THE INFLUENCE OF TECHNOLOGY AND ORGANIZATIONAL SUPPORT FOR REMOTE WORK ON FIRM PERFORMANCE IN THE NEXT NORMAL ERA: THE MEDIATING ROLE OF STRATEGIC AGILITY

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ABSTRACT

Purpose – The purpose of this research was to examine how technology and organizational support for remote work affect firm performance, with strategic agility as a mediating variable.

Methodology – This quantitative research employed survey method using validated questionnaires for data collection. The respondents were 400 employees in private companies located in the Bangkok Metropolitan Region. Descriptive statistics used for data analysis included frequency, percentage, mean, and standard deviation. Due to hypothesis testing, inferential statistics were used, specifically Pearson's Product Moment Correlation Coefficient and Partial Least Squares-Structural Equation Modeling (PLS-SEM).

Results – The structural model results revealed several key findings. Technology support demonstrated a direct negative effect on firm performance ($p < .05$), while organizational support showed a direct positive effect on firm performance ($p < .001$). Both technology support and organizational support positively influenced strategic agility ($p < .001$), which in turn positively affected firm performance ($p < .001$). The mediation analysis confirmed that strategic agility serves as a significant mediator between technology support and firm performance ($p < .01$) and between organizational support and firm performance ($p < .001$). Notably, while technology support had a negative direct effect on firm performance, its total effect (including indirect effects through strategic agility) was not statistically significant, suggesting that strategic agility fully mediates this relationship.

Implications – The findings highlight that organizations should develop both technological and organizational support systems to enhance strategic agility and improve performance in remote work settings. Investing in technology infrastructure while fostering flexible work cultures and developing employees' digital capabilities will maximize effectiveness and strengthen competitive advantage.

Originality/Value – This research advances dynamic capabilities theory by revealing strategic agility's mediating role between support systems and firm performance. It offers a new perspective on the technology productivity paradox while contributing to remote work literature in contemporary business environments.

Keywords: Next normal era, Technology support, Organizational support, Strategic agility, Firm performance

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INTRODUCTION

Over the past decade, technological advancements and evolving work patterns—especially during the COVID-19 pandemic—have compelled organizations to adopt remote work as a means of survival and growth in an uncertain environment (World Economic Forum, 2023; Gartner, 2021). Remote work not only reduces operational costs and increases organizational flexibility but also serves as a vital strategy enabling businesses to respond effectively to changes in the post-pandemic era. However, this shift also introduces challenges such as disrupted communication, difficulties in time management, and issues in maintaining work-life balance (Urbaniec et al., 2022). To address these concerns, organizations must provide both technological and organizational support to foster employee satisfaction and performance (Carnevale & Hatak, 2020; Bartsch et al., 2021).

Technology and organizational support play a critical role in ensuring the success of remote work, encompassing the provision of equipment, software, training, and flexible work policies (Bartsch et al., 2021; Contreras et al., 2020). When integrated with strategic agility, such support mechanisms enable organizations to quickly sense and respond to environmental changes (Doz & Kosonen, 2010; Weber & Tarba, 2014). Strategic agility enables organizations to leverage technological resources and organizational support to enhance business performance and promptly meet market demands (Teece et al., 2016).

Therefore, this research aimed to examine the relationships among key enablers of remote work in the next normal era, particularly technology support and organizational support—and their influence on firm performance through the mediating role of strategic agility. The research focuses on the Thai organizational context, which may yield distinct insights from Western studies due to differences in cultural norms, technological infrastructure, and work characteristics (Hofstede et al., 2010). In addition, the research provided empirical guidance for Thai business leaders and policymakers in crafting strategic decisions concerning technology investments and remote work policies. A deeper understanding of strategic agility's role will further equip organizations to adapt and thrive in an increasingly volatile and competitive business environment (Budhwar & Varma, 2011).

LITERATURE REVIEW

Technology Support (TS)

Technology support refers to the assistance provided to individuals or organizations in utilizing technology effectively to enhance operational efficiency and resolve technical issues. This includes providing hardware and software consultation, troubleshooting, network management, and remote training to support employees working from different locations (Raghuram et al., 2019). Effective technology support reduces the complexity of problem-solving, ensuring that remote work operates smoothly. Organizations must provide essential tools such as online conferencing systems, cloud-based data access, and digital communication platforms. Additionally, flexible training programs and a strong organizational culture play a crucial role in the success of remote work (Belzunegui-Eraso & Erro-Garcés, 2020). The COVID-19 pandemic further highlighted the significance of technology support, as access to digital resources, specialized software, and IT assistance became crucial for maintaining productivity (Wang et al., 2021). Investments in IT infrastructure and digital tools significantly enhance remote work efficiency, particularly in industries that rely heavily on technology.

Several theories relate to technology support, including the Technology Acceptance Model (TAM), which emphasizes perceived usefulness and ease of use as key factors in technology adoption (Davis, 1989). The Diffusion of Innovation Theory suggests that different user groups adopt technology at varying rates, necessitating tailored support approaches (Rogers, 2003). Knowledge Management theory underscores the importance of systematically collecting and disseminating technology-related knowledge to enhance problem-solving (Nonaka & Takeuchi, 1995). Additionally, Systems Theory views technology support as an integral component within an organizational structure, impacting multiple functions, including training and IT development

(Bertalanffy, 1968). Despite these efforts, challenges such as inadequate IT skills, communication barriers, and limited technical support persist, affecting remote work efficiency (Molino et al., 2020). Addressing these issues requires continuous training, strong leadership, and supportive policies to ensure seamless technology integration in remote work environments (International Labour Organization, 2020).

Research findings reveal varied results when examining how technology support affects organizational performance (H1). Digital tools can enhance remote work capabilities, yet poor implementation or insufficient employee preparation often leads to temporary efficiency declines (Wang et al., 2021). In contrast, technology support demonstrates a clear positive relationship with strategic agility (H3), as it empowers organizations to quickly detect and adapt to environmental shifts through enhanced digital capabilities (Verhoef et al., 2021).

Organizational Support (OS)

Organizational support is a concept explained by the Perceived Organizational Support (POS) theory, which suggests that employees develop their perception of organizational support based on their work experiences. The Organizational Support Theory (OST) is rooted in the Social Exchange Theory, arguing that the relationship between individuals and organizations represents an exchange of mutual benefits (Eisenberger & Stinglhamber, 2011; Blau, 1964). Research has identified several key factors influencing POS, including organizational justice, supervisor support, and human resource practices, which positively affect employees' organizational commitment, job satisfaction, and organizational citizenship behavior (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). Furthermore, POS has been found to reduce turnover intention and enhance employee engagement through mediating variables such as organizational commitment and moderating factors like organizational justice (Arasanmi & Krishna, 2019; Nazir & Islam, 2017).

In the context of remote work, organizational support plays a crucial role in helping employees adapt and maintain work effectiveness. Effective support encompasses providing appropriate technology, establishing fair performance evaluation systems, facilitating communication, and fostering teamwork, even in remote environments (Errichiello & Pianese, 2021). Research demonstrates that organizations providing adequate support strengthen POS, which leads to positive outcomes including increased job satisfaction, commitment, and performance over time (Dai & Qin, 2016; Obeng et al., 2020). This highlights the importance of designing organizational policies that support employees both in office and remote work settings to promote positive outcomes for both employees and the organization over time.

Research demonstrates a positive connection between organizational support and firm performance (H2). When companies create supportive environments, employees tend to remain more engaged, productive, and committed, especially during periods of organizational change (Caligiuri et al., 2020). Furthermore, organizational support fosters conditions such as psychologically safe environments where employees feel comfortable experimenting and responding to change, which in turn enable strategic agility (Kwon et al., 2020; Weber & Tarba, 2014).

Strategic Agility (SA)

Strategic agility refers to an organization's ability to rapidly adapt to market changes, which is crucial for maintaining competitiveness (Deshati, 2023). Its importance has grown due to the increasingly competitive and unpredictable business environment (Teece, 2018a). Organizations with strategic agility can adapt to market changes, learn quickly, and create opportunities from external changes (Braunscheidel & Suresh, 2009). Human resource management plays a crucial role in fostering strategic agility by developing employees' capabilities essential for business model transformation (Bock et al., 2012). AMO-enhancing HRM practices, which focus on building ability, motivation, and opportunity, can promote transactive memory systems, vital for agile integration during mergers (Tarba et al., 2019). Leadership development is also key, with leaders requiring strategic sensitivity, leadership unity, and resource fluidity to foster agility (Doz, 2020).

In the context of international business, strategic agility is vital for managing relationships between headquarters and foreign subsidiaries and adjusting leadership styles to fit changing business conditions (Bouguerra et al., 2021). Strategic agility involves the ability to innovate and act differently to create new business models. It enables firms to continuously respond to changes by detecting, sensing, and moving strategically in a dynamic environment (Fourné et al., 2014). It also relates to dynamic capabilities, which help integrate and adapt resources to rapidly changing environments, and organizational ambidexterity, which balances exploration and exploitation for strategic agility (Teece et al., 1997; March, 1991). To achieve strategic agility, organizations must develop new business models rather than merely improving existing products, addressing uncertainty, and developing new capabilities (Weber & Tarba, 2014). Strategic agility is not a one-time response but an ongoing capability to adapt and maintain competitive advantage through effective organizational transformation (Weber & Tarba, 2014).

Studies consistently show that strategic agility drives better firm performance (H5). Companies with high strategic agility can quickly identify and capitalize on market opportunities, reallocate resources efficiently, and renew their strategies when facing uncertain conditions (Teece et al., 2016; Sriboonlue et al., 2024a). Strategic agility also acts as an important mediating factor (H6, H7), channeling the indirect benefits of both technology and organizational support toward improved performance by strengthening a company's capacity to adapt, innovate, and remain competitive in constantly changing markets (Yildiz & Aykanat, 2021; Wang et al., 2022).

Firm Performance (FP)

Firm performance is a critical concept in strategic management research, used to assess an organization's success in achieving its business goals (Santos & Brito, 2012). Performance measurement can be both quantitative, such as Return on Assets (ROA), Return on Equity (ROE), and sales volume, and qualitative, such as customer satisfaction and corporate image (Eid & Zaki, 2015; Yildız & Karakaş, 2012). Additionally, effective corporate governance plays a significant role in improving performance by mitigating financial risks and promoting long-term growth (Ehikioya, 2009). Approaches like the Balanced Scorecard, which evaluates financial, customer, internal process, and learning perspectives, provide a comprehensive performance measurement framework (Al-Baidhani, 2014).

In a rapidly changing business environment, factors such as technology, competition, and customer demands significantly influence firm performance (Mammassis & Kostopoulos, 2019). However, relying solely on financial metrics may not provide a full picture of organizational performance (Smith & Bititci, 2017). Therefore, a combination of objective and subjective performance measures, including financial data and managerial perceptions, is essential for accurate and comprehensive evaluation (Dess & Robinson, 1984; Venkatraman & Ramanujam, 1986). Moreover, visual performance management systems can enhance the measurement and management of firm performance (Bititci et al., 2016).

This research treats firm performance as the outcome variable that receives influence through both direct pathways (H1, H2, H5) and indirect routes via strategic agility (H6, H7). Strategic agility plays a particularly crucial mediating role, linking various support systems to performance outcomes and highlighting how adaptability and quick response capabilities drive long-term success in remote and ever-changing business environments (Teece et al., 2016; Sriboonlue et al., 2024a). This framework aligns with Dynamic Capabilities theory, which views performance as the result of skillful resource management and deliberate capability building.

Conceptual Framework and Hypothesis

Based on the review of the literatures on the influence of technology support and organizational support for remote work on firm performance in the next normal era, the conceptual research framework was drawn as shown in Figure 1. In addition, the research hypotheses were drawn in the next part.

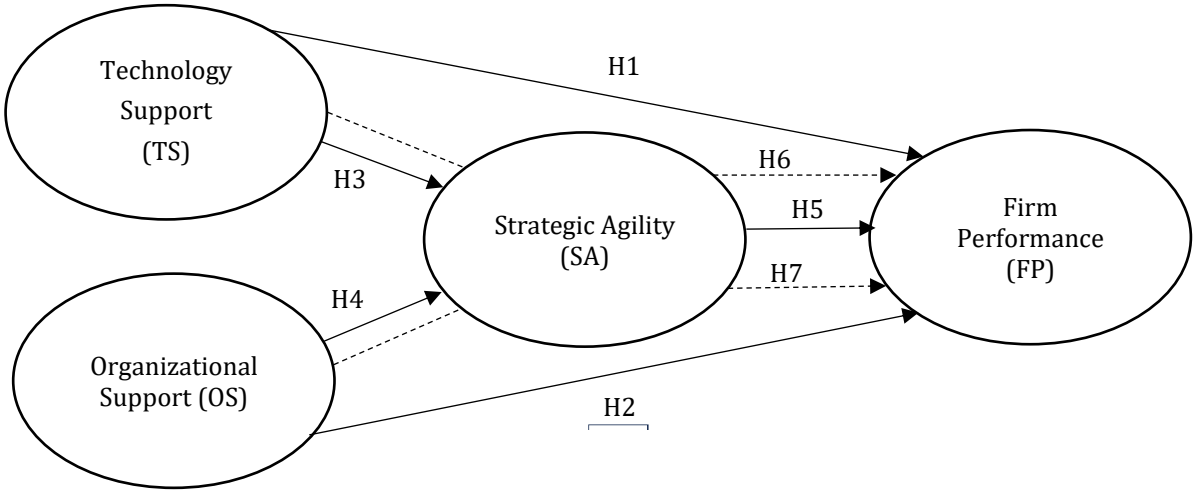

Figure 1 Conceptual Framework

The research hypotheses were drawn as follows:

H1: Technology support has a positive influence on firm performance.

H2: Organizational support has a positive influence on firm performance.

H3: Technology support has a positive influence on strategic agility.

H4: Organizational support has a positive influence on strategic agility.

H5: Strategic agility has a positive influence on firm performance.

H6: Technology support has a positive influence on firm performance through strategic agility.

H7: Organizational support has a positive influence on firm performance through strategic agility.

METHODOLOGY

For Sample and Data Collection

Regarding sample and data collection, the research population consists of employees in private companies located in the Bangkok Metropolitan Region. To estimate the total research population, the overall population for employees in private companies located in the Bangkok Metropolitan Region was used to determine the population size. Employing the basis of sampling formula given by Cochran (1953) for infinite sample size determination with a confidence level of 95% and a margin of error of ±5% eventually yielded a total of 385 participants. However, for structural equation modeling statistics, a minimum sample size of 400 is recommended by Yuan and Bentler (2000). Therefore, additional samples were collected to meet this criterion, resulting in a total sample size of 400 employees. Samples were selected using non-probability sampling with a purposive sampling technique.

The research methodology employed in this research was quantitative research, utilizing the survey method. Data collection was conducted using questionnaires comprising 6 sections. Section 1 collected demographic information including gender, age, marital status, education level, job position, industry sector, tenure, and monthly income. A screening question was included to ensure all participants worked in organizations operating within the Bangkok Metropolitan Region. Sections 2 to 5 consisted of 5-point Likert scale items, measuring variables such as technology support, organizational support, strategic agility, and firm performance. The scale ranged from 1, indicating “strongly disagree,” to 5, indicating “strongly agree.” Section 6 of the questionnaire contained open-ended questions for those who wished to provide additional comments.

The technology support scale was adapted from Coles et al. (2021), organizational support items were based on Sriboonlue et al. (2024b), strategic agility measures were adapted from Hock et al. (2016), and firm performance items were derived from Clauss et al. (2019) and Sriboonlue et al. (2024a).

Sample items included: Technology support – "Your organization provides necessary technological equipment for remote work"; Organizational support – "Your company supports employees to receive technology-related training"; Strategic agility – "Your company can respond quickly to external changes"; Firm performance – "Your company's customer retention rate is at a high level."

Content validity was assessed by three experts, and all items yielded an Index of Item-Objective Congruence (IOC) above 0.80. A try-out with 30 respondents yielded Cronbach's alpha coefficients between 0.900 and 0.950, confirming high reliability. The total reliability coefficient for the overall questionnaire was 0.966. Data collection used online questionnaires (Google Forms), resulting in 400 usable responses after data screening and cleaning procedures.

Descriptive statistics used in quantitative data analysis included frequency, percentage, mean, and standard deviation. For hypothesis testing, inferential statistics were employed, specifically Pearson's Product Moment Correlation Coefficient and Partial Least Squares-Structural Equation Modeling (PLS-SEM).

PLS-SEM analysis was conducted using SmartPLS 4.0 software. The measurement model evaluation included assessment of item reliability (factor loadings > 0.7), construct reliability using Cronbach's alpha and composite reliability (> 0.8), convergent validity through average variance extracted (AVE > 0.5), and discriminant validity using the Fornell-Larcker criterion. Model fit was evaluated using standardized root mean square residual (SRMR) and normed fit index (NFI). Mediation analysis was performed using the bootstrapping procedure with 5,000 bootstrap samples to test indirect effects. The significance of mediation pathways was determined by examining confidence intervals, with mediation considered significant if the 95% confidence interval did not include zero, following the approach recommended by Hair et al. (2013).

RESULTS

The results of the research showed that most of the respondents were female (51%), aged between 36–42 years old (51%), and obtained a bachelor's degree (65%). Most of the respondents had careers as managers (25%), followed by administrative officers (24%) and department heads (23%), respectively. The majority of the respondents also worked in the media and publishing industry (24%), followed by the financial and investment industry (19%) and the information and communication technology industry (19%). The descriptive analysis revealed that respondents generally expressed agreement with statements related to technology support, organizational support, strategic agility, and firm performance. All variables received mean scores above 4.10 on a 5-point scale, indicating favorable perceptions across constructs. These results suggest that respondents viewed their organizations as reasonably well-equipped to support remote work and adapt strategically during the next normal era, as depicted in Table 1.

Table 1. Mean and standard deviation for variables

Latent Variable	Mean	Standard Deviation	Agreement Level
Technology Support (TS)	4.14	1.08	Agree
Organizational Support (OS)	4.18	1.07	Agree
Strategic Agility (SA)	4.11	1.08	Agree
Firm Performance (FP)	4.18	0.97	Agree

Validity and Reliability

Cronbach's alpha and composite reliability were investigated to measure construct reliability. All factor loading values ranged from 0.820 to 0.902, which is exceeded the recommended value of 0.50, but TS1, TS8, OS1, SA1, FP1, FP4, and FP5 were dropped from the scale after measurement purification since the factor loading values were below 0.5; hence, the constructs in the research model are acceptable (Bagozzi & Yi, 1988). Cronbach's alpha coefficient of each construct ranged from 0.898 to 0.936, meaning that all constructs are acceptable according to the recommended

threshold value of 0.70 (Fornell & Larcker, 1981). Similarly, in terms of composite reliability, all values ranged from 0.929 to 0.949, further supporting construct reliability (Hair et al., 2013). In addition, the average variance extracted (AVE) values ranged from 0.731 to 0.787, which exceeded the minimum threshold value of 0.50, thereby confirming convergent validity as shown in Table 2.

Table 2. Factor loading, Cronbach's alpha coefficient (CA), composite reliability (CR) and average variance extracted (AVE) for measurement model

Latent Variable	CA	CR	AVE	Indicators	Loads
Technology Support (TS)	0.936	0.949	0.758	TS2	0.874
				TS3	0.871
				TS4	0.893
				TS5	0.875
				TS6	0.887
				TS7	0.820
Organizational Support (OS)	0.898	0.929	0.766	OS2	0.872
				OS3	0.865
				OS4	0.872
				OS5	0.891
Strategic Agility (SA)	0.932	0.949	0.787	SA2	0.902
				SA3	0.877
				SA4	0.902
				SA5	0.863
				SA6	0.891
Firm Performance (FP)	0.908	0.931	0.731	FP2	0.871
				FP3	0.855
				FP6	0.861
				FP7	0.821
				FP8	0.865

Note: Items TS1, TS8, OS1, SA1, FP1, FP4, and FP5 were dropped from the scale after measurement purification.

Table 3. Discriminant Validity

Variables	Technology Support	Organizational Support	Strategic Agility	Firm Performance
Technology Support	0.870			
Organizational Support	0.907	0.875		
Strategic Agility	0.900	0.923	0.887	
Firm Performance	0.795	0.882	0.873	0.855

Note: The value in main diagonal were square roots of AVE.

For discriminant validity, as presented in Table 3, the square roots of AVEs (i.e., the diagonal values ranging from 0.855 to 0.887) exceeded the recommended threshold of 0.50 and were greater than the corresponding inter-construct correlations, indicating sufficient discriminant validity (Fornell & Larcker, 1981). Additional assessment using the Heterotrait-Monotrait (HTMT) ratio criterion was conducted to comprehensively evaluate discriminant validity. The HTMT analysis yielded values below the conservative threshold of 0.85, thus confirming adequate discriminant validity among all constructs (Henseler et al., 2015).

Analysis of Structural Model and Hypothesis Testing

From the structural model in this research, the direct effects indicated that the R^2 value of the dependent variable, firm performance (FP), was 0.807 indicating that 80.7% of firm performance

variance was explained by the independent variables. For the indirect effects, the R^2 value of the mediating variable, strategic agility (SA), was 0.874.

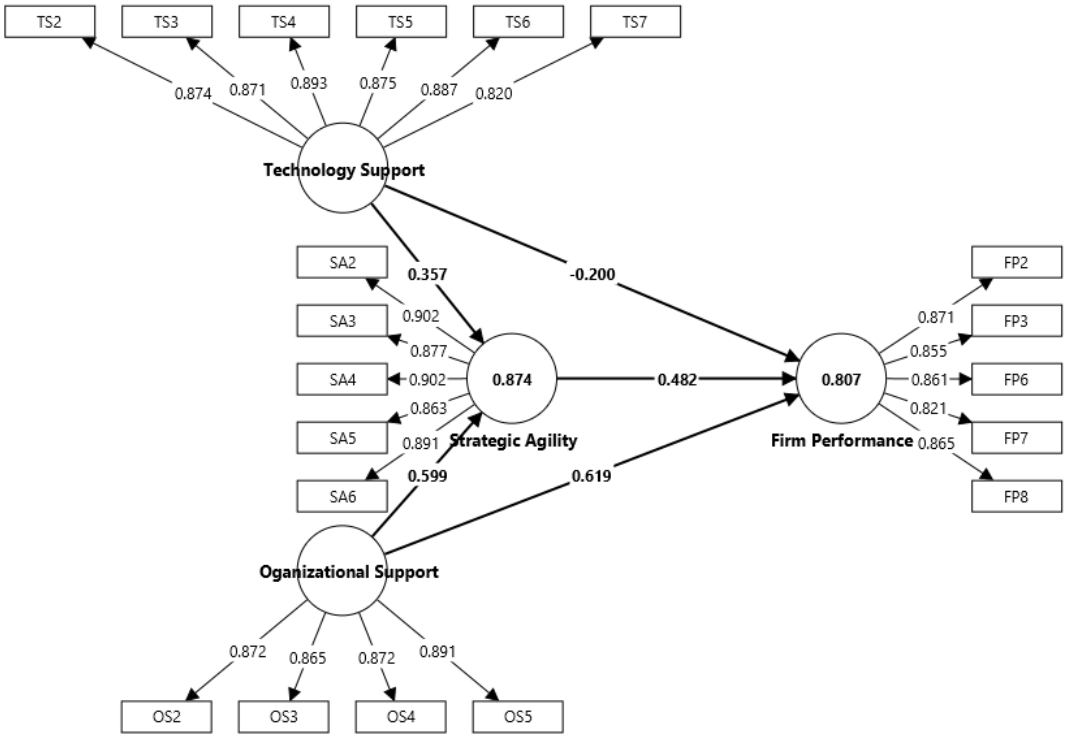

Figure 2. The results of testing the structural model of the theoretical framework

Table 4. Structural Model

Hypothesis	β	t statistics	*p*-value
H1: TS → FP	-0.200	1.961	.050*
H2: OS → FP	0.619	6.434	.000***
H3: TS → SA	0.357	5.377	.000***
H4: OS→ SA	0.599	9.229	.000***
H5: SA → FP	0.482	4.508	.000***
H6: TS → SA → FP	0.172	2.946	.003**
H7: OS → SA → FP	0.288	4.649	.000***

Note: * $p < .05$; ** $p < .01$; *** $p < .001$ (two-tailed test)

Table 5. Total Effect

Items	SA	FP
TS	0.357	-0.028
OS	0.599	0.907
SA	-	0.482

Table 6. Direct Effect

Items	SA	FP
TS	0.357	-0.200
OS	0.599	0.619
SA	-	0.482

Table 7. Indirect Effect

Items	FP
TS	0.172
OS	0.288

The results of hypothesis testing revealed that technology support (TS) had a direct negative and significant influence on firm performance (FP) (β = -0.200, $p < .05$), thus Hypothesis 1. was partially supported as the relationship was significant but in the opposite direction from that hypothesized. Organizational support (OS) had a direct positive and significant influence on firm performance (FP) (β = 0.619, $p < .001$), supporting Hypothesis 2. In addition, technology support (TS) had a direct positive and significant influence on strategic agility (SA) (β = 0.357, $p < .001$), supporting Hypothesis 3. Similarly, organizational support (OS) had a direct positive and significant influence on strategic agility (SA) (β = 0.599, $p < .001$), supporting Hypothesis 4. Strategic agility (SA) had a direct positive and significant influence on firm performance (β = 0.482, $p < .001$), supporting Hypothesis 5.

For the indirect effects, both technology support (TS) (β = 0.172, $p < .01$) and organizational support (OS) (β = 0.288, $p < .001$) significantly influenced firm performance (FP) through strategic agility (SA), thus supporting Hypotheses 6 and 7 respectively. Analysis of total effects revealed that organizational support had the strongest overall impact on firm performance (β = 0.907, $p < .001$), while the total effect of technology support on firm performance was not significant (β = -0.028, $p > .05$), indicating that its positive indirect effect through strategic agility was offset by its negative direct effect.

DISCUSSION AND IMPLICATIONS

This research investigated the complex relationships between technology support and organizational support on firm performance in the context of remote work during the next normal era, with strategic agility serving as a mediating variable. The empirical findings revealed intricate relationships among these variables, providing valuable insights for both academic understanding and practical application.

Contrary to initial expectations, technology support demonstrated a significant negative direct effect on firm performance. This finding diverges from Wang et al.'s (2021) assertion that technological investments directly translate to operational efficiencies. For instance, newly implemented remote communication platforms may initially disrupt workflows due to steep learning curves or lack of integration with existing systems. Additionally, overreliance on digital monitoring tools can reduce employee autonomy, leading to decreased motivation and short-term performance drops. This discrepancy may be explained through several perspectives: First, technological tools without proper integration into organizational processes may create implementation barriers that hinder their effective use and strategic alignment (Madaki et al., 2024). Second, this view aligns with socio-technical systems theory, which posits that optimal organizational performance results from the effective integration of technical and social subsystems, rather than relying on technological sophistication alone (Appelbaum, 1997). Third, there might be a time lag between technological adoption and performance improvements, as suggested by productivity paradox literature (Brynjolfsson & Hitt, 1998).

In contrast, the analysis revealed that organizational support has a substantial positive direct effect on firm performance, consistent with previous research by Caligiuri et al. (2020), who emphasized that organizations with comprehensive support systems during transitions to remote work environments maintain superior performance. When employees perceive robust organizational support, they develop increased organizational commitment and enhanced well-being (Eisenberger et al., 2020), leading to enhanced work engagement despite remote work challenges. Furthermore, organizational support typically includes clear communication channels, well-defined expectations, and accessible resources that enable employees to maintain productivity despite physical separation from traditional workplace environments.

The results demonstrated that both technology support and organizational support significantly influence strategic agility. The positive relationship between technology support and strategic agility corresponds with Verhoef et al.'s (2021) findings that flexible technological infrastructures enhance organizational responsiveness. Similarly, the strong influence of organizational support on strategic agility aligned with Kwon et al. (2018), highlighting how supportive organizational policies foster adaptive capacities by creating psychologically safe environments for experimentation and innovation. This relationship is further supported by Weber and Tarba's (2014) assertion that supportive organizational structures create the psychological safety necessary for rapid adaptation and experimentation, particularly crucial in remote work contexts where traditional coordination mechanisms are disrupted.

The research results also indicated that strategic agility enhances firm performance, aligning with Teece et al. (2016), who argue that agile organizations gain competitive advantages through superior market responsiveness. This is further supported by Sriboonlue et al. (2024a), revealing that strategic agility strengthens operational responsiveness, driving firm success in various sectors. This capability is crucial in the VUCA era, where firms must swiftly sense changes, allocate resources efficiently, and adapt strategies to maintain performance during disruptions (Deshati, 2023).

The analysis of indirect effects revealed particularly interesting insights. While technology support demonstrates a negative direct effect on performance, it exhibits a substantial and significant indirect effect when mediated by strategic agility. This finding aligns with research by Wang et al. (2022) emphasizing the importance of dynamic capability development alongside digital transformation initiatives. The indirect effect of technology support on firm performance through strategic agility demonstrates how technological infrastructure contributes to organizational performance by enhancing adaptive capabilities.

Similarly, organizational support exerts a significant indirect effect on firm performance through strategic agility, corroborating findings that support systems enhance performance by fostering organizational agility, which enables effective response to environmental volatility (Yildiz & Aykanat, 2021). These findings align with Dynamic Capabilities theory (Teece, 2018b), which emphasizes that organization-level capabilities mediate the relationship between resources and performance outcomes. This suggests that organizations should view support systems not merely as operational necessities but as strategic investments in building adaptive capabilities.

The structural model results yielded exceptionally high explanatory power, with the R^2 values of 0.807 for firm performance and 0.874 for strategic agility, indicating that the theoretical framework comprehensively captures the key factors influencing both constructs in remote work environments. Examination of total effects provided a comprehensive understanding of variable relationships. Organizational support demonstrated the highest total effect on firm performance ($\beta = 0.907$, $p < .001$), aligning with metanalytic research by Rhoades and Eisenberger (2002), which established robust connections between perceived organizational support and multiple performance indicators. Conversely, the total effect of technology support on firm performance was not statistically significant ($\beta = -0.028$, $p = 0.760$), indicating that the negative direct effect was offset by the positive indirect effect through strategic agility. This explains why some organizations fail to realize performance benefits despite substantial technology investments.

These findings contribute to both theory and practice by elucidating the complex interplay between support systems, dynamic capabilities, and performance outcomes in contemporary work environments. The results highlight the critical role of strategic agility as a mediating mechanism through which both technology and organizational support influence firm performance, emphasizing the importance of developing adaptive capabilities alongside implementing support systems.

LIMITATIONS AND FUTURE RESEARCH POSSIBILITIES

While the results provided valuable insights into the influences of organizational support (OS), strategic agility (SA), and technology support (TS) on firm performance (FP), certain limitations should be acknowledged. The research relied on quantitative data, which may have limited the

understanding of deeper contextual factors that could influence these relationships. Future research could adopt qualitative methods or mixed methods to explore the nuanced dynamics between technology support and firm performance more comprehensively (Venkatesh et al., 2013; Creswell et al., 2017). Furthermore, the sample used in this research may not have fully captured the diversity of industries, which limits the generalizability of the findings. Future research should consider cross-industry analyses to better understand the varying impacts of technology support across different sectors (Porter & Heppelmann, 2014).

In addition, this research revealed a noteworthy adverse direct impact of technology support on firm performance, which necessitates further investigation to determine the underlying causes. Potential factors such as implementation challenges, employee resistance, or inefficient resource allocation should be examined in future research (Johnson et al., 2020). Lastly, the scope of this research was limited to immediate performance outcomes. Future research should explore long-term effects to assess whether initial negative impacts of technology support can be mitigated through adaptation and strategic integration (Ross et al., 2019).

CONCLUSION

This research highlighted the complex interplay between organizational support, strategic agility, and technology support in shaping firm performance. The findings indicated that while organizational support and strategic agility positively influenced firm performance, technology support initially exerted a negative effect. However, indirect effects suggested that technology support could still enhance performance when mediated by other factors such as strategic agility. These findings underscore the critical importance of strategic planning and agile leadership when integrating technological solutions into business operations. While organizational support directly enhances performance, technology support may require complementary capabilities—such as strategic agility—to fully realize its benefits. To remain competitive in the next normal era, firms must invest not only in digital tools but also in dynamic capabilities that enable rapid adaptation, innovation, and employee empowerment. When viewed collectively, these findings create a coherent story that bridges theoretical understanding with practical management applications. Companies facing uncertainty and digital transformation find that strategic agility serves as a critical mechanism for converting support structures into lasting performance gains. The research illuminates how internal capabilities need to develop alongside technological investments to achieve meaningful outcomes, providing valuable insights for both scholars and practitioners seeking to understand how work continues to evolve. Future research should continue to explore how these interrelated factors evolve over time and across sectors.

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CONFLICTS OF INTEREST

The authors declare that there are no conflicts of interest found in this research.

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