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ABSTRACT

The rapid expansion of digital technologies and changing organizational practices have led to a growing adoption of remote work across many industries. In recent years, particularly after the COVID-19 pandemic, remote and hybrid work arrangements have become increasingly common as organizations seek to maintain productivity while providing employees with greater flexibility. This study examines the impact of remote work on employee engagement and productivity within modern organizations. Using a mixed-methods approach, data were collected through employee surveys and interviews to understand how remote work influences work performance, communication, and overall job experience. The findings indicate that remote work can enhance employee autonomy, work–life balance, and perceived productivity. However, challenges such as limited social interaction, communication difficulties, and reduced organizational connection were also identified. The results suggest that a balanced hybrid work model may help organizations achieve both flexibility and effective collaboration. Overall, the study provides insights that can assist organizations in developing sustainable work strategies that support employee engagement and organizational performance.

Keywords: Remote work, employee engagement, productivity, hybrid work, telecommuting, work-life balance.

I. INTRODUCTION

The modern workplace has increasingly shifted toward remote work due to advancements in digital technologies and changing organizational practices. The COVID-19 pandemic further accelerated this transition, leading many organizations to adopt remote or hybrid work models to maintain business operations (Bloom, 2021).

Remote work provides employees with greater flexibility, autonomy, and improved work–life balance, which can positively influence job satisfaction and productivity (Gajendran and Harrison, 2007; Bloom et al., 2015). However, it may also create challenges such as reduced face-to-face interaction, communication barriers, and weaker organizational connections (Walther, 1992; Wiesenfeld, Raghuram and Garud, 2001).

Therefore, understanding the impact of remote work on employee engagement and productivity is essential. This study aims to examine these relationships and provide insights for organizations to develop effective and sustainable work arrangements.

II. NEED FOR THE STUDY

The study on the impact of remote work on employee engagement and productivity is important because remote working has become a common practice in many organizations after the digital transformation and global changes in work culture. It is necessary to understand how working from home affects employees' motivation, communication, job satisfaction, and overall performance. The study helps organizations identify the benefits and challenges of remote work, such as flexibility, work-life balance, isolation, and coordination issues. It also supports management in developing effective policies and strategies to improve employee engagement, productivity, and organizational efficiency in a remote working environment.

III. OBJECTIVES OF THE STUDY

1. To examine the impact of remote work on employee engagement within organizations.
2. To analyse how remote work influences employee productivity.
3. To identify the key benefits and challenges experienced by employees while working remotely.
4. To explore employees' preferences regarding remote, hybrid, and office-based work arrangements.
5. To provide insights that can help organizations develop effective remote work practices that support both engagement and productivity.

IV. METHODOLOGY

This study adopts a quantitative research approach to examine the impact of remote work on employee engagement and productivity. A survey-based research design was used to collect primary data from employees working in different organizations. This approach was considered appropriate as it allows the researcher to gather employees' perceptions and experiences related to remote work in a structured manner.

Research Design

The study follows a descriptive research design, which helps in analysing employees' views regarding remote work practices, work–life balance, communication, and productivity. Descriptive research is widely used in organizational studies to understand behavioural patterns and workplace experiences (Saunders, Lewis and Thornhill, 2019).

Data Collection

Primary data were collected through a structured questionnaire developed using Google Forms. The questionnaire included statements related to remote work, employee engagement, productivity, and work–life balance. Respondents were asked to indicate their level of agreement using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The questionnaire was distributed online through email and social media platforms to employees who have experience with remote or hybrid work arrangements.

Sample Size and Sampling Technique

The study used a convenience sampling technique, where respondents were selected based on accessibility and willingness to participate in the survey. A total of 50 respondents participated in the study. The sample included employees from different job roles and organizational levels.

Data Analysis

The collected data were analysed using descriptive statistical methods, including percentages and frequency distributions. These techniques were used to identify patterns in employee responses related to remote work, engagement, and productivity.

Participation in the survey was voluntary, and respondents were informed about the purpose of the research before completing the questionnaire. The responses were kept confidential and used only for academic research purposes.

This methodology enabled the study to systematically examine employees' perceptions of remote work and evaluate its impact on engagement and productivity.

V. REVIEW OF LITERATURE

1. Bloom (2021)

Bloom explains that remote work has become a permanent feature of modern organizations and significantly influences workforce management strategies.

2. Bloom et al. (2015)

A large-scale experiment demonstrated that employees working from home showed a **13% increase in productivity**, mainly due to fewer distractions and reduced commuting time.

3. Gajendran and Harrison (2007)

Their meta-analysis concluded that telecommuting positively affects job satisfaction, autonomy, and employee performance.

4. Allen, Golden and Shockley (2015)

The authors emphasized that the success of remote work depends on organizational support, management practices, and employee characteristics.

5. Bakker and Demerouti (2007)

The Job Demands-Resources model suggests that job resources such as autonomy and flexibility enhance employee engagement.

6. Walther (1992)

Social Information Processing theory explains how communication in digital environments lacks non-verbal cues, potentially affecting collaboration and relationship building.

7. Gilson et al. (2015)

Their research on virtual teams highlights the importance of communication technologies and leadership in managing remote teams effectively.

This study explored organizational identification among remote workers and found that physical distance may weaken employees' connection with organizational culture.

9. Bartel, Wrzesniewski and Wiesenfeld (2012)

The authors found that remote employees may feel socially isolated, which can reduce organizational commitment.

10. Golden and Veiga (2005)

They observed that excessive remote work can reduce communication and collaboration among employees.

VI. FINDINGS AND RECOMMENDATIONS

The findings are based on the analysis of survey responses collected from employees regarding their experiences with remote work. The results highlight the impact of remote work on productivity, work–life balance, communication, and preferred work arrangements.

Impact on Employee Productivity

The results indicate that remote work positively influences employee productivity. Many respondents reported that working remotely allows them to focus better and complete tasks more efficiently due to fewer workplace distractions and reduced commuting time. This finding supports earlier research which suggests that remote work can enhance employee performance (Bloom et al., 2015).

Work–Life Balance and Autonomy

The study also found that remote work improves employees' work–life balance and autonomy. Flexible working arrangements enable employees to manage both personal and professional responsibilities more effectively, leading to increased job satisfaction (Gajendran and Harrison, 2007).

Communication Challenges

Despite its benefits, some respondents reported difficulties in communication and collaboration when working remotely. Limited face-to-face interaction may affect teamwork and knowledge sharing among employees (Walther, 1992).

Preference for Hybrid Work

Most respondents expressed a preference for a hybrid work model, as it provides the flexibility of remote work while maintaining opportunities for in-person collaboration and interaction.

Overall, the findings suggest that remote work offers several benefits but should be supported by effective communication strategies and balanced work arrangements.

VII. RECOMMENDATIONS

- Organizations should provide employees with proper digital tools, internet support, and technical assistance to improve the effectiveness of remote work.

- Companies should encourage regular communication between managers and employees through virtual meetings, feedback sessions, and team discussions to maintain engagement.
- Flexible work schedules may be introduced to help employees maintain a better work–life balance and reduce stress.
- Training programs should be conducted to improve employees’ remote working skills, time management, and use of online collaboration platforms.
- Employers should focus on employee well-being by offering mental health support, counseling services, and wellness activities.
- Performance evaluation systems should be based on productivity and quality of work rather than working hours alone.
- Team-building activities and virtual social interactions should be organized to strengthen relationships among employees and reduce feelings of isolation.
- Companies should establish clear remote work policies regarding communication, deadlines, responsibilities, and cybersecurity practices.
- Managers should adopt supportive leadership styles that motivate employees and recognize their contributions regularly.
- Future organizations should implement hybrid work models that combine both remote and office work to improve employee satisfaction and organizational performance.

VIII. CONCLUSION

This study examined the impact of remote work on employee engagement and productivity. The findings indicate that remote work provides several benefits, including improved productivity, greater flexibility, and better work–life balance for employees. These advantages allow employees to manage their responsibilities more effectively and contribute positively to their overall job performance, which is consistent with previous research on remote work practices (Bloom et al., 2015; Gajendran and Harrison, 2007).

However, the study also highlights certain challenges associated with remote work. Limited face-to-face interaction may create communication difficulties and reduce opportunities for collaboration among employees (Walther, 1992). These challenges may affect team coordination and organizational connection if not managed properly.

Overall, the results suggest that remote work can be beneficial for both employees and organizations when supported by appropriate management practices and communication strategies. Many employees prefer a hybrid work model that combines the flexibility of remote work with opportunities for in-person interaction. Therefore, organizations should consider adopting balanced work arrangements that promote productivity, employee engagement, and effective collaboration in the evolving workplace.

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