustful

relationships, (c) establishing informed consent, (d) ensuring equal treatment, (e) presenting results with integrity, (f) respecting differences, and (g) eliminating biases. Following *The Belmont Report* guidelines and principles, and to protect the participants from any harm due to the viral spread of the pandemic, I provided participants with options of video or audio-recorded interviews at their convenience.

The research process requires careful decisions by researchers to guarantee that both participants and the researcher acknowledge their rights and responsibilities. I initiated the process of recruiting participants when IRB approval was received. The interviews took place when participants fully understood and agreed to contribute to the study voluntarily without incentives or returns. I was responsible for emailing participants a consent form provided by Walden University and approved by the IRB delineating the purpose of the interview and related interview procedures, including the interview protocol (see Appendix A). The consent form included the participants' unconditional right to withdraw from the study at any time during the interview without explanation. Participants wishing to withdraw from the study were required to inform the researcher by email as specified in the consent form. To further ensure my ethical obligation toward participants and their rights, the interviews did not occur before obtaining participants' approval on the consent form sent by email, allowing an informed decision about their voluntary participation in the study.

Participants have benefited from the study results to increase knowledge and awareness of the use and adoption of technologies to transition employees to remote work during the pandemic. The researcher's role in this study was twofold: granting

participants the right to ask questions before or during the interview to build trust and maintain the privacy and confidentiality of information shared to ensure no harm to participants. The qualitative method involves collecting data from multiple sources to achieve triangulation and compare data, emphasizing constructive thinking and new perspectives while reaching data saturation (Musa & Isha, 2021). This study included a review of public documents and reports from the company's official website in an initiative to triangulate data and embrace critical thinking in answering the research question.

Confidentiality and data protection were carefully considered for this study's purpose. I obtained the confidentiality of participants by waving the company name and including "the company" as additional confidentiality precautions. I began the data collection process when IRB assigned a number for this study, denoting the approval to begin the data collection from participants. All documents, including company reports, consent forms, and recorded data, are stored in a locked safe for 5 years after completing this study. I encrypted the recorded data on flash memory to protect participants' information and enhance the confidentiality of communication, complying with the research protocols. The Walden University IRB approval number for this study is 12-29-22-0661596 and will expire on December 28, 2023.

Data Collection Instruments

I served as the primary data collection instrument and interviewer and was responsible for making decisions related to this qualitative single case study. Qualitative research includes several data collection approaches, including interviews, focused

groups, observations, and documents (Wilson & Kim, 2021). The primary data collection process guiding this study was semistructured interviews to ensure rich and quality data collection. In addition, I collected data by reviewing public documents and reports that delineate the strategies implemented by leaders, including the past performance analysis compared to the performance during the pandemic, and interviewed IT leaders to gather rich data on the subject matter.

The viral spread of the pandemic in early 2020 and the precautional procedures implemented for individuals' safety led researchers to consider alternative ways of conducting interviews (Tiong & Sim, 2020). The online interviews that replaced the conventional interview practices of face-to-face received greater attention due to flexible, convenient, and cost-efficient methods involving data collection (Archibald et al., 2019). The researchers further cautioned about the challenges of rapidly changing online technologies that can hinder the data collection process, including individuals' familiarity with various technologies (Archibald et al., 2019). Because researchers advised using new and innovative data collection methods (Creswell, 1998), I chose to conduct semistructured interviews with the six participants using online technologies such as Zoom or Teams to collect the data for this study.

Evans et al. (2021) opined that participants must receive the interview guidelines as part of the interview protocol to help the researcher ensure quality data. To abide by the interview protocol and improve the reliability and validity of the data collected, I provided participants with an interview protocol (Appendix A) outlining the framework in which the semistructured interviews took place. Participants also received a guide to

the interview questions ensuring participants' awareness of the questions and consistency of questions for all participants (please see Appendix B).

A review of public documents and reports is the secondary data source that enhances the reliability and validity of study results. Researchers highly suggest using documents to collect data as information for data analysis (Rapley & Rees, 2018). Documents review provides additional data in which the participating organization uses the documents as a tool in day-to-day business and goals achievement (Rapley & Rees, 2018). Collecting data on the subject topic encourages understanding how the organization approaches the shift to remote work and builds knowledge about the transition using organizational plans, processes, and related documents with technology vendors and technical support. The public documents also added deep insights into answering the research question and served as a tool for triangulating data and presenting study analysis. The interview protocol includes public documents related to training materials, company principles, and culture.

I employed an interview protocol, methodological triangulation, transcripts review, and member checking to ensure this study's data collection and results' validity and reliability. Ahmed and Ishtiaq (2021) explained that the research must be conducted consistently and accurately, besides choosing an appropriate research design, method, and sample to achieve reliability and validity. I used the interview protocol designed to serve as the guide and ensure consistency in the focus of the interviews. Rose and Johnson (2020) elaborated on the procedures that researchers must follow, including participants' reviewing of recorded transcripts to edit and make corrections, ensuring

proper documentation and organization of data, and assigning meaningful themes and codes to raw data. For this study, I ensured to employ commonly used and widely approved research procedures in achieving reliability and validity.

Data Collection Technique

Data collection is a fundamental part of qualitative research, where the researcher aims to describe the case and interpret the results from the data collected (Nassaji, 2020). The study's purpose was to explore IT leaders' strategies to successfully transition employees to remote work through online technology adoption during the pandemic. The semistructured interviews and review of public documents are the instruments guiding the data collection technique. To ensure that the study addresses credible and valid results, researchers suggested using more than one source of information to understand the addressed problem and increase the rigor of the results (Nassaji, 2020). The two data collection methods chosen for this study provided an in-depth understanding of the issue under exploration. The participating sample of six IT leaders provided details of their experiences and knowledge about the strategies for transitioning employees to remote work during the pandemic. The provided information by participants has been validated by reviewing public organizational documents such as company blogs, reports, and updates provided by the company about facing the pandemic. Researchers suggested using these methods concurrently to evaluate the uniformity of information collected from multiple sources at intermittent times is essential in interpreting and presenting results (Hayashi et al., 2019).

Coleman (2022) emphasized ensuring data validity and accuracy through member checking and participant validation of information. Member checking refers to the process in which the researcher reviews their understanding of the information, known as interpretations, with participants in the data collection process (Gray, 2018). During the member checking, I shared a summarized form of the transcribed interviews with participants through email and requested participants to review and confirm the validity of transcribed information. All participants responded within a maximum of a week from the day they received the email. Participants did not make any changes to the information and confirmed by email that the information was correct and could be used in the analysis of the study. After completing the data analysis and theme identification, participants had the opportunity of reviewing the emergent themes from the data analysis process and confirmed their validity. The process in which participants review and verify interview responses to ensure the accuracy of the information and reduce potential bias is known as member checking (Yin, 2018). Conducting and transcribing interviews may pose risks and issues related to personal bias. I overcame the issue of personal bias by potentially identifying my biases, presenting an interview protocol to all participants, and conducting member checking that includes sharing a summary of the transcribed interviews, verified by the participants for the accuracy of information.

Triangulation helps to reach data saturation. Hayashi et al. (2019) described data saturation as when the researcher does not find any new information from performing more interviews. The collected data is enough to achieve validity and accurate data analysis (Hennink & Kaiser, 2020). The researcher, in this stage, finds no further

information for coding purposes. I used the information from the semistructured interviews with the six participants using audio and video conferencing technologies, i.e., Zoom. In conjunction with the interviews, I used public organizational documents published on the organization's website during the pandemic. The documents included information on strategies the organization implemented during the pandemic and how online technologies helped the company transition employees into a safe and reliable remote work setting. Upon the participants' approval to record the interview, I used the secure recording options provided by Zoom to record the interviews in which the recorded sessions were password protected and securely stored. Researchers suggested taking field notes during the interviews to document information that includes the interviewee's observations (Phillippi & Lauderdale, 2018). Field notes were taken to validate the contextual information provided by participants. The field notes were recorded during and immediately after the interviews, including the time, date, and observed behavior, to ensure rich context beyond the original research and recorded interviews. After completing the interviews, public documents related to organizational strategies were reviewed as secondary data for triangulation and deeper data analysis.

Semistructured interviews and review of public documents have advantages enabling the researcher to enhance the data collection process and might have drawbacks hindering the process. Researchers reported that conducting semistructured interviews using technological mediums has increased communication and enhanced the relationship between the interviewee and the interviewer (Archibald et al., 2019). The semistructured interviews can also create problems for novice researchers because participants are

unwilling to share sensitive information that can be essential for the topic area (DeJonckheere & Vaughn, 2019). Researchers suggested interviewers use probing questions to encourage participants to share the needed information (DeJonckheere & Vaughn, 2019). Despite the advantages of triangulation and insightful data analysis that review of public documents include, the Walden University research protocols necessitate researchers using multiple sources of information to ensure the credibility and validity of results. The chosen secondary data collection instrument is suitable for the researcher's time and convenience in completing this study.

The secondary method of collecting data by reviewing public documents includes reports from the organization's public website that are up to date with the internal activities, policies, and working procedures the company placed to face the pandemic. According to Prawira et al. (2022), the advantages of reviewing organizational documents allow researchers to triangulate data, ensure validity, and minimize the bias resulting from data collection. In addition, researchers use company documents to compare the information collected from interviews or other data sources (Prawira et al., 2022). I reviewed ten public documents published by the company during the pandemic, including information on (1) change management best practices that benefited the company; (2) addressing current pandemic issues while looking to the future by using technologies; (3) information on how online technologies transformed company practices; (4) how the company decided to benefit from the disruption and navigate opportunities; (5) ways in which the company capitalized its resources to build a culture of trust while working remotely; (6) online technologies and security in protecting

business data; (7) work-life balance and remote work stress; (8) Employee engagement and teams collaboration; (9) Continuous data collection and research to understand and enhance practices; and (10) employees health issues and suggested ergonomic devices. The reviewed information from documents validated participants' responses and helped verify the accuracy of the information participants provided while reaching data saturation. The documents included information that helped triangulate the interview information and enabled the identification of codes and themes supplemented by semistructured interview data. The documents' review was beneficial in analyzing data leading to successful strategies used by IT leaders in transitioning employees to remote work through online technology adoption. Researchers must use organizational documents carefully as information reviewed from documents might contain vast information as the main disadvantage, leading to data overload (Bowen, 2009). Documents review involves textual data that requires researchers to selectively choose which documents to review, providing valuable data to the problem studied (Bowen, 2009). The triangulation method within the data collection of various organizational documents must include related information aligning with the study problem and be carefully selected to allow researchers to validate the information collected from other sources.

Data Organization Technique

The data organization was carefully considered for this study. Researchers suggested using cloud computing services to store, recover, and back-up confidential data for personal and organizational use (Kamalakannan et al., 2019). I adopted a OneDrive

secured file hosting service to store files, programs, and information collected from participants. The files are hosted on a third party's servers, ensuring ease of use, access, and secured data storage. I have adopted a naming convention in which the file labeling is consistent, with a short but descriptive name that will help to locate the information rapidly. Within OneDrive, I used spreadsheets and word documents to support the data collection activity. The file includes the recorded interviews and public organizational documents for review and data triangulation. The file also contains the annotated bibliographies compiling the research completed on the problem studied, covering the studies published on the topic area within the last 5 years from the expected approval of this study, and validating the arguments presented within the literature review. The organization of files and documents in this study helped achieve the validity and reliability of the findings.

I used the NVivo computing software to analyze data collected from the semistructured interviews. NVivo is a computer-assisted qualitative data analysis software (CAQDAS) aiding qualitative researchers in collecting, organizing, and analyzing data (Dhakal, 2022). The software helped categorize, transcribe, and code data for analytical purposes. The collected data used on NVivo software and other word documents were password protected for 5 years from the date of completing this study to ensure the confidentiality of the information and ethical research conduct. All participants information and contribution to the study remained confidential and protected following an assigned unique code, e.g., P1, P2, P3, P4, P5, P6.

Data Analysis

Data analysis is fundamental in research and the next step after collecting and transcribing collected data. Mattimoe et al. (2021) posited the different data analysis approaches that researchers may use, including using technology software and the manual approach. Bekhet and Zauszniewski (2012) emphasized methodological triangulation as a method used in analyzing data and defined the process as collecting data from multiple sources for analysis and establishing information validity. Methodological triangulation is an essential approach in analyzing data due to the confirmation of results the method provides to the data analyzed and presented (Bekhet & Zauszniewski, 2012). Yin (2018) noted a methodological triangulation to include both primary and secondary data. I used the methodological triangulation approach in data analysis for this qualitative single case study. I used primary data from the semistructured interviews and responses provided by participants, and secondary data, including public organizational documents such as online reports and updates of internal activities and procedures followed by the organization during the pandemic. The documents reviewed related to the organization's online technology adoption initiatives, change management practices, building a culture of trust and flexibility, and monitoring work-life balance and remote work stress. The review of documents provided valuable information that enabled data triangulation, theme identification, and data analysis. The approach seemed appropriate because I collected data from multiple sources to help establish validity and reliability.

After completing the methodological triangulation and ensuring the validity of the data collected, I used thematic analysis to identify themes and codes and analyze the data

collected from the semistructured online interviews. Kiger and Varpio (2020) emphasized thematic analysis as a method that includes the researchers' efforts to review the data, generate codes and themes, and organize themes by defining and naming them to write the findings and interpretations. Collecting data in research is used to gain original insights into the research problem. The semistructured interviews generate descriptive data based on their open-ended structure of questions guiding the researchers to understand the explored phenomenon (Mueller, 2019). The data analysis approach identifies the use of the collected data. Qualitative researchers link thematic analysis to data saturation when the information at hand does not produce other codes or themes in answering the overarching research question (Braun & Clarke, 2021). The thematic analysis was appropriate for this qualitative single case study and supported by the data collection method used to find critical themes and codes and reach data saturation.

I employed Yin's 5-step approach in the process of data analysis. Yin (2018) explained that the process involves collecting and arranging the data, disassembling data, reassembling data, interpreting the data, and drawing conclusions. I used NVivo software to transcribe and code the data collected. I further triangulated the thematic analysis of the interview transcripts against the public documents and reports of the IT organization's remote work policies, activities, and technology awareness programs. The aim was to compare and reduce the textual data to identify codes and themes while building reasonable interpretations of IT leaders' strategies to successfully transition employees to a remote work environment through technology implementation during the pandemic. The data analysis using the thematic approach enabled the generation of codes that

underlie the understanding of how leaders perceive using technology and how technology has enabled them to perform better during the pandemic. The data collected from different sources enabled the generation of themes that were compared with the evaluation of studies from the literature review and conceptual framework chosen for this study leading to an insightful understanding of the business problem and data saturation.

Reliability and Validity

Reliability and validity are essential to ensuring quality research (Hayashi et al., 2019). In completing this qualitative single case study, reliability and validity were carefully considered through the data collection process and method. According to Hayashi et al. (2019), reliability refers to the consistency of using study results over time. Validity refers to the appropriate use of data and the accuracy of results (Hayashi et al., 2019). Reliability can be demonstrated by applying different triangulation methods to data collection and analysis of results. Researchers opined using techniques like recording devices, transcribing data, and coding responses to increase reliability when employing qualitative methods (Quintao et al., 2020). As a qualitative researcher, I established a certain level of rigor in the data collection and analysis process demonstrated by meeting reliability and validity through data triangulation, member checking, and the researcher's accuracy in presenting results.

Reliability

Reliability is associated with measuring consistency in quantitative studies (Coleman, 2022). Unlike quantitative research, Vu (2021) associated reliability with the strategies a researcher implements during the data collection and analysis process,

including triangulation and member checking, to reach data saturation, known when the researcher finds no additional data emerging (Hayashi et al., 2019). Watts and Finkenstaedt-Quinn (2021) explained that reliability aligns with the study's dependability in qualitative research. Because qualitative research is not measured in numbers due to the textual data collection process, qualitative studies require additional efforts to ensure rigor and study replication (Renjith et al., 2021).

As a primary researcher, I am responsible to follow research protocols to ensure the dependability and accuracy of results. To ensure reliable and consistent findings, I used thematic analysis in analyzing the data collected from interviews. Researchers identified that a good thematic analysis depends on the research topic, the methodology chosen, and the unbiased interpretation of results (Finlay, 2021). The process of thematic analysis helped achieve the study's reliability by collecting data from semistructured recorded interviews, thorough review and evaluation of data using public organizational documents to triangulate data, searching for patterns in data after assigning preliminary codes describing the textual information and conducting member checking. I followed the interview protocol to establish a systematic approach to semistructured interviews. During the interviews, I took notes crucial for understanding the phenomenon and as supplemental data in the data collection process. Participants verified the field notes and transcribed interview data to follow research protocols and secure participants' rights to edit responses. In addition, I incorporated member checking by allowing participants to review critical themes, provide feedback, and confirm the accuracy of findings.

Validity

Validity is another foundation for a trustworthy study. Coleman (2022) referred to validity as the researcher's accurate interpretation of results. In applying qualitative research, a validity problem arises when researchers ignore necessary codes or themes that require careful interpretation (Watts & Finkenstaedt-Quinn, 2021). Researchers suggested collecting sufficient data to understand the overarching research problem, gathering data from multiple sources to ensure the collection of contradictory evidence, and conducting respondent validation through a member checking effort (Coleman, 2022).

Researchers achieve validity by establishing credibility, transferability, and confirmability. FitzPatrick (2019) posited researchers establish credibility through triangulation and data collection from multiple sources. Moreover, the researcher's confidence that the research results are authentic is based on the researcher's followed research process, data collection method, and the limitations the researcher discusses in the study (Kyngas et al., 2020). To improve the study's credibility, I incorporated methodological triangulation of the data collected from the semistructured interviews with public documents that include additional information on the studied phenomenon and enable a 360-degree view of the research problem, enhancing the interpretation of results. The semistructured recorded interviews addressed the research question and included open-ended answers from participants. The interviews were saved and transcribed using NVivo software to organize and code textual data. The transcribed data was also shared with participants for validation. The field notes that were taken during

the interviews illuminated the contextual experiences of participants and gave meaning to interpretations. All data collected was stored in electronic files for retrieval and presentation of accurate findings. Transcripts of the interviews were emailed to participants to verify the information provided during the interviews and allow participants to review, edit, or delete any information statement. Further, I ensured to complete a member checking by reviewing identified themes and interpretations with participants to validate the information.

Researchers achieve transferability when the same research process or findings are used in other contexts (FitzPatrick, 2019). According to Makel et al. (2022), the research process used by the researcher allows the reader to evaluate the transferability of the study. In this study, choosing the research methodology and design, interview protocol, interview questions, triangulation, and member checking will enhance the transferability and provide future readers with a transparent research process that enables future research in other contexts. Confirmability is also a critical element in ensuring the validity of the study. Confirmability is a trustworthiness aspect that the researcher achieves when the collected data supports the results (Kyngas et al., 2020). The audit trials generated in this study and records of all activities comprising the data collection, analyses, and interpretations enhanced the confirmability of the research.

Data saturation is the last element of ensuring validity, ensuring no new information emerges. Researchers referred to data saturation as the recruitment of participants until the achievement of data saturation (Abdul Majid et al., 2018). To ensure the achievement of data saturation, I recruited six participants to collect the data through

semistructured interviews and review public organizational documents, including reports that emphasize internal activities, policies, and procedures, to validate the data provided by participants. Using multiple data sources enhances the data collection process and validity and enables data saturation. I ensured to continue interviews by increasing the number of participants if new information emerged during the data analysis process. However, I did not find the need to increase the number of participants because the information was repetitive for the last three interviewees. Hence, data saturation for the study was reached.

Transition and Summary

Section 2 included specific information pertinent to the study purpose of IT leaders' strategies to successfully transition employees to remote work by adopting online technologies during the pandemic. I outlined the sampling method, including a purposeful sampling of six participants to collect data and reach data saturation. To improve reliability and validity, I incorporated an interview protocol, semistructured interviews, reviewing organizational documents, methodological triangulation, transcript review, and member checking. As the primary data collection instrument, I discussed the approach to achieving credibility, transferability, and confirmability. I explained data saturation using the sample size of six participants and the methodological triangulation of multiple sources of information. I further discussed how I would ensure ethical research by implementing the principles from *The Belmont Report* in protecting participants' rights and ensuring no harm, whether physical or mental. I also included

confidentiality measures to ensure participants' information is protected and safely stored.

Section 3 begins with an introduction, a study analysis, and a presentation of findings. The discussion and interpretation included the study's application to business practice and its possible effect on positive social change. Recommendations for actions and future research were also presented with a reflection guiding practitioners on the importance of using the strategies discussed.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative exploratory single case study was to explore the strategies IT leaders used to successfully transition employees to remote work through online technology adoption during the pandemic. The data were collected from online semistructured interviews, notes taking, and public documents from a single multinational IT organization based in Kuwait. The study findings revealed IT leaders' strategies for adopting new technologies in transitioning employees to a remote work environment and preventing business closures. The data collection method included an online interview for six participants who provided their consent by email to participate in the study voluntarily and answer eight interview questions with probing questions for additional information. To ensure the accuracy and validity of data, I requested interviewees participate in the member checking process and confirm that the information recorded was accurate for further analysis and interpretation. During the member checking process, I reviewed the interview transcripts with participants to ensure the information was accurate and prevent misrepresentation of data. In addition, I gathered more information from participants until no new themes or patterns appeared.

I used NVivo Pro software to transcribe the data that was shared with participants. I also used the NVivo software to code the data and further identify the themes representing the key strategies related to the research question. The overarching research question was: What strategies do IT leaders use to successfully transition employees to remote work through online technology adoption during the pandemic? Four themes

emerged from the data explaining the strategies used by IT leaders, including (a) Theme 1: build a culture of trust and adaptability; (b) Theme 2: study market needs and adjust offerings to meet the rapid change; (c) Theme 3: monitor employee well-being and burnouts; and (d) Theme 4: adopt a change management concept. Findings indicated that the implementation of various strategies would help in transitioning employees to a remote work environment using online technologies. The following component includes a comprehensive presentation of the study findings.

Presentation of Findings

The overarching research question for this qualitative exploratory single case study was: What strategies do IT leaders use to successfully transition employees to remote work through online technology adoption during the pandemic? Following the TAM model as a conceptual framework used in this study to explore the strategies used by IT leaders to transition employees to a remote working environment using online technologies during the pandemic, the findings were based on interviewing six IT leaders. All participants were employed by the organization with at least 4 years of experience in their current job. Participants consented by email to voluntarily participate in this study and were asked eight open-ended questions about the strategies the organization implemented during the pandemic to mitigate the remote transition challenges. The interviews were conducted using the Zoom platform, and data were transcribed using NVivo's transcription services. The transcriptions were reviewed to edit any misspellings that the software might have misinterpreted and saved the documents in a password protected file as Word documents that were summarized and then shared with

participants as part of the member checking process. The NVivo software was further used to code the data and identify themes. Public documents were also used to support the information gathered from interviews in understanding the strategies used by IT leaders to make a successful transition to a remote work setting using online technologies. I gathered the documents from the organization's website, including reports published by the organization emphasizing the strategies used during the pandemic. The data gathered were carefully analyzed and interpreted, and the following four themes emerged, representing the strategies used by the organization.

Theme 1: Build a Culture of Trust and Flexibility

The first theme that emerged from the analyzed interviews and public documents reviewed was the need for IT leaders to build an internal culture of trust and adaptability to sustain business continuity during a pandemic. The subthemes under Theme 1 are *accountability to make decisions, aligned HR procedures, building a connection with teams,* and *flexibility in work.* Participants explained the importance of building an internal culture that encourages trust between top management and employees and nurtures an adaptable environment. P3, P4, and P6 denoted that IT leaders need to make the right decisions and be accountable for their decisions, gaining employees' trust over time. The decision-making process is essential as P3 emphasized the need for IT leaders to act and make decisions internally regarding online technologies that helped employees offer the technologies to customers to enhance their business performance during the pandemic. P5 explained that implementing the strategy of building trust and adaptability begins with IT leaders categorizing the technologies against business needs and

identifying the teams that should adopt the technology first and how to expand its use to other teams and departments within the organization. P5 stated, “It’s having the strategy of how to roll out this product or the solution or this scenario, which teams will adopt first, and which champions will you have in your organization that will be responsible for enablement.” P2 also stated, “We need to be accountable. We need to ensure the quality of service.” The information from a company document about how the company capitalized its resources to build a culture of trust during remote working implementation corroborates with the information provided by participants. According to the document, the company leaders began introducing new online technologies before the pandemic. The decision to transform the workplace was based on nurturing a culture of trust and allowing employees to work flexibly. Many changes happened alongside with introduction of technologies that allowed leaders to enhance work and processes. When COVID-19 hit, the company’s preparedness helped continue business normally. As leaders make the right decisions at the right time, looking forward to preventing challenging times and staying up-to-date with online technologies, businesses will ensure their success and continuity.

Building a culture of trust and adaptability within the organization was based on aligned internal HR procedures and business functions. P3 shared,

> Usually, any IT leader in an organization when they look into the internal tools that they need to implement, they need to automate the processes that they have internally. So, what they usually do is look into the heat map of all the different

> elements of the structure of the organization, the functions of that organization and map them to what happens on a daily basis.

According to P5, during the pandemic, it was essential for IT leaders to review the tools and internal regulations to enable a culture of trust and adaptability. P5 stated, "Companies that do not have a hybrid work strategy will struggle to understand how to implement these technologies." The participant explained the required change in mindset and the elimination of micromanaging and control to introduce a culture that encourages trust between employees. P6 added, "We did not find it difficult to bring people into our business or to really impact the business." The participant explained that the organization had a solid technological foundation. Leaders in the organization implemented online technologies that fit organizational needs and future goals, such as platforms that enable employees to communicate through a messaging system, online calls, and video conferences. Many online tools and policies, such as hybrid and remote work, were within the organization's functions before the pandemic. Thus, employees did not find it difficult to complete their job tasks. Based on the reviewed document related to the change management best practices, the document validates the information provided by participants as leaders within the organization rely on a listening system that includes surveying employees regularly to enhance and align internal processes. In reviewing how the company capitalized on its resources to build a culture of trust, the information included the importance of a manager's role that becomes more reliant and essential in aligning expectations in a remote setting. The company aligned employee-manager expectations through one-on-one conversations to build trust and allow employees to

embrace work confidently. Organizational leaders are vital in ensuring HR procedures align with company goals as employees address serious issues that leaders must pay attention to and report to HR, enabling systems and processes to ease work and improve overall business performance.

Another requirement participants agreed on was building a connection with teams that helps nurture a culture of trust. P1, P3, P5, and P6 emphasized empowering employees. P3 explained how diversity and inclusion successfully assist in the transition to a remote work environment. P1 added that the online technologies and solutions include well-being insights alerting users of time to take breaks. Another input by P5 explained how the organization provided employees with free office equipment to work remotely. Employees could easily buy their office supplies and reimburse the money from the organization. P1 also mentioned, "We had the tools to kind of work from home and kind of work at the office." When an employee's work is uninterrupted and organizational leaders make the right decisions in facilitating work, a culture of trust and adaptability begins to flow, giving employees the feeling of belonging. As P6 added,

> So that by itself and that was accompanied with a lot of, I would say, community calls really to get the people together. Talk about this new working environment, the challenges that they face, make people talk about their own challenges and share their experiences and how they managed to get into a better experience and so on.

P4 stated, "We had it on a daily basis. It's called actually Kuwait Team Coffee Break or something like that in the morning, 30 minutes every day for people to share their news,

updates, ideas and collaborate, check on their health." A document related to how online technologies transformed company practices indicates how leaders within the organization focused resources and efforts on ensuring a strong connection between teams. The online technologies that the organization introduced enabled a "hub for inclusivity," as the organization calls it. The technologies allow employees to get in touch easily and engage in activities regularly with reliable technology that facilitates communication between employees and managers and promotes inclusion. Another document that includes information on employees' health issues and suggested ergonomic devices provides guidelines to help employees mitigate the pandemic's impacts. The initiative included offering employees free ergonomic devices, such as a mouse, chairs, keyboard, and table surface, to ensure a comfortable workplace from home. Building a connection between teams begins with providing employees with the right tools to facilitate the communication process. When employees feel that leaders are attentive and consider employee health, employees are prone to feel comfortable and focused on achieving company goals.

Online technologies allow employees to communicate regularly, share ideas, and knowledge, and complete their daily tasks efficiently. Five out of six participants highlighted online technologies' flexibility and explained how they helped employees adapt to new technologies. The participants discussed a flexible working environment as a leading factor in building a culture of trust and adaptability. P3 stated, "When they look into the internal tools that they need to implement, they need to automate the processes they have internally." Aligning and integrating internal processes give organizations the

advantage of flexible working and agility in rapid responsiveness to a pandemic. According to the document information about how the company addressed the pandemic issues while looking into the future through technology adoption, leaders in the organization included many tools to help employees feel the flexibility that online technologies provide in completing their daily tasks and managing their life. Few tools, such as scheduling focused working times, reminders for breaks between work, and insight and patterns that individuals can personalize, help mitigate the pressure that remote work entails. Leaders in organizations must make good use of technology to sustain a flexible working environment and reduce work pressure. Leaders will encounter a challenge to achieve flexibility within a working environment when they overlook regular changes in tools and technologies to help employees experience the usefulness of the technology and accustom themselves to change and adapt.

Theme 1 Link to Literature

Theme 1 represented the first strategy used by IT leaders to successfully transition employees to remote work using online technologies during the pandemic. Theme 1 emphasized IT leaders building a culture of trust and adaptability through making decisions and taking accountability, having aligned HR procedures, building a connection with teams, and offering a flexible working environment. The findings align with the study of Wibowo et al., who emphasized organizational culture as a factor contributing to the successful adoption of online technologies (see Wibowo et al., 2022). When online technology is embedded within the organization’s culture, employees become experienced with the use of technology, leading to added value from making technology

adoption decisions (Song et al., 2021). Muflih et al. (2020) also found technology to change individual attitudes toward performing a job task, which concurs with the study's findings that having a solid technological foundation facilitates the transition to remote work, given that the employees have previously engaged in online technologies.

As IT leaders make decisions impacting organizational performance, findings from this study suggested that leaders build a connection with teams, empower employees, and employ inclusion when making decisions. The findings corroborated Ahmed et al.'s and Christa and Kristinae's study findings of engaging employees and sharing knowledge to enhance organizational performance (see Ahmed et al., 2020; Christa & Kristinae, 2021). Moreover, Chanana (2021) found that involving employees in online activities and gatherings helped improve employee engagement. The findings from this study also confirmed that IT leading organizations followed these practices to help build a connection and improve employee adaptability.

Theme 1 Link to Conceptual Framework

Theme 1 aligns with the TAM's factor of PU and its impact on behavioral intention to use technology. The findings from this study stipulate that as leaders begin to embed a culture that accepts technology and builds trust and adaptability, employees become more acquainted with various online technologies leading to a behavior that accepts technology and a perception that facilitates technology adoption decisions. Dymek et al. (2022) found that the individual-technology interaction includes the slow migration of business functions enabling individuals to create knowledge about the technology and identify expectations and outcomes from its use. In addition, Castiblanco

Jimenez et al. (2021) emphasized TAM's ability to predict individual acceptance during the technology implementation phase allowing leaders to make technology adoption decisions carefully. The PU indicates an individual's perceived usefulness from using the technology and its impact on daily tasks. Thus, as leaders build an internal culture that nurtures trust and adaptability, ensuring that the chosen online technology will assist in their daily tasks, the employee's behavioral intention toward accepting the technology will increase.

PU and PEOU complement individuals' intentions to use technology (Davis, 1989). Theme 1 of building a culture of trust and adaptability describes the actions leaders need to take to develop the culture. Regular communication explains how leaders achieve a culture of trust and adaptability by engaging employees in various technologies and getting employees to interact with each other and use online technologies. Online activities and regular online communications, whether through emails, applications, and programs, assist employees in experiencing an effortless way of communicating and completing work tasks. Donati et al. (2021) explained that individuals who use online technologies more than once a week are prone to accept newly introduced online technologies. Chatterjee et al. (2021a) also concluded that technology use and adoption eliminate inefficient work activities, making work more flexible. Leaders in the IT industry may rely on introducing technologies to work processes enabling employees to experience the flexibility the online technologies offer and the ease of use.

Theme 2: Study Market Needs and Adjust Offerings to Meet Rapid Change

The second theme is the requirement of IT leaders to regularly study market needs and adjust offerings to meet rapid change. The subthemes under Theme 2 are *choosing the best technology that meets business requirements, customer-focused strategies, and research and development*. An IT organization's understanding of market needs positively impacts its adjustment of offerings and meeting rapid changes. P1 stated, "As technology, the pace is very fast, so you always need to be on top of it." P2 and P3 emphasized the digital transformation pace during the pandemic and how it improved the consumption of online technologies. P5 explained that as an IT organization, employees had to carefully choose what solutions to offer customers while balancing productivity and security. P1 added that employees' and customers' feedback was positive because they were more productive and efficient when using online technologies and working remotely. P5 verified P1's statement about customers by adding, "They are accepting the fact that their information workers and their frontline workers need to be connected all the time." P6 confirmed, "I would say there was no lack of systems, but definitely, the pandemic has made us look into how we can make it a better experience for our employees, knowing that now they will spend most of their time on those tools." The organization published a document about continuous data collection and research that helps understand and enhance practices during the pandemic. The document corroborated the interview information and included organizational measures in combating the pandemic. The organization developed an application that customers can use to manage the drive-through testing centers and organize data when collecting samples to combat

COVID-19 and reduce its transmission. Moreover, the organization developed other applications to help the government control the pandemic and its viral spread. Organizational leaders must consider the market and competition to respond actively to sudden changes. Leaders who understand the market's needs can adjust their offerings to meet rapid change and business requirements.

While understanding market needs is essential, choosing the best technology from various technologies is vital to meet company goals. P1 claimed that their offerings and solutions that are based on AI were directed toward improving the well-being of employees, making remote working more effective. P2 added, "When I say effective, I am talking from time perspective." P6 explained, "The only difference is the magnitude and intensity of using those systems. And with that comes the ease of use, the employee experience and so on." According to P1, many customers within the IT industry have been provided with free-of-charge solutions and licenses, but they were never utilized. In fact, P6 explained that all the advanced systems and online technologies the company had helped it continue during the pandemic. All six participants agreed that the pandemic was the main driver for organizations to implement online technologies. P6 added,

> I think the pandemic was really a wake-up call for everyone. And having said that, it was not possible to really provide all the tools, access to systems, and secure platform to people that are sitting in different places with different, I would say, measures of infrastructure, maturity, connectivity, all of that without the cloud. However, with the pandemic, this was forced to everyone and now people

> have to use it. And that required a lot of training sessions, orientation sessions, training the trainer, and so on.

The organization began with implementing the strategies internally by designing and using applications and enhancing the applications before offering them to their customers. A review of a document published by the organization includes information about how the company focused on improving the functionality of its online technologies, accessibility, and integration of processes. The company focused on change management practices that begin with (1) identifying what needs to be changed; (2) the willingness to be a part of the change; (3) the transfer of knowledge that allows individuals to know how to change; (4) modeling behavior and skills; and (5) reinforcing to support and maintain the change. Whether through designing applications or providing cloud computing services, the organization offered customers many solutions that best fit their goals and requirements. Understanding customers' needs and providing useful solutions and products to build long-term relationships and trust is important. This initiative is part of the overall customer-focused strategies that the organization capitalized on during the pandemic.

Participants discussed various ways in which the IT organization adjusted its offering to meet the rapid change. Customer-focused strategies helped the organization continue during the pandemic. P2 shared, "We need to ensure that we are delivering to every entity the right solution, so they won't face any other disruption." P5 added, "So understanding what drives our customers, understanding what drives the business impact for our customers was the prime factor that really moved us to choose which products to

push." P6 also shared, "So basically the ability to integrate all the systems in one platform that make things much easier for our employees and definitely more useful and impactful for our customers and partners." Solutions were easy to implement and required less cost and time. P4 said, "As a service, it was a very quick transition, doesn't require hardware or doesn't require maintenance; it's just the license the customer gets." P1 added, "Rather than losing time to find a car parking spot for a meeting that is 30 minutes like our call today, for example. So, this helped us a lot on our end and helped customers be more productive." P2 also concurred, "Flexibility to access all of their application as if they are in the company and no need to go physically." But participants emphasized the security part of using online technologies and offering solutions to customers. P1, P2, P5, and P6 discussed how online solutions are automated to provide security and privacy while using them. P5 confirmed, "So securing remote work, securing employee identity, securing the applications and the devices were paramount as well." To enhance the validity of the interview information, I triangulated the data with company documents. According to a document illustrating how the organization benefited from the disruption and navigated opportunities, the organization made many initiatives to support its customer-focused strategy, including its contribution to the education sector by providing virtual classrooms and free licenses and training services to allow low-income students to continue their education. The customer relationship exceeds selling products and services and extends to understanding the market and its needs and building a solid relationship through providing technical support when needed.

These processes and initiatives constitute a research and development strategy providing insights and improvements to new product development.

Participants emphasized the importance of research and development and its role in understanding the market and adapting to rapid change. P1 said, “We are trying to read and feel what is the effects of the pandemic on the technology side.” P4 addressed the tough competition, “there are multiple players in the market.” And the need for organizations to be aware yet competitive. P5 shared, “So understanding what drives our customers, understanding what drives the business impact for our customers was the prime factor that really moved us to choose which products to push.” P6 claimed, “I think we are lucky that we provide those technologies, and maybe it wasn’t a difficult decision today.” IT organizations must stay up to date with market needs and accommodate their offering to meet them. Ensuring that online technologies and solutions prevent customers’ privacy and security and offer benefits from a cost and time perspective is essential.

Theme 2 Link to Literature

Theme 2 represents the second strategy the organizational IT leaders implemented to successfully transition employees to remote work using online technologies during the pandemic. The strategy delineated knowledge about the market to adjust offerings to meet the rapid change. The findings conform with the study of Adaba et al. (2021) that organizations capitalize on IT adoption to develop new markets and attract customers. The study findings indicate that leaders must understand market needs to serve customers efficiently. The organization relied on its research and development and individual

market intelligence based on experience and knowledge about the market. Akhtar et al. (2021) emphasized the technology adoption of leaders to increase customer value and significantly maximize revenues. The findings from Chege and Wang (2020) indicated that SMEs use technology to provide a safe working environment and improve offerings; however, the findings from this study confirm that also multinational IT organizations rely on the use of technology to meet rapid change and adjust customer offerings. The findings also confirmed the contribution of leaders' experience and knowledge of the market, enabling successful technology adoption decisions, which conforms with the findings of Hai et al. (2021). Kiangala and Wang (2021) concurred that strategies for acquiring market share include adopting various online technologies. Other researchers highlighted the difference between emerging and advanced multinational organizations, explaining that emerging multinational organizations might endorse technology adoption faster due to their internal adaptability that advanced multinationals lack (Mondal & Chakrabarti, 2021). Creating company-wide knowledge about the market to develop or adjust offering in meeting rapid change helps IT organizations realize the significant added value of technology adoption during the pandemic.

From an organizational perspective, the findings showed that the organizational leaders chose the most applicable technology to help employees complete their daily tasks efficiently, aligning with the findings of Duffy et al. (2021). The researchers posited that organizations choose online technologies that match their organizational goals and employees' responsibilities to complete their jobs. The study findings show that leaders consider technology adoption for reasons such as ease of implementation, cost reduction,

and security companywide. Ferreira et al. (2021) discussed the benefits of technology adoption, including reducing costs as the organization transition to a remote work environment. Loli and Panayiotou (2021) found that technology adoption played a vital role in surviving the pandemic as it was associated with cost-effective practices. Teh et al. (2021) concluded that leaders who made technology adoption decisions were able to survive the pandemic successfully. Leaders understanding their significant contribution toward successful technology adoption decisions may highly affect the transition to remote work using online technologies during the pandemic. The findings from this study confirmed security as a factor when choosing the best technology fit, aligning with the findings of Ronaghi and Mosakhani (2021), which explained the importance of security as part of using technology. Yang et al. (2021) suggested organizations protect their privacy and security through contractual agreements defining rights and conditions.

Theme 2 Link to Conceptual Framework

Theme 2 concluded the understanding of the market in meeting needs and adapting to the rapid change that aligned with TAM of the given perceived ease of use of technology and perceived usefulness to continue business and transition employees to remote work during challenging times. As TAM highlights the need to explore the different aspects affecting users' preferences in using IS, the findings inveterate individuals understanding of the market and its impact on organizations' cost reduction, security, revenue increase, and meeting customer needs by adjusting offerings. According to Donati et al. (2021), an individual's experience in remote work shows positive beliefs that technology can enhance business and processes. Researchers discussed that TAM

might not support all factors affecting an individual's use but affirmed that TAM could produce reliable results within the scope of technology adoption and implementation (Li et al., 2008). When leaders understand the aspects leading to positive technology adoption behavior, the decision to adopt technologies will enhance the implementation of technologies to shift employees to remote work.

The participants discussed different aspects that lead to understanding the market comprising of employees' experience in using the technology and effectiveness of remote working that sustains choosing the best technology fit. The findings define the aspect of PEOU and PU from TAM. As individuals have a positive experience using the technology, given that the positive experience impacts their efficiency and performance, the acceptance of online technology in transitioning employees to a remote work environment facilitates the technology adoption decision for organization leaders. Sharma et al. (2022) emphasized that leaders must have a 360 view of the implications driving the popularity of the remote work concept. As leaders understand the downturns of remote work, leaders can choose the best technology fit that serves business needs. Dymek et al. (2022) explained the link between an individual's acceptance of new technology and the knowledge gained from different information sources, shaping the user's expectations. A vital factor from the findings is that individuals form IS usage perceptions based on organizational initiatives that facilitate the transition process, such as safety during a pandemic and technology's simplicity in completing daily job tasks. As organizational leaders disclose the advantages of online technologies in facilitating an employee's daily

work, an employee will begin to form a perception of the said technology leading to acceptance.

Theme 3: Monitor Employee Well-being and Burnout

The third theme is monitoring employee well-being and burnout when using online technologies. The theme originated from codes translated into two subthemes, including *behavioral change requirements and employee well-being when using technology*. Participants emphasized leaders' actions in monitoring employee well-being and burnout that are common when discussing technology adoption, remote work, and technology use. P1, P2, and P3 expressed that leaders must avoid the negativity that reflects on employees when using technologies. P3 stated, "It's a behavioral change, and to maintain that you need excitement that happens online." P2 claimed "Remote employees can access applications without facing any challenge." And P4 added, "It's very easy to implement or to download some instructions to be able for a normal user or non-technical person to use." All six participants confirmed that online technologies, including cloud computing, eased work processes, and must be shared with employees and customers. P2 stressed the higher productivity associated with the behavioral change requirement. By reviewing company documents, the organization published a document related to work-life balance and remote work stress revealing how the organization link employee well-being to reducing burnout when using online technologies. The organization focused on explaining to managers and leaders the importance of helping employees avoid burnout. In this initiative, the organization provided additional features to its platform to allow managers to review the hours employees spend using online

technologies. Further, the dashboard recommends research-based actions to help managers facilitate employees' well-being through one-on-one discussions. As employees begin using online technologies, they adapt to a new working process norm that helps them increase their productivity and simultaneously improve overall business performance.

Participants shared perceptions about employee well-being that individuals embrace when using online solutions during remote working, given its substantial impact on the long-term success of the remote work transition. P1 shared the online technologies features, "Where it will recommend some away times or so, some off time between calls, making sure that you schedule some time for lunch and having some breaks between your calls and so on." P1, P3, P5, and P6 discussed the work-life balance working concept as P1 shared, "But at the same time, we need to avoid burning out because people working remotely end up working where they live, which is kind of maybe eliminating the work-life balance." And then added, "And this is very important when it comes to remote work or remote engagement is the work-life balance that creates people are moving away from the office, working at home, but you can end up working from your living room or a desk where it's not really productive, and you have less time spending with your family and so on. So, I think finding the right balance between being productive and using online services is really crucial, especially after the pandemic." P3 explained that it is essential for leaders to consider a balance between helping an employee become more productive using online technologies and reminding them of their well-being. P6 also pointed out, "So that was more or less the things community goes between the different employees to

share their own experience and some mental health session that was organized by our HR department on a regular basis to really make sure that people realize the side effect, the impact, the negative impact of working remotely for a long time." Online technologies have become an essential part of the remote working process; as such, leaders must employ measures that employees may comply with, balancing the time an employee spends using online technologies and the time spent on other life responsibilities. Given the long-term impact of remote working that has changed the working process, it becomes the leader's responsibility to monitor employees' well-being and mental health.

P1, P2, P5, and P6 agreed that remote working might have adverse effects if organizations do not consider procedures to help employees find work-life balance. P6 also elaborated,

> I would say the necessity of the technology that can allow you to work remotely, but there's no doubt that remote working has all sorts of negative impacts. And we were aware, so we wanted people, although they are working and engaged and so on, we want them to be self-aware about the side effects of working remotely, sitting alone, not seeing people, not reading expressions.

A study conducted by the organization within a published document related to work-life balance and remote work stress corroborated and validated the interview data. The study conducted by the organization during the pandemic found that employees work after hours and on weekends. Another study found that employees are experiencing stress and mental fatigue from using online technologies. The studies conducted by the HR team allowed leaders to make decisions and design strategies to mitigate the effects of using

online technologies during remote work. The organization continued its research on the importance of work breaks, workplace detachment, and reattachment and found that applying these policies will reduce work stress and ensure employee well-being and productivity.

Theme 3 Link to Literature

Theme 3 represents the third strategy in transitioning employees to remote work using online technologies during the pandemic. The strategy explained how monitoring employee well-being and burnout can help in behavioral change, avoiding negativity, work-life balance, employee mental health, and loneliness during the pandemic. The findings conform with the literature that leaders must promote work-life balance. Beno (2021) suggested that limiting working hours can help reduce pressure due to the ease of accessing work systems in a remote working setting. The researcher emphasized leaders' measures in establishing policies encouraging employees to organize their working time and eliminating micromanagement behaviors that reduce work pressure. Shahzadi (2021) explained that employees in a remote work setting find it difficult to differentiate between work and nonwork; thus, leaders must provide a work-life balanced working environment, helping employees improve overall performance. Another study by Dousin et al. (2021) measured work-life balance using flexible working hours and supportive supervision. The study aligns with the findings that ensuring employees have flexible working hours positively impacts satisfaction and their intention to leave. As leaders implement flexible working policies, employees' well-being, satisfaction, and intention to leave reduce.

Technology is essential in remote working; however, it can lead to many adverse effects that may lead to employee stress and burnout. Czaja (2021) found that technology deployment can adversely affect employee health and individual well-being. The scholars found that training and regular use of technologies can reduce adverse effects. Vaziri et al. (2020) concurred with the findings that technology can support older adults' health by allowing them to keep up with technological advancements. As leaders began to experience the challenges of the pandemic, effective strategies have been put in place to assist employees in feeling comfortable using technologies. The findings aligned with Hayes et al.'s (2021) study. The researchers emphasized individuals experienced higher stress levels and burnout using online technologies before the pandemic than those who used technologies during the pandemic due to leaders' initiatives in setting policies that can apply company-wide. Before the pandemic, the use of various online technologies was optional to many employees; however, with the pandemic, employees experienced the importance of technology in completing their daily tasks. The company-wide initiative in transitioning employees to remote work settings supports the overall negative notions of using online technologies, resulting in aligned remote work strategies enabling employees to accept technologies. Rouse (2020) found that remote work increased employee engagement, given that the job does not require an employee to attend physically, allowing a flexible experience, time control, and an increased work-life balance. Individuals may have different perceptions about using technologies in remote work which may lie behind their experience and organizational policies and procedures. Organizations employ different strategies; however, monitoring employee well-being and

burnout through promoting behavioral change is beneficial for successfully transitioning employees to a remote work environment.

Theme 3 Link to Conceptual Framework

Theme 3, as a strategy of monitoring employee well-being and burnout used by organizational IT leaders in transitioning employees to remote work using online technologies during the pandemic, aligned with the conceptual framework. The findings indicate a need to promote a behavioral change initiative enabling employees to perceive technology as a facilitating tool to complete work by offering flexible working policies that encourage work-life balance and eliminate work burnout. IT leaders' experience from the pandemic changed how leaders interact with their respective employees, reduced micromanaging, and encouraged individual control over work tasks. The findings from this study validate the factors of TAM. Ambalov (2021) validated employee satisfaction as a mediator between PU and an individual's intention to adopt the technology. Hamalainen et al. (2021) agreed that user satisfaction influences the technology usefulness experience, supporting the findings that individuals increased well-being and positive emotions shown when using online technologies increase the individual's intention to use technology. Online technologies are facilitating tools for implementing remote work, but many factors mediate an individual intention to use a particular technology from which an individual's satisfaction arises. Within individual satisfaction, employee well-being and burnout related to a user's experience of using technologies may construct essential factors leading to an individual's acceptance of using technologies. As leaders pay attention to the factors affecting an individual's

acceptance of online technologies, the transition to remote work may produce outstanding outcomes for overall organizational performance.

Shamsi et al. (2021) found that the psychological pressure affecting employees' health influence technology acceptance. The findings confirmed that employees felt overwhelmed with technology use as a newly introduced way of working. The findings indicated that individuals might show technology resistance without leaders' actions to set policies, conduct training, and allow employees to express their feelings by attending mental health sessions. The leaders' initiatives toward providing well-being and mental health sessions assist employees in accepting technologies as a new way of conducting work. The findings conform with Chatterjee et al.'s (2021a) that technology will encourage flexibility and eliminate inefficient work processes.

Theme 4: Adopt a Change Management Concept

The fourth theme is adopting a change management concept when deciding to transition employees to remote work using online technologies. The theme originated from three subthemes, including *business and technology challenges, organizational culture and ethics, and technological foundation*. Participants discussed adopting a change management concept as organizations transition to remote work. The participants emphasized the business and technology challenges associated with adopting a change management concept. P1 stated, "Too much technology is also bad, and too little technology might not be productive." P2 added that remote working eliminated physical necessity and was challenging for individuals to stop seeing each other like before. P3 added, "We live in a world that is post-pandemic where we don't have to be the same

way how we were before the pandemic." And continued, "The biggest challenge you have is how you can measure the performance of someone behind the screen." P4 agreed with P3 regarding the evaluation of employee performance and emphasized performance evaluation depending on the type of work of an employee, which makes it more challenging for an organization to evaluate. However, P2, P3, and P4 claim that organizations prioritizing performance evaluation during the pandemic might lead the organization to shut down. The participants agreed that organizations must continue adopting online technologies to stay in business during the pandemic. In a document published by the company listing how it built a culture of trust during remote working, the document validated the change management concept that the organization adopted before the pandemic to launch a new platform enabling its employees to communicate virtually. The plan included communication, engagement, and inclusion of employees and teams across the company to discuss issues the organization is facing with compiling data and discussed a proposed technology that can help mitigate the risks and promote practical coaching discussions based on reliable datasets. Therefore, the decision to move forward with a change management concept might not seem easy and requires the inclusion of all employees to ensure the success of adopting the concept. However, adopting a change management concept also requires leaders to emphasize organizational culture.

The organizational culture is key to a successful remote work transition, according to P1, P3, P4, and P5. P1 shared that the organization implemented a hybrid working culture before the pandemic allowing employees to work from anywhere. P4

emphasized the culture to reflect users' ethics in using online technologies. P5 added that the organization implemented platforms helping managers collaborate with teams, monitor online time, and meetings attended in a working day. P5 stated,

> So, first of all, before talking about technology, it's about culture. Other questions are like how do we go from control and hierarchy to trust and empathy? What tools and regulations do we have in place to enable this culture? It was more about the culture and what's the technology that we can use and adopt in order to enhance this culture.

A document review about how online technologies transformed company practices validates the organization's adopted culture. The document includes how the organization moved to remote work during the pandemic and continues to practice hybrid work as the new cultural norm within the organization. The organization supports its initiative by including physical office spaces, expanding features within its platform, and helping employees adapt to the new norm to cultivate an improved hybrid experience. Organizational culture is vital in adopting and implementing online technologies, enabling an agile culture that can accept and make good use of technologies in a remote setting. Building an agile culture will help organizations explore the technological options that best fit their needs, known as a technological foundation.

All six participants emphasized the technology foundation of organizations wishing to transition to remote work, including online tools and systems that need to be incorporated into business functions and operations to benefit. P3 believed that because managers relied on physical meetings to evaluate overall business performance and

employee engagement, they did not have a technological foundation supporting their shift to a remote work setting during the pandemic. P5 added that the solutions enabling a remote work environment begin with collaboration and virtual meeting tools many organizations refused to activate and use before the pandemic. A review of a published company document related to how online technologies helped transform internal practices supports and validates the interview data. The document includes information on technologies that aggregate data for product and service improvement, enable employees to access company resources anytime and provide a platform to communicate remotely with other employees and customers. Thus, leaders must integrate online technologies to design strategies to achieve optimal results and help employees complete work tasks anytime and anywhere.

Theme 4 Link to Literature

Theme 4 emphasized the fourth strategy of adopting a change management concept when transitioning employees to remote work using online technologies. The theme validates scholars' query in the literature about using technologies in adopting a change management initiative. Akpan et al.'s (2020) claimed data analytics, big data, and predictive analytics provided by cloud computing services are yet to arise in emerging markets and remain unexploited. The researchers' findings confirmed that adopting and using various cloud computing services help in strategic decision-making and drive competitive business plans. As organizations adopt technologies to sustain a change management initiative, they become more competitive and able to respond to the rapid changes requiring technology use. Lugor (2020) found that transformational leadership

helped reshape employee efficiency, improved project outcomes and decision-making, and enhanced individual belonging and performance. The findings from Lugor align with the study findings that organizations need to acquire the right technological foundation requiring organizations to rely on leadership styles that can help advance the organizational capability and capacity to improve overall competitive advantage during the pandemic.

The study findings illuminate nurturing an internal culture that supports the change management initiative. These findings align with that of Ober and Kochmanska (2022), who that found leaders capitalizing on increasing knowledge and utilizing efficient communication tools encourage individuals to use technologies and help them understand the digital transformation valuable role. Srivastava et al. (2022) concurred with the study's findings that top management and leaders' initiatives, including internal resources and potential competence, increase individual acceptance of technologies. Benitez et al. (2022) found that digital transformation depends on a leader's digital skills acquired from regular training embedded in the culture. A change management concept has several facets that organizations must consider, including leaders' capabilities, internal organizational resources, technological foundation, and internal culture supporting the transition to a remote working environment.

Theme 4 Link to Conceptual Framework

Theme 4 represented the fourth strategy of adopting a change management concept in transitioning employees to remote work using online technologies during the pandemic. The theme aligned with TAM, given that TAM necessitated considering the

individual behavioral intention using the technology. The framework indicated that PU directly affects user intention, which aligns with the study's findings that as organizations initiate a change management concept, individuals become aware of the usefulness of the technology. Moreover, the change management concept delineated recruiting proper training and leadership styles that enhance the technology use abilities of individuals, aligning with the TAM factor of PU affecting users' intentions.

Participants shared the importance of having an internal culture that promotes the use of technology by enabling the right tools for employees, thus building trust, and eliminating control management. Bang and Su (2022) found that as employees' knowledge about the importance of technology in adding value to their daily work increases, individuals will experience higher confidence when using technologies. The findings align with TAM that the higher an individual's PEOU, the more confident an individual would feel about using technology, leading to an increased user intention. Yadegari et al. (2022) concluded that an individual's acceptance of utilizing technology involves many variables explaining an individual's behavior that leads to actual usage. Researchers emphasized using objective norms in measuring the use of technology (Turner et al., 2010; Yadegari et al., 2022). The findings confirm using objective norms that validate that the more interaction an individual has with technology, the higher the acceptance toward using technology. The participants concurred that the organization's remote work initiative during the pandemic was supported by the organization's regular technology adoption decisions and the introduction of new technologies before the

pandemic, helping employees adjust to rapid technology changes and work requirements in meeting organizational goals.

Application to Professional Practice

The purpose of this qualitative, single case study was to explore the strategies IT leaders used to successfully transition employees to remote work through online technologies adoption during the pandemic. I interviewed six leaders from a multinational IT organization who have successfully contributed to the company's transition of employees to remote work during the pandemic. Four themes emerged from the study: (a) build a culture of trust and adaptability; (b) study market needs and adjust offerings to meet the rapid change; (c) monitor employee well-being and burnout; (d) adopt a change management concept. The findings may provide IT leaders with practical strategies to transition employees to a remote working environment and sustain business continuity during the pandemic.

The themes ought to support professional practice, given their alignment with the literature review and conceptual framework guiding this study. Theme 1 emphasized building a culture of trust and adaptability. The findings will help IT leaders capitalize on prioritizing aligning business processes, encouraging flexibility in working, and bridging the gaps through proper and efficient communication. Adopting technologies helps improve employees' productivity and ensures utilizing the organizational capacity to reach organizational goals (Dey et al., 2020). The findings also contemplate the importance of leaders' accountability in making decisions reflecting employees' accountability and control over their tasks when a culture of trust is nurtured by

leadership. The findings validate that as leaders begin to understand the prerequisites of introducing a remote work environment, the transition to remote work through technology adoption will be perceived as beneficial toward advancing overall business functions.

Theme 2 helps leaders efficiently utilize resources to meet changing customer demands. The findings indicated that as the pandemic pressured organizations to adopt technologies in transitioning employees to a remote working environment, it is essential to have external knowledge about the market and customize products to differentiate the organizational offerings from the competition. The findings validated that successful business continuity during the pandemic is modeled by organizational previous technological adoption decisions allowing it to market the same product to customers. Developing a technological adoption plan improves as leaders promote awareness by helping individuals strengthen capabilities and adapt to online technologies (Shittu, 2021). Further, the findings verified that technology adoption and implementation would lead to unsuccessful results without proper training.

Theme 3 proved that IT leaders need to monitor employee well-being and mental health to prevent employees from feeling pressured to work from home. As employees experience work pressure, they are prone to reduced job satisfaction and intention to leave (Dousin et al., 2021). The findings of this study suggested setting policies and procedures and regular focused discussions allowing employees to believe that work-life balance is essential in the success and continuance of remote work. The findings further

validate leaders' role in helping employees perceive using technologies as positive, explaining how technologies can reduce inefficient work procedures.

Theme 4 validated the importance of having the technological foundation to avoid challenges from rapid change and ensure an internal culture that supports technological advancements. Technology adoption benefits in increasing efficiency, ensuring business continuity, and reducing costs (Kane et al., 2021). Moreover, the findings attribute an individual's adaptation to change management initiatives that control and manage change in achieving the desired business outcomes. Finally, the study findings proved that technology adoption is the leading practice of IT leaders in ensuring business continuity and reduced costs.

Implications for Social Change

With the increasing need to sustain a working environment supporting remote work, adopting technologies becomes essential in promoting social change. IT leaders who adopt technologies to transition employees to remote work during the pandemic create an understanding of the importance of online technology adoption in sustaining business continuity and serving customers better. There are also benefits for employees and communities. As organizations build a remote work culture through technology adoption, individuals with health issues obtain job opportunities and chances to get employed (Seethalakshmi & Shyamala, 2021). The long-term result of increasing job opportunities may positively affect economic growth and ensure solid communities that are more secure and safe. Organizations that adopted technologies and transitioned employees to remote work experienced significant reductions in their travel costs due to

the ease of attaining work tasks remotely. The significant impact on positive social change may improve the quality of life as individuals save on travel costs. Moreover, as employees experience the flexibility that remote work provides, they may feel less stressed, positively impacting their work-life balance and helping them ensure a happier and more stable life.

Recommendations for Action

The strategies that emerged from reviewing public documents and semistructured interviews conducted with six participants from a leading multinational IT organization can be valuable to managers, team leaders, and owners of IT companies who experience difficulties transitioning employees to remote work during the pandemic. Utilizing the findings from this exploratory, single case study, I developed beneficial recommendations that can be used and implemented to successfully transition employees to remote work by adopting online technologies during the pandemic. IT leaders, managers, and stakeholders can use the following recommendations for action to transition employees to remote work by adopting online technologies during the pandemic. Based on the findings from this study, I recommend the following actions:

First and foremost, regular communication and involvement of employees in developing a remote work culture are essential in informing employees of the desired changes. Computer-mediated communication positively affected employee engagement during the pandemic (Lartey & Randall, 2021). Regular communications enable employee engagement and allow for brainstorming of other ideas, evaluate employees' acceptance of the change, and ensure a smooth transition to remote work. When

employees are engaged, they feel belongingness and begin to create a positive perception about the introduction of technologies into their daily work.

Secondly, reinforcing a culture that nurtures leaders in helping build behaviors, including active listening, confidence, motivation, and adaptability. Leaders can contribute to creating norms in designing an online organizational culture promoting continuity (Tanpipat et al., 2021). Part of building the culture is capitalizing on career development plans and ensuring employees complete ongoing training through development programs to enhance their skills and foster an environment that includes experiences and explorations. The initiative will help employees become more aware of their capabilities and allow the organization to present career development opportunities.

Thirdly, aligning processes within the organization that sustains employee engagement, speedy decision making, greater resource allocation, talent optimization, enhanced credibility when dealing with customers, and higher respect between employees and top management. The technology adoption process has three stages: pre-change, change, and post-change (Saghafian et al., 2021). The process alignment constitutes the second change, known as change, after the technology adoption phase. The alignment of processes will enable a smooth and successful transition to remote work. As internal processes are aligned, adopting various technologies becomes easier, and employees will have a greater experience in eliminating the use of paper and reducing unnecessary processes.

Fourthly, implementing policies that ensure employees create a work-life balance for employees and enhance their well-being and mental health. Limiting work hours to a

specific number of hours is vital to promoting employees' work-life balance (Beno, 2021). As employees observe leaders' positive initiatives toward building practices and policies that promote well-being, organizations will retain the best talents, gain trust and loyalty, and ensure satisfied employees. Moreover, leaders will benefit from building an adaptable environment where employees accept changes based on the perception that it serves the organization's overall goal.

I plan to disseminate the results of this exploratory single case study by providing participants with a summary of the findings, including a final publication upon request. The study will also be published on ProQuest/UMI database, making it available for other researchers in developing studies. Additionally, I plan to share and present the findings of this study to IT business owners, potential IT seminars and leadership training, and researchers developing studies related to the IT industry in transitioning employees to remote work.

Recommendations for Future Research

The study's findings reveal the need for further research into the strategies used by IT leaders to successfully transition employees to remote work through online technology adoption during the pandemic. Thus, the findings represent few strategies compared to the viable strategies IT leaders implemented to ensure business continuity and success during the pandemic. Recommendations for future research indicated the need to replicate the study in other multinational IT organizations to provide a broader and more diverse view of the strategies implemented in transitioning employees to remote work using online technologies. The recommendations extend to include more

participants that can help provide additional information and extended actions identified by leaders in facilitating the transition.

The study was limited to a single organization in Kuwait, which limits the generalization of results to other countries and cultures. Replicating the study in other countries can help IT leaders implement strategies that fit the country's culture, values, and norms. Additionally, it helps leaders with diverse teams create knowledge and understanding of how to use the transition to remote work to the advantage of the whole organization. Expanding the study to include other industries would validate participants' views and confirm if the same results apply to other industries.

The study findings illuminate the factors IT leaders considered in designing strategies to transition employees to remote work using online technologies. An opposing view explaining the factors resulting in strategies' failure may prevent IT organizations from overspending and adopting unnecessary technologies. As IT organizations are mainly IT providers but fail to succeed and continue business during the pandemic, what have these companies overlooked, or what strategies have they led them to shut down? Using the study findings to explore the strategies that might have led to unsuccessful technology adoption may provide other leaders with indications to prevent certain factors that might negatively influence strategy implementation.

Reflections

Embarking on the journey to complete my doctoral degree was not an easy decision, given that I am a working mother and wife. However, my determination and persistence to obtain my doctoral degree were more significant than any obstacle that

might cross paths. Time management of the many responsibilities required prioritizing tasks was essential to maintain a work-life balance, including work and other life responsibilities. The doctoral degree required an enormous amount of time to fulfill the requirements of the courses besides working on my study. I learned to manage time effectively, which helped me reach the finish line before the completion of three years, which was my goal at the beginning. Committing to a doctoral degree involves many challenges, from focus and degree requirements to patience. I learned to be patient because not everything in life is controllable; without challenges, I will not develop my knowledge and skills.

During the doctoral journey, I built strong relationships with my peers. The relationships and networking helped me strengthen my interpersonal skills and develop my diversity skills because the Walden University community is diversified. I enhanced my research skills through reading, analyzing, and interpreting. In addition, I improved my scholarly writing through the many assignments, reports, class discussions, and doctoral study.

The purpose of this study was to explore the strategies IT leaders use to successfully transition employees to remote work through online technology adoption during the pandemic. With approximately 8 years of experience as an administrative manager corroborating HR functions in a multinational IT organization, I assumed my working experience would influence my perspective. However, the experiences shared by the participants differed due to their hierarchical seniority and involvement in decisions related to organizational and technological development from an IT perspective.

Research bias was another factor that I managed to overcome. Given my acquirable experience with the strategies multinational IT organizations implement, I carefully deviated my thinking to allow myself to explore the strategies other IT organizations put into action. In addition, I ensured to align with the doctoral study ethical guidelines and protocol and to produce authentic and credible research study.

Conclusion

The purpose of this exploratory single case study was to explore the strategies IT leaders use to successfully transition employees to remote work through online technology adoption during the pandemic. The transition of employees to a remote work setting through increased technology adoption includes increasing efficiency and ensuring business continuity with lower operational costs (Kane et al., 2021). Organizations that adopt technology in transitioning employees to remote work show higher chances of surviving a pandemic.

The findings from this study included four strategies that IT leaders may use to ensure the successful transition of employees to remote work through technology adoption; (a) build a culture of trust and adaptability, (b) study market needs and adjust offerings to meet rapid change, (c) monitor employee well-being and burnout, (d) adopt a change management concept. The study's results were linked to the literature and TAM framework (see Davis, 1985). I developed the study to contribute to the available literature on remote work using online technologies and provide IT leaders with knowledge about the importance of adopting technologies in ensuring business continuity and a successful transition to remote work.

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Appendix A: Interview Protocol

Study Title: Information Technology Leaders' Strategies to Successfully Ensure Employees' Transition to Remote Work During the Pandemic.

Research Question: What strategies do IT leaders use to successfully transition employees to remote work through online technology adoption during the pandemic?

The interview protocol will consist of the following steps:

1. The interview will begin with greeting the participants and introducing myself.
2. State the purpose of the interview, the confidentiality of the participants, and confirm to participants the receipt and acceptance of the consent form before I begin the interview questions.
3. Ask participants if they have any questions after reviewing the withdrawal procedure and answer any concerns they might have.
4. Confirm participants' position and role within the organization and obtain their approval to record the interview.
5. Provide participants with information about the member checking process that will follow the interview, transcription, and data analysis.
6. Discuss and record the date, time, and location. Confirm the availability of participants to review transcribed data after the interview and share training materials, company internal principles, and leaders' agendas by email after the interview.

7. I will use sequential representation to record the names of participants, for example, “P1” for recording purposes, document the participant on the consent form, and begin recording and asking the interview questions.
8. I will have paper and a pen for taking notes during the interview.
9. Participants will be granted enough time to answer each question in full, including any probing questions.
10. Once participant answers all questions, I will ask participants if they have any questions or additional information they would like to provide on the subject topic to help leaders successfully transition employees to a remote work environment.
11. At the end of the interview, I will thank participants for their time and confirm a tentative date and time to review the transcribed information.
12. I will end the recording, and the interview protocol ends.

Appendix B: Interview Questions

This section includes the questions that will be used to conduct the semistructured interviews for this study. The results from collecting the data from interviews will be presented in Section 3 of this study.

Interviewer: Jouliana K. Barghouth (The Researcher)

Interviewee: Participant _____

Day and Date: _____

Venue: _____

Time: _____

The purpose of this study is to explore the strategies IT leaders implemented in successfully transitioning employees to remote work during the COVID-19 pandemic. The following interview questions are developed to address the research question presented in this study: What strategies do IT leaders use to successfully transition employees to remote work through online technology adoption during the pandemic?

1. Before introducing emerging technologies to employees, what internal technological systems and strategies do IT leaders implement?
2. How has implementing the cloud computing helped ensure employees' safety during the pandemic?
3. How did the acceptance of online technologies corroborate business continuity during the pandemic?
4. What steps do you take to familiarize your team with advanced technologies?

5. How did the online technologies such as cloud computing help evaluate the performance of remote working employees?

6. How do you maintain a community in which remote teams are more productive?

7. How does the company choose which technologies enable productive remote working with the fast-growing market and available technological options?

8. What additional information can you share to facilitate the implementation of new technologies in promoting remote working options and surviving a pandemic?