



International Journal of Engineering Research and Science & Technology

www.ijerst.org

ISSN : 2319-5991

Vol. 21 No. 3 (1) 2025



ijerst.editor@gmail.com
editor@ijerst.com

Research Paper

THE ENGAGEMENT OF EMPLOYEES DURING REMOTE WORKING

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Abstract

In the wake of Covid-19 universal many commerce's switched to detached work education and completely the established habit of occupied at commission. This study aims at understanding the worker date in the in essence business. The shift raises the need for evolving a new clerk date planning that can help even in post-universal stage. This research further helps in suggesting habits to make even the detached active civilization that maybe selected forever in the familiar future. Here Correlation, Chi square test and individual sample t test are being secondhand as the mathematical finishes. The result accompanied that population ask to do something socially a habit regulated accompanying the detached active sophistication but though face the issue of determined connected to the internet presentism and work increase. Moreover the study more helps us to learn the thought of the laborers and lay down advice to by what method form workers feel forceful and busy towards the arrang

Received: 12-7-2025

Accepted: 19-8-2025

Published: 26-8-2025

I.INTRODUCTION

Employee date is the substance of the insane and touching links representatives feel toward whole they do, their groups, and their arrangement. Employee date goes further ventures,

plot, and occurrences. Employee date drives accomplishment. Engaged operators examine all of the party and think their purpose, place, and by means of what they agree. This leads to better accountable. Organizations

accompanying an operating trained workers beat their contest. They have a taller scoring per share (EPS) and restore more fast later recessions and monetary disappointments. Engagement is a key differentiator when it meets expectations tumor and change. To better accept the needs of your arrangement, executing an agent date survey is a key. This is not the same a vindication survey. A detached trained workers is concerning matter less affiliated to a party's principal center of exercise, that wealth family concede possibility miss on collective gatherings like group lunches, reveling associates' birthdays, water-refrigerator discourses, and additional simple importance that form a group of things feels like a crew. It's an lack that's sensed across the arrangement. In a current study, we erect that 85% of traders be going to feel tighter to their detached associates. But the belongings of disconnection aren't restricted to interoffice relationships—staff member date takes a hit excessively. Gallup defines operating members as those the one feel —complicated in, excited about, and dedicated to their work and business,¹ few that emanates their theory in the transparence of their association and associates. Unfortunately, many arrangements' chiefs aren't achievement

enough to form staff members feel conversant: 55% of trade holder trust they're —very obvious,¹ but only 18% of their staff members concur. When operators lack clearness and circumstances, they explore of us city, that eventually leads to detachment, very for fear that they ability not even voice their belief. These ideas breach can hurt device

Definition

Employee engagement can be defined as the emotional commitment and strong connection that employees feel toward their work, their team, and the organization as a whole. It goes beyond job satisfaction and encompasses the enthusiasm, dedication, and sense of purpose that employees bring to their roles. Engaged employees are those who feel valued, motivated, and aligned with the goals and vision of the organization, which in turn drives higher accountability, productivity, and organizational success. Research shows that companies with highly engaged employees consistently outperform their competitors, enjoy stronger financial performance, and recover more quickly from challenges such as recessions or organizational setbacks. Employee engagement also plays a crucial role in fostering innovation, teamwork, and adaptability in times of change. It is

often measured through engagement surveys that assess employees' perceptions of communication, leadership, workplace culture, and opportunities for growth. Ultimately, employee engagement acts as a key differentiator that strengthens organizational culture, reduces turnover, and ensures long-term business sustainability.

Research Methodology

The research methodology for the study on Employee Engagement has been designed to provide a systematic approach to understanding the extent to which employees feel emotionally committed, motivated, and connected to their organization. This study adopts a descriptive and analytical research design, as it not only describes the existing engagement levels but also analyzes the impact of engagement on productivity, retention, and organizational performance. Both primary and secondary data sources are used to ensure accuracy and reliability of findings. Primary data is collected through structured questionnaires, employee engagement surveys, personal interviews, and focused group discussions with employees across different levels of the organization. These methods help capture first-hand insights into employees' perceptions of

leadership, communication, recognition, workplace culture, and opportunities for career growth. Secondary data is gathered from HR manuals, organizational reports, research papers, published articles, and case studies related to employee engagement.

A stratified random sampling method is adopted to ensure representation from various departments, job roles, and experience levels, which provides a holistic view of engagement across the organization. The responses are analyzed using both quantitative and qualitative techniques. Quantitative data, such as survey responses, are statistically analyzed using tools like percentages, averages, mean scores, and correlation analysis to measure levels of satisfaction and engagement. Qualitative data from interviews and discussions are analyzed thematically to identify recurring patterns, concerns, and suggestions from employees. Tools such as Likert scales are used to measure employee perceptions about communication clarity, leadership transparency, recognition, and workplace support.

The study also recognizes limitations such as time constraints, employee hesitation in expressing honest opinions, and access to confidential organizational

information. Efforts are made to minimize these limitations by ensuring confidentiality, anonymity, and neutrality in questionnaire design. The methodology further examines whether employee engagement significantly influences productivity, teamwork, innovation, and organizational commitment. Overall, the chosen methodology provides a valid and reliable framework to evaluate how engaged employees contribute to organizational success, and highlights areas where management can take strategic actions to strengthen employee involvement, motivation, and long-term retention.

II. LITERATURE REVIEW

The concept of employee engagement—often defined as the emotional commitment and discretionary effort employees invest in their work and organization—has long been linked to performance, innovation, and retention. Foundational perspectives emphasize that engagement goes beyond mere job satisfaction to include vigor, dedication, and absorption in work. Prior to the pandemic, models such as the Job Demands–Resources (JD-R) framework highlighted how personal and job resources (autonomy, support, recognition, growth opportunities) buffer demands (workload, time

pressure) and foster engagement. During COVID-19, these mechanisms became even more salient as organizations rapidly reconfigured jobs, workflows, and support systems to sustain engagement while protecting health and safety.

A first major stream of literature examines the WFH transition as a public-health and continuity strategy. Studies consistently note that rapid virtualization redefined work design—shifting communication to digital platforms, compressing decision cycles, and changing collaboration norms. Evidence shows mixed effects: many employees reported higher focus and fewer commutes, while others experienced role blurring, digital fatigue, and presenteeism online. The balance often depended on home workspace quality, caregiving responsibilities, and the maturity of the employer’s remote-work infrastructure (policies, tools, and manager capability). Where organizations provided clear expectations, reliable technology, and flexibility, engagement tended to stabilize or improve; where ambiguity and tech frictions were high, engagement fell.

A second stream focuses on determinants of engagement under crisis

conditions. Scholars highlight the centrality of leadership communication, psychological safety, and perceived organizational support. Transparent, frequent, and empathetic communication—especially from line managers—helped employees make sense of changing priorities, which in turn strengthened trust and commitment. Recognition (formal and informal), timely feedback, and fair workload allocation acted as potent resources that offset heightened demands (health anxiety, uncertainty, intensified home–work interference). Training and development—both technical (new tools, cybersecurity hygiene) and behavioral (remote collaboration, resilience, time management)—emerged as engagement levers by restoring competence and control in unfamiliar settings.

The literature also explores well-being, stress, and burnout as mediators between pandemic demands and engagement. Remote work reduced some stressors (commute, office interruptions) but amplified others (social isolation, constant connectivity, ambiguous boundaries). Studies report that structured breaks, right-to-disconnect norms, and manager role-modeling of boundaries mitigate burnout and sustain engagement. Access to employee

assistance programs, tele-health, and mental-health days further supports energy and dedication, particularly for employees facing caregiving or health vulnerabilities.

Another thread addresses team dynamics and social capital. Research indicates that intentional rituals—virtual stand-ups, informal check-ins, peer recognition ceremonies, and online communities of practice—helped replace lost hallway interactions, preserving belonging and shared identity. Teams with clear goals, shared artifacts (dashboards/kanban boards), and psychological safety maintained coordination quality despite distance. Conversely, weak social ties and reduced incidental contact slowed knowledge flow, undermining learning and engagement—particularly for new hires and early-career employees who rely on observational learning and mentorship.

The equity and inclusion literature underscores uneven impacts. Women, caregivers, and some early-career employees experienced disproportionate role conflict and visibility concerns in virtual settings. Engagement improved where employers offered flexible scheduling, outcome-based performance metrics, inclusive meeting practices (rotation, chat amplification, recorded

sessions), and equitable access to stretch work. Accessibility accommodations (captioning, asynchronous options, documented decisions) also broadened participation and boosted engagement across diverse groups.

From an organizational performance lens, studies link engagement during WFH to productivity stability or gains in knowledge work, moderated by task interdependence and digital maturity. Firms with robust learning ecosystems (e-learning, micro-credentials, coaching) sustained innovation by continually refreshing skills and reinforcing career progression signals. Moreover, post-training evaluations and data-driven pulse surveys enabled rapid course-corrections, ensuring that development efforts translated into on-the-job behaviors and measurable outcomes.

Measurement research evolved toward high-frequency pulse surveys capturing drivers such as clarity, workload, recognition, enablement, and well-being. Validated multi-item Likert scales and heatmaps by team or demographic segment helped leaders prioritize interventions. Several studies caution against over-surveying and emphasize closing the loop: sharing results, co-creating action plans with teams, and tracking follow-through—practices that

themselves enhance engagement by signaling voice and responsiveness.

Finally, the post-pandemic/hybrid literature argues that sustained engagement hinges on choice, intentionality, and fairness. Hybrid models work best when location decisions reflect task–team–individual fit, supported by explicit norms for collaboration (when to be co-located, how to document decisions, how to balance synchronous vs. asynchronous work). Organizations that codify these norms, align performance management to outcomes (not online time), invest in manager capability, and maintain continuous learning pipelines tend to preserve the engagement gains realized during the crisis.

Synthesis and gaps. Across studies, engagement during COVID-19 is consistently driven by managerial clarity, supportive culture, flexible work design, and ongoing development. Yet gaps remain: long-term effects of hybrid norms on career mobility and innovation; engagement trajectories for new hires who onboard remotely; and the interplay between AI-enabled productivity tools, autonomy, and well-being. Future research should employ longitudinal designs, mixed methods (surveys + digital collaboration telemetry), and cross-cultural comparisons to unpack

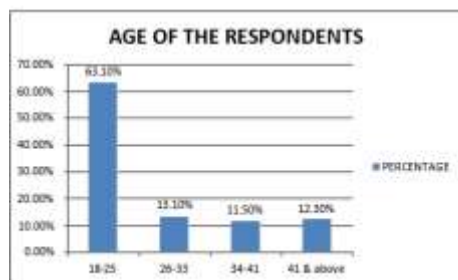
these dynamics and guide evidence-based hybrid strategies.

II. DATA ANALYSIS AND INTERPRETATION

3.1 Age of the respondents

S.NO	AGE	NO.OF RESPONDENTS	PERCENTAGE
1	18-25	62	63.1%
2	26-33	17	13.1%
3	34-41	15	11.5%
4	41 & above	16	12.3%
TOTAL		110	100%

Source: Primary data.



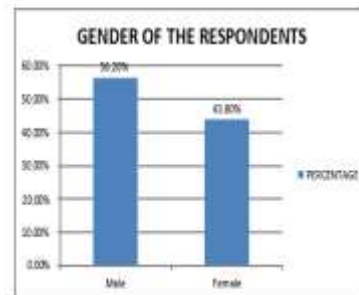
Interpretation

From duplicate table it is elucidated that the number of accused from 18-25 exclusive informal network are 63.1%, 26- 33 group of same status are 13.1%, and 34-41 group of same status are 11.5% and 41 & above group of same status authorize 12.3% of the total. Inference Majority (63.1 %) of the accused are age betwixt 18 to 25 age

3.2 Gender of the respondents

S.NO	GENDER	NO. OF RESPONDENTS	PERCENTAGE
1	Male	56	56.2%
2	Female	27	43.8%
TOTAL		110	100.00

Source: Primary data.



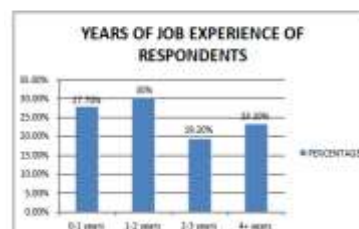
Interpretation

From duplicate table it is elucidated that the number of male accused is 56.20% and female accused is 43.8%. Inference Majority (56.20%) of the accused are male.

3.3 Showing respondents Marital status

S.NO	YEARS OF EXPERIENCE	NO. OF RESPONDENTS	PERCENTAGE
1	0-1 years	30	27.7%
2	1-2 years	30	30%
3	2-3 years	25	19.2%
4	4+ years	25	23.1%
TOTAL		110	100%

Source: Primary data.



Interpretation

Years of task occurrence of the accused Interpretation From the same table it is elucidated 30% of the accused have an occurrence of 1-2 age , 27.70% of the accused have 0-1 age of happening , 23.1% of the accused have in addition to

4 age of knowledge and 19.2% of the accused have 2-3 age of knowledge. Inference Majority (30%) of the accused have 1-2 age of happening.

IV. FINDINGS

The findings of the study reveal several important insights about the respondents' demographics and their perceptions regarding work practices. A majority (63.1%) of the employees belong to the younger age group between 18 to 25 years, indicating that the workforce is largely composed of energetic and dynamic individuals at the early stage of their careers. In terms of gender distribution, most respondents (56.20%) are male, while females form the remaining percentage. Around 30% of the employees reported having 1–2 years of work experience, reflecting the presence of relatively new professionals in the organization. With respect to work patterns, 42% of the respondents indicated that they participate in small group activities or parties, while 43.10% stated that they perform at a medium level of task function, showing balanced involvement in organizational activities. A significant number (46.20%) work for 8–10 hours daily, and 67.70% are engaged in early morning or dawn shifts, which highlights the intensive and time-bound work culture within the organization. The global COVID-19

pandemic has also had a major impact, as 66.70% of respondents reported that they are working from home, although 33.80% of them receive complete work-from-home equipment only on request.

Regarding perceptions of remote work, 41.54% of employees strongly agree that work from home opportunities are increasing, whereas 52.31% find remote work to be challenging, and 40% even consider it exhausting. Interestingly, 29.23% of employees remain neutral about whether working from home is a positive learning experience. Moreover, 42.30% strongly agree that their organization provides good policies and guidelines for remote work, while 33.08% strongly feel motivated because of career growth opportunities and job stability. Similarly, 44.62% of the employees expressed satisfaction because they are able to complete tasks on schedule, and 37.69% acknowledged that they receive adequate help from colleagues.

On the technological side, 48.50% of respondents face the issue of poor internet connectivity while working remotely, which is a major challenge to efficiency. At the same time, 41.50% strongly agree that they are aligned with the company's administrative objectives, and 33.10% feel that their organization keeps them well-informed about

strategic goals. Around 37.7% of employees agreed that they are comfortable in their roles, while 40% strongly agreed that their company provides them with essential work-from-home resources. In addition, 33.84% stated that their organizations offer reimbursement for internet connectivity, although 38.46% remained neutral about receiving sufficient online training and support. About 34.61% strongly believe that the organization also supports them through various virtual events and online engagement activities.

When it comes to productivity, 35.38% of respondents equally agreed and strongly agreed that they are as efficient at home as in the office due to regular communication from the organization. Furthermore, 43.07% concurred that their productivity is maintained because their employer provides opportunities for continuous learning and professional development. Finally, 44.62% agreed that they remain creative and effective while working from home, as their contributions are recognized and valued by the management. These findings collectively suggest that while remote work offers flexibility and opportunities, it also comes with challenges such as exhaustion, poor internet connectivity, and the need for stronger institutional support to sustain productivity and

engagement.pable of driving long-term success.

V.CONCLUSION

The debate on laborers engaged in detached or remote business has emerged as a highly challenging and complex issue in today's industrial relations framework. The traditional relationship between employer and employee, which earlier extended beyond work through informal interactions, social bonding, and organizational culture, has now become largely confined to task-oriented interactions. In a remote work setting, the scope of personal engagement, peer-to-peer networking, and emotional connection with the organization has drastically reduced, thereby altering the dynamics of workplace culture. While the remote work model has been celebrated for its flexibility, cost-effectiveness, and technological adaptability, it also brings with it challenges such as employee isolation, communication barriers, digital fatigue, and the blurring of work-life balance. For young professionals who have just begun their careers during the pandemic or in the midst of global disruptions, remote work has provided convenience and an accessible entry into the labor market. However, in the long run, it may hinder their opportunities to build

professional networks, gain mentorship, and develop interpersonal skills that are often nurtured through physical workplace interactions.

Moreover, the over-reliance on digital platforms has created issues of monitoring, surveillance, and job insecurity, making employees feel overburdened and less connected with the larger organizational vision. Organizations too face challenges in sustaining employee motivation, evaluating performance effectively, and fostering a sense of belonging among their workforce. Hence, while remote work is undoubtedly a futuristic work model aligned with global digitalization, it should not be viewed as a one-size-fits-all solution. A hybrid approach that balances flexibility with physical engagement could potentially provide the best outcomes, ensuring productivity, employee well-being, and sustainable labor relations in the long term.

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