**"The impact of remote work on organizational culture and employee engagement: A case evaluation of Big IT companies of India"**

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**Abstract**

*Aim/Purpose***:** This research targets to evaluate the influence of remote work on organizational culture and employee engagement within big IT companies in India.

*Methodology***:** Utilizing interpretivism as the research philosophy, this research deploys a mono-qualitative approach, integrating semi-structured interviews and thematic analysis to analyse the complex connection between remote work dynamics, organizational culture, and engagement of employees.

*Findings***:** The findings shows that remote work impacts employee engagement and organizational culture in diverse ways, with elements like communication, work-life balance, and leadership styles playing pivotal roles.

*Conclusion and Recommendations***:** Effective communication channels, initiatives promoting work-life balance, and opportunities for skill enhancement are recommended to foster a favorable or positive remote work culture and optimize employee performance and well-being.

**Key words:** Employee Engagement, Organizational Culture, Remote working, Human Resource Management, IT companies in India

# Contents

**Chapter 1: Introduction**

**1.1 Background**

Remote work could be understood as the overall practice of employees in which they carry out their jobs or work from a location which is different from the primary office operated by the employer or company. The key examples of remote work locations include the home of the employee, a co-working space or shared space, a private office or another location beyond the orthodox corporate office premises or building. In other words, remote work which is generally known as Working From Home (WFH) or Telecommuting is the kind of flexible working settlement which lets employees work from different remote locations. Employees who could complete work remotely, get greater work-life balance, greater access to career opportunities and decreased communication expenses (Gartner, n.d). However, on the contrary, the advantages for the organization include enhanced employee retention and satisfaction, cost savings on different physical resources and enhanced productivity. Moreover, remote work opportunities could be permanent or temporary, full-time or part-time, frequent or occasional and remote work needs network securities, equipment utilization and performance expectations. In addition, remote working requires an attentive and educated workforce who can carry out their daily activities without being present at physical offices (Choudhury, 2020).

Further, remote working has become progressively popular as it provides benefits for both the companies and employees. It also gained greater popularity and attention due to the lockdown and social-distancing measures adopted during the COVID-19 pandemic which prompted many companies to rapidly shift from an orthodox office work surrounding to a fully remote workforce for safety and well-being reasons. Moreover, the long-period popularity of remote work is aligned with the benefits it could provide involving eliminated or decreased commuting time, hiring and recruiting benefits and enhanced improvements (Brynjolfsson *et al*., 2020). Further, the pandemic has had a significant influence on remote working as it shifted or altered where and how the work was carried out for billions of people all across the globe. Moreover, the pandemic promoted many companies operating in different industries like IT, healthcare and others to rapidly change to remote work to align with social distancing and lockdown measures adopted by the government to safeguard the health of people. Companies that had earlier been resistant or hesitant to remote work were instantly compelled to adopt it within a time span of a few days or weeks (Wang *et al*., 2021, pp. 16-59).

The mechanism behind remote working is based on the requirement of a mixture of the right processes, technology and culture geared particularly around enabling online teams for working successfully from anywhere across the globe. One of the key characteristics of remote work is reliable and strong connectivity as online or virtual teams depend greatly on mobile technologies and rapid internet connection which could assist intensive use. On the contrary, collaboration and communication tools are also essential for remote working as employees need to be capable of working in an integrated manner assuming that they are working in a similar location. These need high-quality and safe platforms as well as applications for technologies such as file sharing, chat, remote desktops, video-conferencing and various other basic business requirements (Belbin and Brown, 2022). Further, both organizations and employees tend to select remote work as it offers various significant advantages as compared to orthodox on-site work. Some of the key benefits of remote working include limited or decreased commutes, decreased requirement for business office space, greater business continuity and hiring and recruiting advantages. However, on the contrary, the key challenge associated with remote working includes drainage of productivity, mistrust among the teams, reluctant remote workforce and unreliable technology (Ferreira *et al*., 2021, p. 70).

Further, the prevalence of remote work has an extensive influence on modern Human Resource (HR) practices. Remote work has promoted organizations to select and onboard employees from distinct parts of the globe. Thus, HR practices are required to adapt their selection and onboarding procedures for making them highly remote-friendly involving the utilization of video conferencing channels for interviews and other related works. In addition, HR departments need to detect innovative ways to engage with employees working remotely and ensure their overall productivity with proper placement of cultural practices (Hamouche 2023, pp. 799-814). Similarly, remote work has transformed the way performance management practices are carried out by the HRM which requires them to adapt the processes to consider the distinct challenges of remote working like offering feedback, measuring productivity and tracking employee progress. One key challenge remote work has promoted to disrupting the mental health of employees which requires the HR department to offer adequate support to employees while they work remotely. In addition, HR practices are required to be aligned with flexible work arrangements to accomplish the set aims and objectives of the organizations (Davidescu *et al*., 2020, p. 6086). Thus, the

background of the research highlights the way HR practices need various advancements for effectively and efficiently streamline remote working practices. In addition, there is a lack of research in the context of how the role of HR has transformed or will be transformed based on remote working and its impact on organisational culture and employee engagement which makes the research essential for HRM departments in different companies.

## 1.2 Aims and Objectives

A research aim offers an extensive statement which explains the complete intention and goals of the study. Moreover, a research aim articulates what the researcher tries to accomplish through conducting the research. The aim sets the focus and direction of the study guiding research methodology, question and analysis. Besides, research objectives are the measurable, specific and achievable goals that assist in operationalizing the research aim. Research objectives offer a transparent roadmap for the research, highlighting the particular results the researcher targets to accomplish (Bell, Bryman and Harley, 2018, pp. 4-14). Thus, the aim of the research is to critically analyse or evaluate the impact of remote work on organizational culture and employee engagement by carrying out a case evaluation of Big IT companies in India. On the basis of the research aim, the research objectives are as follows:-

- To evaluate the concept, scope and importance of organizational culture
- To evaluate theories, models and frameworks of employee engagement
- To determine the impact of remote work on organizational culture and employee engagement in the Big IT companies in India
- To recommend strategies and approaches to advance employee engagement and organization culture in the Big IT companies of India

## 1.3 Research Problem

Remote working has transformed the way companies in earlier times used to work and operate with employees operating from a central office or branches spread in different parts of the world. However, remote working offers various benefits to companies but also carries some challenges or issues for both the organizations as well as employees. One of the key issues associated with remote working is communication issues due to greater reliance on digital channels like video conferencing, chat and email. A greater reliance on such virtual channels has promoted delays in responses, misunderstanding, cross-cultural issues and various other related issues (Waizenegger *et al*., 2020, pp. 429-442). In addition, remote work lacks face-to-face interaction

among the team members which can decrease team building, employee engagement and team cohesion. A lesser physical interaction significantly changes the culture of the organization which in future could prompt to inverse outcome in the future (Lal, Dwivedi and Haag, 2023, pp. 1333-1350).

Further, there are various other associated challenges with remote working and one of the significant issues is the lack of teamwork and collaboration among the employees. It is because remote work hinders spontaneous teamwork and impedes the overall flow of words and ideas which generally happen in face-to-face working culture. In addition, security risk is another challenge in remote working culture as the culture includes cyber security risk emergence from direct access of employees to company data and systems (Malecki, 2020, pp. 10-12). Thus, it has been analyzed that remote working comes with various challenges both for the employees and employers and in this relation, the research tries to navigate the significant impact of remote working on the way employees engage in business activities and the overall culture of the organization by taking into account a specific industry and a specific country.

## 1.4 Significance of the Research

The key functions and practices of human resource management begin with articulating job openings and end when an employee leaves an organization. However, there are various practices which are followed by HRM in between for a streamlined flow of working activities and information (Noe *et al*., 2020, pp. 16-26). The culture of remote working is way beyond the traditional office or organization culture which requires HRM to adopt new or innovative practices for managing the human resources in the most efficient and effective manner. Thus, the overall significance of the research is for the different stakeholders within the organizations. Stakeholders such as HR managers, employees and businesses could gain significant insight into the way to manage human resources most effectively and efficiently while they work remotely. In addition, the stakeholders will gain significant knowledge and understanding regarding the way remote work impacts employee engagement and organizational culture so that adequate strategies or approaches can be adopted by them to overcome the challenges and grasp the available opportunities typically in the IT industry. Moreover, employees of different IT companies will also gain a significant level of understanding and knowledge about the way to manage their work in the most fruitful manner for their personal as well as professional development.

## 1.5 Brief Methodology

The methodology of the research is based on using qualitative data collection techniques with the help of interviews with employees working in the big IT companies of the UK. A set of open-ended questions will be asked and their responses will be noted down in a transcript. Besides, the data analysis method is based on thematic analysis in which the primary gathered data and secondary findings will be merged for an in-depth discussion in light of the research aim and objectives or questions.

## 1.6 Structure of the Research

| Chapter 1: Introduction | The primary chapter in this research is an introduction which offers an extensive idea of the research background and shows the overall aims and objectives which the research tries to achieve. In addition, this chapter shows the research problem and research significance for different stakeholders in a company. |
|---|---|
| Chapter 2: Literature Review | The second chapter  is a literature review which offers in-depth understanding, information and evaluation of previous research carried out in the light of research objectives. This chapter also includes the identification of the research gap and conceptual framework for future use. |
| Chapter 3: Research Questions | The third chapter will be research questions. After identifying the research gap, the future course of work will include setting research questions in alignment with the research aim and objectives for reaching the narrowed research objectives. |
| Chapter 4: Research Methodology | The fourth chapter in this research will research methodology which includes the way data has been gathered and evaluated to answer the set research questions. In addition, this chapter also includes the ethical consideration part for transparent and fair data collection and analysis. |
| Chapter 5: Findings/Results and Data Analysis | The fifth chapter in this research will be findings and results and this is one of the essential chapters in the overall research It is because this chapter aligns the secondary findings with primary findings for a robust evaluation of the research aim and objectives. |

| | |
|---|---|
| Chapter 6: Discussion | The sixth chapter in this research will be a discussion in which an overall discussion of different findings has been carried out to gather robust inferences. |
| Chapter 7: Conclusion | This will be the last chapter of the research and includes the evaluation of final conclusions drawn from the collected data sets and highlights limitations, if any. |

**1.7 Summary**

The chapter highlights the overall emergence and advantages of remote working both for employees and organizations and the reason why the phenomenon of remote working is essential in the HRM context. Based on the research background a set of research objectives has been identified which are adequately aligned with the research aim or topic. Similarly, the research problem is diverted towards highlighting the way remote work has some negative impact on employees and organizations. The research is diverted towards collecting primary data with the help of interviews to analyse the overall impact or influence of remote working on employee engagement and organizational culture considering the case of big IT companies.

**Chapter Two: Literature Review**

**2.1 Introduction**

The literature review is one of the prominent dimensions of research which tries to show the findings and learning already carried out in the light of the research topic. The reason of conducting literature review within research is based on systematically identifying, locating and reviewing the pieces of research containing information and data associated with the research questions, aims and problems. The data and information could be fetched from abstracts, journal articles, dissertations, reviews, electronic media, government reports and various other related pieces of work (Randolph, 2019, p. 13). In this relation, the presented literature review is based on critically evaluating or identifying the overall effect of remote work on organizational culture and employee engagement within the context of the IT industry of India. Moreover, the review has been based on identifying key gaps in the current piece of literature which the researcher will try to cover by using an appropriate research methodology.

**2.2 Critical Evaluation of the Concept, Scope and Importance of Organizational Culture**

According to Alvesson and Sveningsson (2015, pp. 14-56), organizational culture could be understood as the shared practices, values, beliefs, norms and customers that transform the way people in an organization work and interact in an integrated manner. Moreover, the conception of organizational culture includes the overall personality of an organization that impacts the way employees carry out their work as a team for overall personal and professional prosperity. Overall organizational culture shows the way customers, vendors, employees and various other associated stakeholders experience the company and its brand value in the market. In the context of the scope of organizational culture, it has been highlighted by Chatman and O'Reilly (2016, pp. 199-224) that values, beliefs, norms and practices are the core convictions and principles that transform decision-making and behaviour which are extensively accepted and aligned within the organization. Moreover, communication and language also come under the overall organizational culture which includes the way employees within an organization interact with one another by using different communication and leadership styles. In conclusion, it has been analyzed that organizational culture is a wider area of study that includes the practices, values, norms and beliefs followed within an organization for greater collaboration or integration among the employees.

Further, in the viewpoint of Odor (2018, p. 23-29) Hofstede's model or theory of organizational culture is on the basis of the societal values that influencethe organizational culture

and the complete employee's behaviour. Moreover, the model highlights that there are six dimensions that influencethe organizational culture and the dimensions are *"Masculinity v femininity, power distance index, Uncertainty avoidance index, Individualism v collectivism, Indulgence v restraint and Long-term orientation v short-term orientation"*. However, on the contrary, Brenyah and Obuobisa-Darko (2017, pp. 1-5) focused on Handy's model of organizational culture which segregated organizational culture into four types. These types are *"power culture, person culture, task culture and role culture"*. Power culture is mostly applicable in organizations that carry a flat culture in which the employees follow instructions and get work from the top or middle-level management. Besides, the task culture is applicable in companies which have project-based work and person culture is based on employees that target their personal careers. Lastly, the role culture is a common organizational culture type followed in larger organizations. In interferences, it has been found that different theories or models are aligned with organizational culture and guide the way organizational culture is formed based on such theories.

Further, according to Schein *et al.*, (2015, pp. 106-150) the three levels of the culture model segregate the culture into three types or levels that include espoused values which are expressed beliefs artefacts and behaviour which are visible aspects and basic underlying assumptions which are unconscious values and beliefs. Espoused values could be understood as the declared set of norms and values of the organization, whereas, artefacts are the common and overt elements of the organization that represents its culture. Lastly, the shared basic assumptions could be understood as the bedrock of the culture which is the behaviours and beliefs so deeply aligned that can also go unnoticed. However, on the contrary, Driskill (2018, pp. 5-25) the cultural web model of organizational culture is an approach to seeking and changing the culture by highlighting cultural assumptions and practices, setting to work by realting the elements with the strategy in an integrated manner. The six elements are *"stories, symbols, organizational structure, power structures, control systems and rituals or routines"*. In conclusion, it has been analyzed that different organizational culture models carry different viewpoints regarding the way an effective culture could be established within an organization.

Further, as opined by Paaris and Pattiruhu (2020, pp. 577-588) organizational culture places a greater level of importance in transforming employee performance and behavior. Moreover, a positive organizational culture could enhances the overall engagement and inspiration among the employees, whereas a negative organizational culture degrades employee motivation

and engagement thereby decreasing the overall organizational performance. In a similar manner, Valmohammadi and Roshanzamir (2015, pp. 167-178) highlighted that organizational culture could influence the way employees communicate with the customer and a customer-target culture increases customer loyalty and satisfaction. Moreover, an organizational culture that motivates risk-taking and creativity fosters innovation and adaptability to grasp the available opportunities and overcome the challenges. In conclusion, it has been analyzed that organizational culture is the fundamental dimension of any organization that shapes its overall identity and brand value for impacting employee behaviour that leads to the overall growth of the organization. Moreover, managing and understanding organizational culture is important for effective leadership and the development of the employees which eventually contributes to the progress of the organization through the creation of reputation and identity (Lee, Park and Koo, 2015, p. 1049).

**2.3 Evaluating the Theories, Models and Framework of Employee Engagement**

According to Byrne (2022, p. 14-18), employee engagement could be understood as the overall emotional commitment an employee carries towards the organization and its predetermined aims and objectives. Moreover, employee engagement is highly essential from the viewpoint of business owners as the more an employee is engaged with the work and other activities the more productivity is being generated by the employee. Besides, engaged employees are highly enthusiastic regarding their work, carry a sense of responsibility and seek to go beyond and above their overall contribution to the success of the organization. Besides, Kavya and Padmavathy (2017, pp. 871-877) highlight that the primary theory in association with a greater level of employee engagement is the Maslow Hierarchy of Needs theory. The theory highlights that employees carry a hierarchy of requirements or needs ranging from self-esteem needs to physiological needs. Engaged employees are those who fulfill their high-order needs like self-actualization and self-esteem needs by achieving the set aims through their work which prompts to greater level of engagement. The five types of needs for greater employee engagement from bottom to top in the hierarchy are "*physiological needs, safety needs, belonging and love, self-esteem and self-actualization"* (Ștefan, Popa and Albu, pp. 124-143). In conclusion, it has been found that Maslow's Hierarchy of needs theory is essential to enhance employee engagement by accomplishing some needs of the employees.

Further, in the context of the hospitality industry Holston-Okae and Mushi (2018, pp. 218-248) highlighted that Herzberg's two-factor framework is an adequate model to enhance the

engagement of employees within companies. The theory highlights that there exist two sets of factors impacting employee satisfaction and motivation which are motivators such as responsibility, achievement and recognition and hygiene factors such as job security, work conditions and salary. When both these sets of factors are integrated within an organization, the employee feels engaged which outcomes in greater productivity and an overall positive work environment. However, on the contrary, Groen, Wouters and Wilderom (2017, pp. 51-66) highlighted that the self-determination theory is another key approach to enhancing employee engagement within organizations. The theory highlights that people or employees are motivated when three of their basic physiological needs are fulfilled. The three basic psychological needs are *"competence, relatedness and autonomy"* and engaged employees carry opportunities to feel competent exercise autonomy in their responsibilities and carry positive connections with the other team members. In conclusion, it has been found that Herzberg's two-factor theory and self-determination theory are key theoretical models that highlight the ways and processes that are used to advance the engagement of employees within companies.

In the words of Byrne, Peters and Weston (2016, p. 1201) William Kahn's model of employee engagement highlights that employee engagement includes three primary dimensions which are *"emotional, cognitive and physical"* and engaged employees use such dimensions in their work roles for effective and efficient outcomes. Physical engagement is associated with the extent to which individuals expand their overall mental and physical efforts on their jobs. Whereas, in cognitive engagement, the employees are needed to gather knowledge about the strategies and vision of the employees for effective contribution. Similarly, emotional engagement is on the basis of the emotional connection which employees carry with the organization thereby promoting a sense of belonging at the workplace. However, on the contrary Gustomo (2015, pp. 363-370) evaluated the Aon Hewitt Model of employee engagement targets key engagement drivers including career opportunities, leadership, organizational reputation, recognition and rewards and various other related drivers for enhancing engagement among the employees. The model revolves around the understanding that organization results are the key drivers and outcome of effective employee engagement which influences profitability and customer satisfaction. In conclusion, it has been evaluated that Kahn's and Aon Hewitt's models focused on key drivers or dimensions for creating a work surrounding in which employees are more engaged with the work for effective and efficient personal and professional results.

Further, in the viewpoint of Allison, Abut and Allison (2018, pp. 1-10) the wellbeing-engagement model integrates employee engagement with employee wellbeing by identifying some factors like mental health, physical health and work-life balance impacting the overall engagement levels. Moreover, the model highlights that organizations must target promoting or advancing the overall well-being of the employees to increase their engagement towards their work and their teams. Thus, it has been found that the theories, frameworks and models of employee engagement offer extensive knowledge into the dimensions or factors impacting employee engagement and provide guidance for organizations to increase engagement levels. The models, theories and framework of employee engagement target the criticality of factors like recognition, leadership and opportunities for development (Mone, London and Mone, 2018, pp. 14-20). However, on the contrary, it has been criticized that the overall complexity of defining and measuring employee engagement based on cultural differences impacts the applicability of some models and theories. In addition, while the models offer adequate insight into factors but they may not completely consider the multifaceted and dynamic nature of employee engagement (Chandani *et al*., 2016, pp. 1-7).

## 2.4 Critically determining the influence of Remote Work on Organizational Culture and Employee Engagement

According to Evangeline and Ragavan (2016, p. 1), employee engagement and organisational culture are two essential elements that impact the overall success of an organization. However, the organizational culture directly impacts the employee's engagement in operational practices by forming the environment and context in which they work. A favourable organizational culture that involves employee norms and values constructs a sense of responsibility that enhances engagement; conversely, a toxic or hostile culture could lead to less employee motivation and engagement thereby hurting its brand image in front of stakeholders. Besides, in the light of remote work and organizational culture, Newman and Ford (2021, p. 100802) highlighted that remote work changes the communication patterns of the team as it relies heavily on online communication ways like chat platforms, video calling and email. This change could prompt advanced communication norms involving enhanced dependency on written communication and possibly less informal interaction. Moreover, remote work offers a work-life balance to the employees in which they can effectively manage their schedule which eventually enhances job satisfaction and engagement of employees, especially for those employees who value flexibility and autonomy

(Felstead and Henseke, 2017, pp. 195-212). In conclusion, it has been found that remote work has diversified communication patterns thereby changing organizational communication culture and providing greater work-life balance for employees.

However, on the contrary, it has been found by Becker *et al* (2022, pp. 449-464) that remote work has prompted employees to feel lonely or isolated particularly those employees who base their work on social interaction. Moreover, this feeling of isolation and loneliness has promoted lesser engagement among the employees towards their tasks which requires the organization to offer regular check-ins, virtual socialization and emotional support opportunities to the employees in order to tackle the feeling of isolation and loneliness. Besides, Taboroši *et al* (2020, pp. 48-60) highlighted that remote work relies on a greater level of autonomy and trust between the managers and employees due to the lack of presence of direct oversight. An organisational culture based on autonomy and trust may advance a remote working environment, whereas, those accustomed to a highly hierarchal organisational structure may encounter challenges by making the team work remotely. Besides, in the UK the culture of remote work adequately aligned with the organizational culture during the pandemic. Moreover, research highlighted that remote work has positively influenced organization culture within the UK as 73% of the respondents conveyed that it has helped in creating a positive working climate where employees were given greater flexibility (Maher, 2022). In conclusion, it has been found that remote work has positively and negatively impacted employee engagement but remote working does not have an inverse influence on the overall organizational culture.

However, on the contrary, it has been opined by Kniffin *et al*., (2021, p. 63) that remote work could also inversely impact the organizational culture, especially in the context of creating diversity and inclusion issues. It is because remote work could offer issues in boosting diversity and inclusion as interaction and communication are information and limited that could degrade the pace of greater diversity. Moreover, organizations directly face an issue where there exists a lack of inclusion and diversity among the employees as it decreases the chances of equal opportunities for advancement and overall participation. In a similar manner Ferreira *et al*., (2021, p. 70) highlighted that employee engagement has been negatively influenced when the employees face barriers or issues with the use of technology. In addition, the lack of proper infrastructure to work remotely is another issue faced by the employees that decreased their overall engagement. Lack of reliable technology, support and training programs and various other related reasons are the key

factors causing the emergence of infrastructure and technology issues. In addition, remote work has made it highly challenging for supervisors to offer timely feedback and recognition to the employees. The reason for the emergence of such issues is a lack of clear communication channels, no public announcement of achievement and no regular performance reviews which eventually decreases overall employee engagement (Hartmann and Lussier, 2020, pp. 101-111). In conclusion, it has been evaluated that remote work carries an extensive influence on employee engagement and organisational culture. On one hand, it offers greater autonomy and flexibility but hampers inclusion and communication.

## 2.5 Recommending Strategies and Approaches to Enhance Organizational Culture and Employee Engagement

The enhancement of employee engagement and organizational culture needs a multi-dimensional or multifaceted strategy that takes into consideration multiple aspects of communication, work environment, employee well-being and effective leadership. In this context, Warrick (2017, pp. 395-404) highlighted that prominent strategies to boost organizational culture are based on clarifying the core values of the organization, adopting effective leadership skills and open communication. The organisation must clearly communicate and articulate the vision, core values and mission of the organization to the employees in order to make sure that such values are aligned with the entire dimensions of the decision-making procedure and operations of the organization. Moreover, leadership plays a primary role in transforming the organization's culture and leaders must embody the determined behavior and values by leading them with an example. Further, creating channels for transparent and open communication at the entire level could motivate feedback, listing to concerns of employees and addressing the issues for greater collaboration and trust (Chang and Lin, 2015, pp. 433-455). In a similar manner Warrick (2017, pp. 395-404) conveyed that in order to enhance employee engagement, it is necessary that leaders must offer them adequate growth opportunities by using training and development initiatives which let them advance their skills and grow in their personal as well professional life. In conclusion, it has been found that effective leadership, sharing of values and open communication are key considerations to advance organization culture and offering growth opportunities are key considerations to advance employee engagement.

Further, according to Osborne and Hammoud (2017, p. 4), another way to advance employee engagement while they work remotely is based on empowering them by delegating the

decision-making power and authority regarding their work. Moreover, encouraging creativity, autonomy and innovation by offering a collaborative environment is essential in which the employees feel empowered for making meaningful contributions to the complete success of the organization. The organizations must boost a sense of community and belonging by implementing social events, team-building activities and virtual gatherings for creating opportunities for employees to build positive relationships and connections with their teams. In a similar manner, Newman and Ford (2021, p. 100802) conveyed that one key strategy for advancing organizational culture or overcoming the cultural issues faced during remote work is based on fostering collaboration and teamwork across teams and departments. The organizations must motivate cross-functional projects, brainstorming sessions and knowledge-sharing programs to advance a sense of teamwork and belonging. In conclusion, it has been noticed that adequate delegation of work, encouraging creativity and fostering collaboration are effective strategies for promoting organizational culture and employee engagement.

Further, in the viewpoint of Akafo and Boateng (2015, pp. 112-124) another way or strategy to advance organizational culture is based on offering them adequate tangible and non-tangible rewards which enhance their engagement, motivation and performance towards their work. Moreover, implementing recognition initiatives to acknowledge the overall achievement and contribution of employees is one of the effective ways to create a positive work culture and therefore it must be adopted by the organizations. However, on the contrary, in order to boost employee engagement within an organization, effective leadership plays a critical role as adequate understanding and empathy towards professional and personal challenges of employees could inspire them to overcome barriers and give their best at their work. In addition, creating an inclusive and diverse work culture where the entire employees feel respected, valued and included is important to enhance the overall engagement of the employees towards their work (Byrne, 2022, p. 14-18). In conclusion, with the implementation of such strategies or approaches, organizations could form an inclusive and positive working culture where employees feel engaged, empowered and motivated to contribute to personal as well as professional success while working remotely.

**2.6 Research Gap**

The overall analysis and evaluation of various pieces of literature highlight the overall importance and criticality of employee engagement and organizational culture on the success of organizations. Moreover, various theories, models and frameworks highlight the way

organizational culture and engagement of employees could be fostered in a company based on key factors and dimensions. In addition, remote work positively and negatively impacts employee engagement and organisational culture and there are various strategies or approaches that could be deployed in order to foster organisational culture and employee engagement. However, the key research gap detects in the overall literature review is that a lack of information or studies have been conducted regarding the way remote work impacts overall employee engagement and organisational culture for the big IT companies in India. Thus, future research will be based on covering this gap by collecting primary data from top Indian IT companies like TCS, Infosys and Wipro and critically evaluating the way remote working impacts organizational culture and employee engagement.

## 2.7 Conceptual framework

Based on the identified research gap, the conceptual framework highlights the overall direction through which the gap is likely to fill in the current research work. A lack of information or data on the impact or influence of remote working on organization performance and employee engagement within the big IT companies of India is the reason for forming the conceptual map for future research purposes.
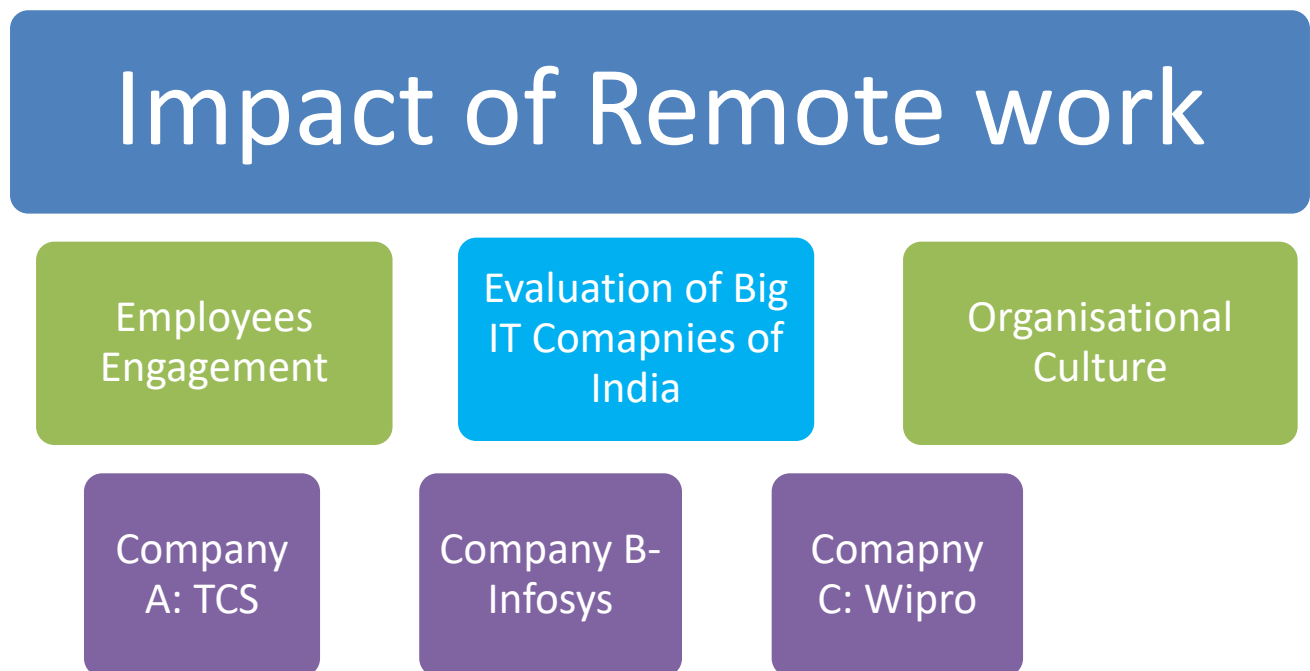
Figure 3: Conceptual Map

(Source: Self-made)

## 2.8 Summary

In summary, the theories and models of employee engagement and organizational culture highlight various dimensions and factors which are responsible for boosting employee engagement and teamwork as well as the ways to promote a positive organizational culture. Moreover, employee engagement and organizational culture place greater importance on the overall success and brand reputation of the organizations. In addition, remote working carries a favourable and unfavourable influence on employee engagement and organisational culture and there are various strategies that could be deployed for an effective working environment and team working within the organization. However, the research gap highlights the limitations of current pieces of literature which will be fulfilled using primary qualitative data sets.

**Chapter 3: Research Questions**

**3.1 Introduction**

Research questions are the foundation of the overall research study as it explains the direction and scope of the research and guides the researcher in finding a particular research problem or topic. Moreover, research questions are generally framed to address gaps in the current knowledge or explore dimensions of the subject area under observation (White, 2017, pp. 8-20). To identify or explore the influence of remote working on remote working on organization performance and employee engagement in the big IT companies of India, below is the set of research questions for the presented research.

**3.2 Research Questions**

**RQ 1: What is the complete impact or influence of remote working on employee engagement in the big IT companies in India?**

*RQ 1.1: How has remote work impacted employee morale and motivation?*

*RQ 1.2: What elements lead to lower or higher levels of engagement among remote employees?*

*RQ 1.3: What role do management and leadership practices play in boosting engagement among remote workers?*

*RQ 1.4: Is there any difference in engagement levels between employees employed remotely and those working from offices?*

**RQ 2: How does remote working impact organizational culture in big IR companies in India?**

*RQ 2.1: What are the primary dimensions of organizational culture in big IT companies in India?*

*RQ 2.2: How have the changes to remote working impacted such cultural dimensions?*

*RQ 2.3: What approaches have the IT companies developed to adapt their culture in the remote work context?*

*RQ 2.4: How do employees adapt the changes in culture since switching to remote work?*

**RQ 3: What issues do employees and such IT companies face in keeping a sense of teamwork and community among remote workers?**

*RQ 3.1: What are the key issues faced by employees while working remotely in an IT company in India?*

*RQ 3.2: How do remote working settings impact social communications among employees?*

*RQ 3.3: What approaches have companies used to boost a sense of teamwork and community among remote workers?*

*RQ 3.4: What is the role of technology in hindering or facilitating online social interactions?*

**RQ 4: What is the role of HRM in identifying and addressing particular issues based on employees and organizations within the Indian IT industry?**

*RQ 4.1: What approaches do HRM use to detect issues like burnout and stress levels, high attrition rates or knowledge gaps among employees?*

*RQ 4.2: How does HRM address such challenges to assist the organizations to achieve their aim and objectives while employees work remotely?*

*RQ 4.3: What approaches do HRM use to address the issues related to flexible work arrangements, talent development programs, wellness initiatives and other related issues?*

**3.3 Summary**

The above chapter demonstrates an extensive understanding of the broader concepts and understating that the research is likely to answer. The research questions show an extensive investigation into the influence of remote working on organizational culture and employee engagement. The chapter focuses on questions across multiple dimensions including leadership impact, employee morale, teamwork challenges, HRM strategies and others. Thus, by approaching such aspects, the research tries to show the nuances of remote work's impact on employees and companies thereby paving the way for informed recommendations and practices.

**Chapter 4: Research Methodology**

**4.1 Introduction**

Research methodology could be understood as a way to highlight the way a researcher wishes to carry out the research. It is the systematic and logical approch to solve the research problem and details the approach undertaken to collect and analyze the data to ensure valid and reliable outcomes that address the research aim and objectives (McCabe, 2018). This chapter is the overall idea behind conducting the research and includes the research philosophy, processes, approach and methods utilized to evaluate the influence of remote working on organizational culture and employee engagement within Big IT companies in India. Moreover, this chapter is essential to ensure the reliability, validity and rigour of the gatherings and through elucidating the research approach, overall design, data collection method and data analysis approaches, this chapter offers clarity and transparency related to the research procedure.

This chapter includes the research philosophy, strategy and approach utilised to address the research objectives effectively. In addition, the selection of participants for an interview, ethical considerations and data collection instruments will be explicated based on the alignment with ethical standards within the research endeavour. Through meticulously highlighting the methodological choices, this chapter aims to offer an understanding of the structured and systematic approach used to identify the multifaceted dynamics of organizational culture, employee engagement and remote work in relation to the big IT companies in the UK. In addition, the stages in this chapter are based on the Saunders Onion model which assists the researcher in methodically formulating the research by peeling the layers that begin from the philosophical area and end at the practices of data collection and analysis (Seuring, Stella and Stella, 2019).
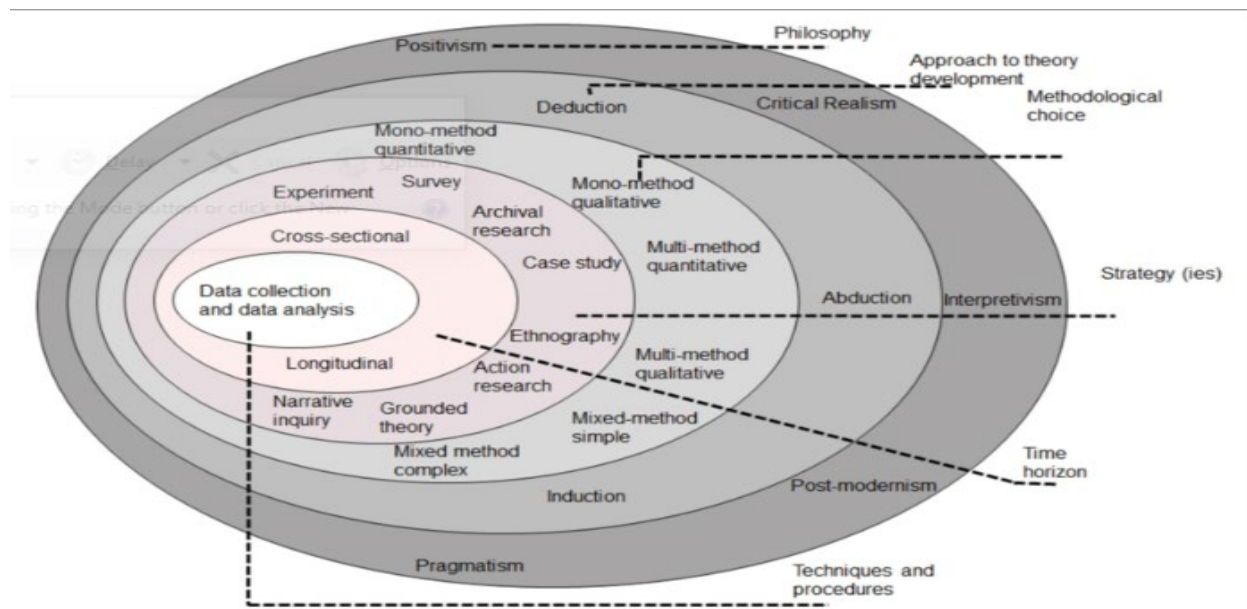
Figure 1: Saunders Onion Model

(Source: Seuring, Stella and Stella, 2019)

## 4.2 Research Philosophy

Research philosophies could be understood as the underlying assumptions and beliefs which guide the overall research procedure. Moreover, research philosophy serves as the base on which the research design, research strategy, data-gathering methods and evaluation approaches are constructed (O'Leary, 2017). Further, there are multiple kinds of research philosophies, but the key types of research philosophies are realism, interpretivism and positivism. Interpretivism research philosophy focuses on the overall difference between the objectives and people of the natural world or sciences. This type of research philosophy generally aligns with qualitative research methods that target to gather knowledge about subjective realities and analyze them in social contexts. However, on the contrary, positivist research philosophy takes into the underlying assumption that the overall reality is single and objective, distinct from the beliefs of the researcher. Moreover, this philosophy usually aligns with quantitative research methods that rely on mathematical and statistical tools (Alharahsheh and Pius, 2020, pp. 39-43). Lastly, realism research philosophy highlights that reality exists free of human thinking and there are two key forms critical realism and direct realism.

However, in order to investigate the impact of remote work on organizational culture and employee engagement within Big IT companies in India, the interpretivism research philosophy has been used. The reason for selecting interpretivism research philosophy is it acknowledges the

overall subjective human experience nature and focuses on understanding the social dimensions from the viewpoint of the participants. Moreover, this philosophy identifies that reality is socially formulated and people analyze their experiences on the basis of their distinct perspectives and contexts (Thanh and Thanh, 2015, pp. 24-27). In the presented research interpretivism philosophy aims to gather knowledge regarding the subjective perceptions, experiences and interpretations of organizational leaders and employees regarding remote working, employee engagement and organizational culture. Thus, with the help of qualitative interviews, the research seeks for uncovering the contexts attached to such components by the respondents thereby along extensive and rich insights into their perspectives and experiences. This relates with the idea that people form their realities on the basis of their interactions and interpretations within the context of organizations (Ryan, 2018, pp. 41-49). Moreover, the research philosophy impacts the approach of data gathering and analysis, focusing on the criticality of context and subjectivity in understanding the overall influence of remote work on organizational culture and employee engagement in Big IT companies in India.

## 4.3 Research Approach

The research approach could be understood as the overall methodological framework of strategy utilised for guiding the collection, analysis and evaluation of data in the presented research study. In other words, the research approach shows the stance of the researcher on the way the study tries to address the research objectives and questions. The key kinds of research approaches generally used in research are inductive, deductive and abductive (Okoli, 2023, pp. 302-316). However, in order to conduct qualitative interviews for identifying the impact of remote work on organizational culture and employee engagement within Big IT companies in India, an inductive research approach has been used. The inductive research approach includes beginning with particular data points or observations and then eventually developing broader generalizations and theories on the basis of the gained observations. Moreover, the inductive research approach travels from the particular to the general thereby allowing patterns, themes and insights to show organically from the gathered data. However, on the contrary, the deductive approach initiates with a common theory and segregates it down to the specific hypothesis for testing whether it aligns or refutes the theory. Lastly, the abductive research approach tries to identify the adequate explanation for particular observations thereby refining proposed models and theories as more data is available (Mitchell and Education, 2018, pp. 269-277).

Further, the reason for opting for the inductive research approach is that within qualitative research, this approach is adequately aligns for exploring multifaceted and complex phenomena such as employee engagement and organizational culture. With the help of qualitative interviews with organizational leaders and employees, the research gathers rich contextual data which can show fine insights into their attitudes, perceptions and experiences towards remote working and its overall influence on employee engagement and organizational culture. Within an inductive approach, the researcher allows the patterns and themes detected in the interview to guide the emergence of explanations or theories in the light of research aims and objectives (Vears and Gillam, 2022, pp. 111-127). Moreover, this approach prioritizes the perspectives and voices of the respondents thereby enabling an extensive understanding of their experiences within the context of Big IT companies in India. Eventually, the inductive approach lets the generation of new theoretical insight and knowledge ground in the gathered data thereby contributing to an extensive understanding of the way remote work impacts organizational culture and employee engagement within Big IT companies in India.

**4.4 Methodological Choice**

The methodological choice could be understood as the selection of particular research strategies, methods or techniques utilized to collect, evaluate and infer the data in a research study. Moreover, it includes making the decision on the adequate approach to address the research objectives and questions while considering elements like the research topic, desired outcomes and overall philosophical approach. There are various kinds of methodological choices including *mono qualitative, mono quantitative, mixed qualitative, mixed quantitative, multi qualitative and multi quantitative* (Melnikovas, 2018). Mono research could be understood as the design of research that solely deploys either qualitative or quantitative approaches throughout the complete study. Moreover, the key tools within mono research methodological choice include observations (primary or secondary), interviews or textual evaluation for exploring the phenomena extensively and deriving rich knowledge from the perspective of participants. However, multi-methods include a mixture of both qualitative and quantitative methods in a particular research study. This approach assists in gaining extensive knowledge of the investigation by leveraging the robustness of both qualitative and quantitative approaches (Sinha *et al*., 2018).

Further, the mixed method includes the intended mixture of both methods at multiple levels within the overall research procedure like data gathering, evaluation and interpretation. This

approach assists in triangulating the findings, validating outcomes and offering a highly holistic knowledge of the topic (Melnikovas, 2018). However, in the context of the presented research, a mono-qualitative research method has been used to determine the influence of remote working on employee engagement and organizational culture within the big IT companies of India. Through solely using a qualitative approach like an interview, the research has delved deeply into the overall subjective perceptions, behaviour and experiences of the employees in the selected companies which allows an extensive knowledge of the investigation. In addition, mono-qualitative research has enabled us to gather the nuances of employee engagement and organizational culture in the light of remote work thereby offering rich and context-related insights.

**4.5 Research Strategy**

Research strategy could be related to the complete approach or plan applied for addressing the research objectives and questions. It includes decisions related to data collection approaches, evaluation techniques and the complete framework utilized for investigating a specific problem or phenomenon within the research study (Miles & Huberman, 2019). There are various kinds of research strategies within the Saunders Onion model including experimental, ethnography, case study, grounded theory, action research and others and each one of them has a different approach to gathering and analyzing the data. However, in the case of investigating the influence of remote working on employee engagement and organizational culture within Big IT companies in India in which qualitative data has been gathered with the help of interviews, a case study research strategy has been used. A case study strategy includes an extensive identification of a specific phenomenon or case within the real-life context (Yin, 2018).

Thus, big IT companies in India are the base of multiple cases under investigation which allows an extensive evaluation of the way remote work culture shapes employee engagement and organization within the particular settings of the organizations. Moreover, with the help of the case study, the research has delved extensively into the overall complexities of remote working mechanisms within the selected companies after considering elements like communication and leadership process, human resource management, organisational structure and organization dynamics. The case study approach has facilitated the overall identification of distinct contextual elements that impact the connection between organisational culture, employee engagement and remote working thereby offering detailed knowledge. In addition, the primary data gathering

process of having interviews related well to the case study approach or strategy as it lets the research collect fresh information from the perspectives of employees within such IT companies.

**4.6 Data Collection**

Data collection could be understood as the comprehensive procedure of gathering data for analysis or evaluation. There are two techniques of data collection which are the gathering of primary or firsthand data and secondary or secondhand data. The key difference between primary and secondary datasets is that primary data gives fresh information, whereas secondary data is already available from different sources. The key ways of gathering primary data include conducting surveys, interviews, observations, experiments and others. Whereas, secondary data is collected with the assitance of already available sources like journal articles, newspapers and authentic magazines, books, companies or government websites and other related sources (Bryman & Bell, 2015). In this research qualitative data has been gathered from primary components through conducting interviews which has been aligned with the secondary data fetched in the form of case studies. Thus, both data collection strategies have been used to evaluate the impact of remote working on employee engagement and the organizational culture of big IT companies in India to have extensive knowledge and information.

**4.6.1 Sampling Strategy**

The sampling strategy is the approach utilized in order to choose cases or participants from an extensive population for inclusion in the research. Moreover, the selection of sampling strategy is on the basis of multiple factors like the research objectives, available resources characteristics of the population and the predicted generalization level or level of understanding (Islam & Aldaihani, 2022, pp. 1-11). The key types of sampling strategy involve *probability sampling, non-probability sampling and mixed method sampling*. Probability sampling includes choosing people from the population utilizing randomization approaches for making sure that every member of the overall group has an equal opportunity to be chosen in the sample (Pace, 2021, pp. 1-15). Moreover, probability sampling assists in estimating population parameters as well as making statically evaluations with higher confidence. General probability sampling methods involves stratified sampling, simple random sampling, cluster sampling and others. However, non-probability sampling does not involves a random section of people and is based on subjective convenience or judgment (Pace, 2021, pp. 1-15). General kinds of non-probability sampling involve purposive sampling, convenience sampling, quota sampling and others.

Further, mixed methods sampling includes choosing people for both qualitative as well as quantitative data gathering within a specific research study. Moreover, the mixed method sampling approach assists in integrating distinct sampling approaches on the basis of the specific research objectives and questions of each level of the study (Palinkas *et al*., pp. 533-544). However, in order to analyze the effect of remote working on employee engagement and organizational culture within the big IT companies of India, purposive sampling as the part of non-probability sampling has been used. Purposive sampling or selective sampling includes selecting people who carry particular experiences or characteristics relevant to the research objectives (Campbell *et al*., 2020, pp. 652-661). The reason for choosing purposive sampling within this research is because this strategy has allowed targeting people who carry knowledge about the investigation and offered extensive insights into the subject area. In relation to the research aim and objectives, purposive sampling has entailed choosing employees from big IT companies in India who have experience with remote working and can offer adequate perspectives on employee engagement and organizational culture. Purposive sampling has allowed focus on people who are highly eligible for the research objectives which have maximized the overall significance and relevance of the findings.

**4.6.2 Semi-structured interviews**

A semi-structured interview could be referred to as the qualitative research approach that integrates elements of both unstructured as well as structured interviews. In the semi-structured interview, the research process includes multiple open-ended topics or questions to guide the conversation along with having flexibility for exploring and probing innovative ideas on the basis of the responses of the participants (Kallio *et al*., 2016, pp. 2954-2965). Thus, in the presented research, initially, 18 people working at managerial level, subordinate level and human resources (6 from each company and 2 from each position) have been contacted. However, among those 18 people, 9 people gave their overall consent to participate in the interview and were selected (3 from each company and 1 from each position). The overall willingness of the 9 participants to participate in semi-structured interviews shows their overall interest in contributing to the research based on analyzing the impact of remote work on employee engagement and organizational culture. Further, segregating the participants or respondents from distinct levels within each organization- subordinates, managers and HR team members offer an overall diverse range of insights and perspectives.

Managers could offer insights into the organizational strategies and policies associated with implementing and managing employees working remotely, whereas subordinates could offer frontline challenges and experiences encountered in their everyday working activities. However, on the contrary, the team members within the human resource department of each organization could offer insights into HR policies, practices and initiatives targeted at supporting remote working and boosting employee engagement. Therefore, by involving respondents from distinct departments or levels within the selected organizations, the research has cross-validates findings and triangulating perspectives for increasing the trustworthiness and credibility of the overall research findings. Further, on a specific date and time, a Zoom meeting has been arranged with the respondents and after getting informed consent from them the responses have been recorded. Overall securing participation from 9 respondents from semi-structured interviews shows a robust foundation for collecting qualitative data and having valuable knowledge of the typical dynamics of remote working within big IT companies.

**4.7 Data Analysis**

Data analysis could be understood as the overall extensive procedure of evaluating and interpreting information or data to explore meaningful themes, valuable insights and changing patterns which address the overall research aim, objectives and questions. Moreover, within qualitative research, data analysis includes organizing, segregating and evaluating information gathered from interviews to detect recurring themes and understand the meaning of grounding findings (Quinlan, 2019). There are various ways to analyze the data and a couple of ways could also be used in a single research based on a mixed research strategy. Thematic analysis as a data analysis technique includes systematically detecting themes or changing patterns within qualitative data. In interviews, themes are formed by coding segments, and analyzing transcripts of the data which shows key ideas or concepts. These codes are then segregated into extensive themes with the help of iterative procedures of data coding, data immersion and theme formation. On the contrary, grounded theory is another data analysis technique targeted at generating conceptual frameworks or theories grounded in empirical data sets. In this, both primary and secondary type of data is used to detect core concepts, relationships and categories by systemically integrating them into theoretical frameworks or models (Heydarian, 2016).

Besides, narrative analysis is another way to analyze the gathered data or information and targets understanding the narratives or stories aligned within the overall qualitative information. It

helps in examining interview transcripts by identifying narrative plotlines, structure and storytelling methods for constructing meaning and making sense of the experiences (Herman & Vervaeck, 2019). However, in order to analyze the influence of remote working on employee engagement and organizational culture within the big IT companies in India thematic analysis has been used. The reason for choosing thematic analysis to analyze the data is that it allows a rigorous and flexible exploration of interview data by enabling the identification and interpretation of repeating patterns, themes and meanings aligned with the research objectives and questions (Clarke & Braun, 2017, pp. 297-298). Based on the present complexity of employee engagement and organizational culture in the light of remote working, the thematic analysis offers a structured model to organize and synthesize qualitative data from interviews. In addition, the thematic analysis provides a replicable and transparent approach to data evaluation which allows a systematic exploration of data or information along with preserving the context and richness of narratives of the participants.

**4.8 Reliability and Validity**

Reliability within the research is ensured with the help of consistency in the interview procedure and protocols, inter-coder reliability and transcription quality. Thus transcripts accurately show the overall responses of the respondents and inter-coder reliability has been farmed with the help of independent coding. Further, validity is maintained by relating research objectives with interview questions, employing data triangulation and conducting member checking (Mohamad *et al*., 2015, pp. 164-171). Thus, the use of purposeful strategy in participant selection and overall reflexivity has assisted in making sure the construction or formation of validity. The discussed measures strengthen the overall accuracy and credibility of the findings related to investigating the impact of remote work on employee engagement and organisational culture within Big IT companies in India.

**4.9 Ethical Consideration**

Ethical consideration within a research study is based on making sure the overall safeguarding of the rights, well-being, confidentiality and privacy of the participants. Moreover, the key dimensions of keeping ethics within research include obtaining informed consent, safeguarding data privacy and maintaining confidentiality throughout the research procedure to keep the ethical respect and integrity of the participants (Chervenak & McCullough, 2021). Thus, within the current research study, informed consent has been taken from the participants before

conducting the interview. In addition, they were clearly explained regarding the process, possible risks, benefits and purpose of the study and offered them a right to withdraw before or during the interview without any issue. In addition, the gathered data has been stored in a password-protected and secured computer to stop unauthorized access and once used the data will be permanently detected from the storage. Further, the identity of the respondents has been kept secret which will not be revealed at any cost to anyone thereby maintaining overall confidentiality and privacy standards.

## 4.10 Limitation in Data Collection

The overall research process is based on gathering qualitative data with the help of interviews and then relating it with case studies. The key limitation of the research is that quantitative data could also have been collected with the help of surveys, company's annual reports and others to enhance the effectiveness of the findings. In addition, an interview with 9 people shows a limited sample population which is another limitation of the research.

## 4.11 Summary

In summary, the use of interpretivism research philosophy acknowledges the overall subjective nature of identifying the impact of remote working on employee engagement and organizational culture within big IT companies in India. Further, the inductive approach is selected to let theories emerge from the gathered qualitative data. Moreover, a mono-qualitative choice focuses completely on qualitative methods, aligned with the vase study approach to delve extensively into particular organization contents. In addition, primary data gathered with the help of semi-structured interviews with 9 respondents including subordinates, managers and HR professionals offers diverse perspectives or viewpoints concerning research questions and objectives. Thematic analysis has been deployed to detect regular themes or patterns within the interview data sets and ethical considerations are ensured by taking informed consent, offering data security and keeping confidentiality and privacy of the rights of the participants. Thus, the extensive approach targets to offer a nuanced knowledge of issues surrounding the impact of remote work on employee engagement and organizational culture thereby contributing to a valuable understanding of both practical application and academic research in the dimensions of human resource management.

**Chapter 5: Findings and Data Analysis**

**5.1 Introduction**

Data analysis could be referred to overall systematic procedure to analyze or evaluate the gathered data for graphing an understanding or knowledge about key findings from the data sets. In other words, data analysis includes the inspection, cleaning, transforming and analysis of data for uncovering meaningful findings, trends and patterns (Quinlan, 2019). The presented chapter evaluates the gathered primary data with the help of interviews using thematic analysis in which key themes have been farmed based on the research questions. These themes have been analyzed in the chapter by integrating primary data sources for having adequate findings to derive adequate inferences from the gathered data.

**5.2 Thematic Analysis**

**Theme 1: Evaluation of the impact of remote working on employee engagement in the big IT companies in India**

The first theme has been developed to evaluate the overall influence of remote work on employee engagement within the big IT companies in India. In response to RQ 1, the employee from Wipro said *"My engagement within the company is based on having adequate motivation towards my work. However, my motivation is based on getting adequate compensation and work-life balance. My work-life balance is being positively and negatively impacted by remote working as I found remote working offers flexibility but also impacted my working hours due to no fixed working time and regular meetings and calls with a lack of productivity or output waste significant level of time which decreases my engagement and motivation towards the organization"*. Similarity, the employee from TCS conveyed that *"Remote working provides greater flexibility to carry out the assigned work but that also stretches my working hours that hamper my motivate, morale and engagement with the company"*. The employee of Infosys conveyed that *"With remote work I can spend higher time with my family and take care of them and remote working also offered me the opportunity to work without the barriers of geographical location which has enhanced my motivation to actively engagement myself for the company"*.

Further, there are multiple factors that contribute to lower or higher levels of engagement among remote employees. In response to RQ 2, the employee from Wipro told *"In my opinion, no location-related constraint and a higher level of flexibility are two factors creating a higher level of my engagement, whereas, lack of work-life balance and higher stress level or burnout due to*

*lack of direct communication are two factors decreasing my engagement towards my work or company"*. However, on the contrary, the employee from TCS conveyed that *"In my opinion, the key factor positively impacting my level of engagement so as my motivation are clear and transparent applicability of company's goals and supportive leadership by the managers. Whereas, the key factors negatively impacting my engagement are lack of direct or peer-to-peer communication and technological barriers"*. Similarly, the employee from Infosys said *"In my viewpoint, the key factors for a higher level of my engagement and dedication towards the company are greater opportunity for personal development as remote working obviously saves time and another is greater level of flexibility. Besides, the key factors for a higher level of my engagement are lack of work-life balance and limited communication or feedback mechanism"*. Thus, it has been analyzed that remote working includes some key factors which positively and negatively impact employee engagement towards the company.

**Theme 2: Analysis of the way remote working impacts organizational culture in big IT companies in India**

The second theme has been constructed to have an in-depth analysis of the way remote working influences the organizational culture of the big IT *companies in India. In response to RQ 4 the manager or leader from Wipro said "In my opinion, the key dimensions of organizational culture are teamwork and transparent or effective communication It is because teamwork promotes virtual connection among the team members working remotely and effective communication assist in overcoming the challenges and barriers faced by the em*ployees to achieve the desired goals". However, the manager from Infosys told that "Adaptation and diversity are two essential dimensions of building organizational culture while my team work remotely. I inspire my virtual employees to adapt to the changes that occurred because of remote working by collaborating with one another after removing diversity barriers and promoting inclusion". Lastly, the manager from TCS conveyed that *"In my opinion collaboration and communication are essential factors to promote organizational culture as it streamlines the way activities are carried out while my team works remotely"*. Thus, remote work carries a direct impact on organizational culture and the key dimensions promoting virtual organizational culture include effective communication, adaptability, collaboration or teamwork and others.

Further, in response to RQ 6, the manager from Infosys told *"I see myself doing the mentoring role in which I stay respectful with my team members and expect the same from their*

*side towards their fellow colleagues to boost teamwork and an overall community while they work remotely"*. However, on the other side, the manager from TCS conveyed that *"I am working on my role to held each personally accountable for their actions for creating a sense of responsibility and teamwork while working remotely. Moreover, making them accountable is a part of my leadership role as an autocratic leader"*. In addition, the manager from Wipro conveyed that *"I see my role as the goal-defining leader who promotes collaboration among people from different cultures, do extra efforts to create a common ground or path for my team members and offering them a safe environment for creating teamwork and community to create a robust virtual organizational culture"*. Thus, it has been noted that leadership roles, mentoring roles and accountability roles are essential for creating teamwork within an organizational culture of remote working.

**Theme 3: Critically determine the key issues faced by employees while working remotely in an IT company in India**

The third theme has been framed to evaluate key challenges or issues encountered by employees while working remotely. In response to RQ 3, the employee from Wipro conveyed that *"As an experienced person working remotely, I found that remote work has both positive and negative impacts as compared to my previous Work from Office job. My work-life balance is being considerably impacted as in remote working there is no fixed time of activities as meetings pop up randomly at any time and there is a regular flow of calls for communication which for me is a waste of time. However, remote work has assisted me in saving money, opportunity to work from anywhere and taking care of my family"*. Similarly, the employees from Infosys highlighted that *"This is my first job and I was asked to take training from office and then working from home. The key issues faced while working remotely are related to the lack of proper flow of information through effective communication and technological barriers related to the use of technology. However, my friends who work from the office do not face these barriers as they can directly connect to responsible people in case they face any issues"*. Lastly, the employee from TCS said, *"The key issues faced by me while working in TCS is a high level of stress due to longer working hours, no path for learning and growth and lack of communication to build a robust network for professional growth"*.

Thus, the key challenges faced by employees working remotely are lack of work-life balance, effective communication issues, technological barriers, higher level of stress, no learning

and growth part and lack of networking for professional growth which separates remote working as compared to working from office. However, in addition to the point of key issues and in response to RQ 5, the manager from Wipro conveyed that *"I feel effective communication and lack of collaboration are prominent issues faced by my team member while we work remotely and to overcome these issues conduct fortnight and weekly virtual team building exercise and half-yearly physical team building extensive by taking them for an outing for 2-3 days"*. Similarly, the manager from Infosys told that *"Even I work remotely and I found having after office calls and meeting significantly disrupt the work-life balance and increases the stress level of my team members. However, in order to overcome this issue I adopted the strategies related with asking for their well-being, offering a common set of directions, implementing weekly fun activities and contract communication to boost their morale and motivation for the company"*. Lastly, the manager from TCS told that *"My team members must be facing issues while they work remotely but the strategies adopted by me includes offering freedom, passing them my expectations and advancing their skill and capabilities to streamline the work activities along with keeping the employees inspired"*.

**Theme 4: Evaluation of the role of HRM in identifying and addressing particular issues based on employees and organizations within the Indian IT industry**

The fourth theme has been framed to identify the role of the HRM team in identifying and addressing above discussed issues by employees with the three IT companies in India. In response to RQ 7, the HRM team member from Wipro conveyed that *"To address the key issues, our team uses data analytic approach to detect patterns related with stress level and work-life balance of remote employees. Moreover, we use strategies like mentorship programs and wellness workshops to address the issues faced by employees and promote resilience"*. Similarly, the HRM team member from TCS conveyed that *"We boost open communication models to motivate remote employees to voice their issues and seek supports especially issues related with barriers to technology. Even we promote work-life balance with the help of effective time management strategies"*. However, the HRM team member from Infosys conveyed that *"We continuously conduct one-on-one check-ins to bridge employee well-being through our consultation services and virtual team building activities to enhance the level of cooperation and teamwork"*. Thus, it has been analyzed that different approaches are deployed by different HRM team members of the companies to solve the common issues faced by employees working remotely.

Further, in response to RQ 8, the HRM team member from Wipro conveyed that *"Out team has framed and implemented mindfulness apps, virtual wellness program and employee assistance initiatives to assist the employees working remotely and their overall well-being. In addition, to develop the skill set of employees our team provides certification reimbursement schemes, online learning platforms and virtual networking events to boost career progression and talent development"*. However, the HRM team member from Infosys conveyed that *"Our extensive approach includes remote counselling sessions and virtual wellness seminars to promote effective communication and employee well-being but as I am also new in the company I am currently unaware about any talent development initiatives"*. Similarly, the HRM team member from TCS conveyed that *"Our wellness initiatives involves virtual fitness classes and access to online resource, virtual training sessions and career development workshops to support the employees working remotely from each dimension"*. Thus, it has been evaluated that multiple types of programs and initiatives have been adopted by the HRM team in each company to assist remote employees to overcome the key barriers.

Further, in response to RQ 9, the HRM team member from Wipro conveyed that *"Our team after collaborating with the top-level management has implemented virtual focus groups and virtual town halls to foster an overall sense of belonging and togetherness among remote employees. Moreover, our HR practices keep a priority on collaboration, continuous improvement and transparency to adapt to the changing landscape of remote working"*. However, the HRM team member from TCS conveyed that *"Our team strategies involve remote onboarding process, leadership training and virtual inclusion-building activities for remote employees to advance autonomy and support, trust and empower employees to contribute and thrive to the organizational culture while keeping the greater level of engagement"*. Lastly, the HRM team member from TCS conveyed that *"Our HRM team has focused on offering adequate compensation and performance evaluation criteria for aligning to remote work dynamics and outcomes based on over hour worked. Moreover, our HR activities now prioritize feedback, effective communication and recognition for making sure that the remote employees feel connected and valued to the overall organizational culture"*. Therefore, the overall analysis of the theme highlights that HR team members have deployed multiple strategies to assist remote employees but still the employees face issues while they work remotely.

**5.3 Summary**

The presented chapter has assisted in exploring the findings through primary data analysis related to the impact of remote working on employee engagement and organizational culture in major IT companies in India. Moreover, thematic analysis shows key knowledge across various dimensions. At first instance, remote working impacts the level of employee engagement differently with factors like effective communication, flexibility and work-life balance playing considerable roles. However, in the second instance, remote working impacts organisational culture by keeping a priority on effective communication, adaptability and collaboration. In the third instance, the key challenges faced by remote employees with IT companies include communication and technological barriers, work-life balance issues and greater stress levels. However, in the fourth instance, the HRM team deploys multiple approaches like wellness programs, data analytics and communication initiatives to address such issues and promote overall talent development and employee well-being. HRM plays a critical role in adapting to the transforming landscape of remote work by focusing on transparency, continuous improvement and collaboration but skill issue persists with employees who work remotely as compared to those who work from the office. Thus, this chapter shows the complex relationship between employee engagement, organizational culture, emote work dynamics and HRM strategies in the Indian IT industry.

**Chapter 6: Discussion**

**6.1 Introduction**

The presented chapter is a highly essential part of the whole research work as it includes the overall discussion of the key findings gathered with the assistance of primary data collection as well as secondary literary sources. The discussion path is on the basis of considering the framed research objectives in first chapter and the research question as highlighted in Chapter 3. With the help of an integration of research objectives and questions, this chapter offers an extensive understanding of the influecne of remote work on organizational culture and employee engagement in the big IT companies of India.

**6.2 Discussion based on the findings and data analysis**

In context with the first research question and second research objective, the key literary sources offer a comprehensive framework for understanding employee engagement with multiple models and theories thereby putting light on its overall dynamics. The definition offered by Byrne highlights the importance of emotional commitment to organizational goals relating to the Hierarchy of needs model that highlights that engaged employees cover higher-order requirements through their work (Byrne, 2022; Padmavathy, 2017; Stefan, Popa and Albu, 2020). Similarly, the two-factor theory and self-determination model focus on the role of psychological requirements and intrinsic motivators in boosting employee engagement (Holston-Okae and Mushi, 2018; Groen, Wouters and Wilderom, 2017). Besides, the model offered by Kahn delineates engagement into cognitive, physical and emotional dimensions, whereas the Aon Hewitt theory targets primary drivers like recognition and career opportunities (Groen, Wouters and Wilderom, 2016; Gustomo, 2015). However, on the contrary, the well-being engagement model mixes employee engagement with well being thereby identifying factors like work-life balance and mental health as important influences. Besides, the dynamic nature and cultural differences within the aspect of engagement carry issues to the overall applicability of such models as some of them overlooked the nuanced interconnection of factors transforming engagement (Allison, Abut and Allison, 2018; Mone, London and Mone, 2018; Chandani *et al*., 2016).

However, on the contrary, the primary findings within the case context of big IT companies in India, remote working emerges as the key factor impacting employee engagement. On one side, it offers opportunities for personal development and flexibility but on the other side, it also carries issues such as communication barriers, technological barriers and blurred work-life balance. These

findings adequately relate to the literary sources that highlight the criticality of supportive leadership clear communication and growth or development opportunities for enhancing engagement. Thus, the discussion focuses on the requirement for companies to leverage theoretical models while considering the distinct contexts of remote work. Strategies targeted at addressing issues and enhancing engagement must prioritize opportunities for personal development, effective communication, and support for work-life balance for enhancing engagement.

Further, in the light of the first research objective and second research question, the key literary sources offer an extensive knowledge of organizational culture by focusing on its importance in transforming organizational performance and employee behaviour. Alvesson and Sveningsson explain organizational culture as the shared beliefs, values and practices that impact the way people work and communicate within an organization. In addition, organizational culture carries a critical role in transforming communication styles, and decision-making processes thereby eventually influencing organizational identity and employee engagement (Alvesson and Sveningsso, 2015; Chatman and O'Reilly, 2016). Multiple theories and models like Handy's organizational culture types and Hofstede's cultural dimensions offer an understanding of the distinct dimensions of organizational culture and the way they manifest within companies. These theories and models show the criticality of factors like communication patterns, power structures and underlying assumptions in transforming organizational culture (Odor, 2018; Brenyah and Obuobisa-Dark, 2017). In addition, the three levels model and cultural web model offer practices for understanding the deeper layers and the way they could be used to drive organizational culture (Schein *et al*. 2015; Driskill, 2018; Paaris and Pattiruhu, 2020; Valmohammadi and Roshanzamir, 2015; Lee, Park and Koo, 2015).

However, in the light of the research aim, the primary findings showed that organizational culture is considerably impacted by factors like communication, teamwork and leadership styles. Moreover, managers focus on the importance of collaboration and effective communication in boosting a positive remote work culture. In addition, leadership roles, accountability and mentoring roles an essential aspects of promoting community and teamwork among remote employees. Thus, the integration of primary findings and theoretical insights eventuates organizational culture relevance in the light of remote work. Effective remote work culture needs interrelation with clear communication channels, shared values and supportive leadership and with the help of such dimensions the IT companies could create a conductive culture for remote work

thereby fostering collaboration, engagement and innovation among the employees. Eventually, managing and understanding organizational culture is important for driving employee performance and overall organizational success in the changing landscape of remote work.

In light of the third research objective and third research question, the literary sources offer an extensive knowledge of the influence of remote work on employee engagement as well as organizational culture thereby highlighting both negative and positive areas. Moreover, remote work has been found to impact work-life balance, communication patterns and overall engagement levels among remote employees (Evangeline and Ragavan, 2016; Newman and Ford, 2021; Felstead and Henseke, 2017). On one side, remote work provides higher flexibility and autonomy which allows employees to control their schedules and work from anywhere (Taboroši *et al*. 2020). Thus, this flexibility could advance employee engagement and job satisfaction, especially for those employee who value autonomy in their work practices. Similarly, remote work has been related to positive transformations in an organisational culture like enhanced flexibility and a higher positive work climate as highlighted by the research carried out in the UK (Maher, 2022; Kniffin *et al.* 2021). On the contrary, remote work can prompt to development of feelings of isolation and loneliness especially among employees to depend on social interaction for engagement and motivation (Becker *et al.* 2022). Similarly, remote work shows challenges associated with collaboration, communication, access to technology and others which could inversely influence employee engagement and complete organizational culture (Ferreira *et al.* 2021; Hartmann and Lussier, 2020).

Further, the primary data based on the big IT companies in India highlights that employees encountered particular issues while working remotely and some of the common issues are lack of work-life balance and technological barriers. Lack of effective communication and high burnout and stress levels due to multiple reasons. However, managers carry an essential role in addressing such issues by applying approaches to advance effective communication, fostering collaboration or communication and supporting employee well-being while they work remotely. The key strategies adopted include virtual team building, regular check-ins and opportunities for professional development. Thus, the discussion of the impact of remote work on employee engagement and organizational culture highlights the criticality of using a holistic strategy for remote work management. Remote working offers benefits like autonomy and flexibility but it also carries challenges that need productive measures. By addressing such issues, companies could

form a positive remote work culture that assists organizational success and employee engagement in the long period.

Further, in the light of the fourth research question and fourth research objective, the key literary sources highlight the criticality of effective communication of organizational mission, vision and values to streamline employees with overall organizational culture (Warrick, 2017; Chang and Lin, 2015). Moreover, effective leadership is also essential in embodying such values and boosting open communication mediums that could contribute to the creation of a positive work environment and higher employee engagement. In addition, growth opportunities through development and training initiatives are important for boosting employee motivation (Warrick, 2017; Byrne, 2022). Similarly, empowering employees through delegating decision-making power and motivating innovation and creativity boosts a sense of ownership and autonomy within the remote working culture (Osborne and Hammoud, 2017). Moreover, forming opportunities for teamwork and collaboration through social events, team-building activities and cross-functional projects further boost employee engagement and organizational culture (Newman and Ford, 2021; Akafo and Boateng, 2015).

However, the primary findings highlight that there are multiple issues faced by the employees working remotely in big IT companies in India which require a proactive approach from the HRM teams. HRM strategies like data analytics to identify patterns associated with mentorship, employee well-being, certification reimbursement and wellness workshop initiatives could address the issues and assist remote employees effectively. Further, HRM programs targeted at promoting employee well-being, effective communication, talent progression and career development contribute positively to increasing employee engagement and organizational culture. Through prioritizing continuous improvement, collaboration, transparency and inclusion-building activities, HRM teams could adapt to the transforming scenario of remote work and boost an overall sense of belonging within remote employees. However, in spite of such efforts, it is clearly visible that remote employees still encounter challenges while working remotely which identifies the requirement for the HRM team to change their interventions and strategies to address the changing issues faced by remote workers and make sure their engagement, well--being and relation to the organizational culture. The overall insight drives the development of a new model based on an inductive research approach which is the "Remote working model" whose key aspects are shown in the below figure.
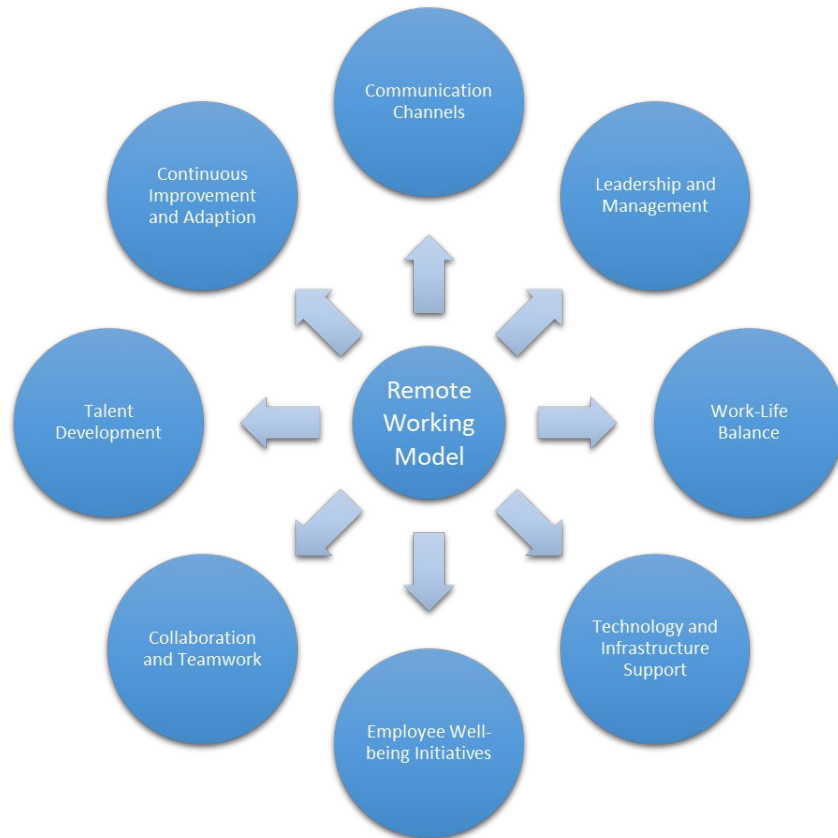
Figure 2: Key factors of Remote Working Model

(Source: Self-Made)

## 6.3 Summary

The chapter delves into the overall intricate system of organizational culture and employee engagement within the light of remote work thereby showing understanding from both primary and literary findings in big IT companies in India. The chapter focuses on the criticality of aligning models or theories with the distinct issues of remote work for devising effective approaches. Supportive leadership, clear or effective communication and opportunities for personal growth emerge as important elements in fostering a positive organizational culture and increasing and enhancing engagement. Further, HRM programs carry an important role in addressing the issues encountered by remote employees with approaches targeting mentorship, data analysis, talent development and well-being initiatives. However, despite the efforts, issues persist which highlight the requirement for proactive measures and continuous adaptation for ensuring well-being of the employees, engagement and alignment with organizational culture in the remote work landscape. The model of remote working has been derived after a discussion of key findings.

**Chapter 7: Conclusion and Recommendations**

**7.1 Introduction**

The final or last chapter of the research is the conclusion and recommendations chapter which infers the overall findings beginning from chapter first. The structure of the chapter is based on concluding the findings systematically after considering each chapter and then offering adequate recommendations of strategies or approaches for the IT companies in India to adapt to the remote working model along with highlighting the key limitations of the work.

**7.2 Conclusion**

The first chapter sets the overall stage to understand the importance of remote work in current organizational relations, especially within the dimensions of HRM. The chapter highlights the research problem or background, aim, objectives, importance and overall structure of the research thereby underscoring the criticality of investigating the influence of remote work on employee engagement and organizational culture. Through detecting key issues and opportunities related to remote work, the chapter shows a transparent path to explore the elements of HR practices in the light of remote work. Lastly, the research targeted to offer valuable insights for employees, HR team members, managers and organizations to adequately navigate the challenges of remote work conditions in the IT sector of India.

The second chapter reviews key literary findings from the secondary sources and offers an extensive evaluation of organizational culture, employee engagement and the impact of remote work within the context of the IT industry in India. The chapter highlights multiple models, frameworks and theories that elucidate the complex dynamics of organizational culture and employee engagement thereby highlighting their importance for overall organizational success. Further, the literature review scrutinizes the diversified impact of remote work on such aspects thereby showing both its negative and positive implications. The review detects the key gaps within the offered pieces of literature especially related with the influence of remote work on organizational culture and employee engagement in Indian IT companies. This identification sets the stage for future research aimed at connecting such gaps and increasing the understanding of the way remote work transforms organizational dynamics. Thus, the literature review bases a robust foundation for the subsequent empirical investigation by guiding the work towards meaningful knowledge and actionable suggestions for companies navigating the landscape of

remote work. The third chapter highlights the key questions that the research tries to uncover for gathering adequate findings.

The fourth chapter offers an extensive model to exploration the impact of remote working on organizational culture and employee engagement within Big IT companies in India. Through deploying interpretivism as a research philosophy, the research acknowledges the overall subjective phenomenon of human perception and experiences and the inductive research approach integrating with the mono-qualitative methodological option, allows for an extensive understanding of the phenomenon under investigation. Through the use of purposive sampling as well as semi-structured interviews, different insights from different types of people are collected which enhances the richness of the information. Further, the thematic analysis serves as an adequate tool for detecting themes and patterns within the qualitative data. Ethical considerations are adequately addressed to conserve the privacy and rights of the people. However, despite some limitations in the data, the methodology deployed offers an adequate understanding of the integrated and complex relationship of remote work, organizational culture and employee engagement which contributes to both practical application and academic knowledge in HRM.

The fifth chapter shows the data analysis and findings related to the influence of remote working on organizational culture, employee engagement and the overall role of HRM strategies within major IT companies in India. The use of thematic analysis showed multiple insights including the impact of remote work on engagement through elements such as work-life balance and effective communication, shaping organizational culture through targeting adaptability and communication and employees facing challenges such as higher stress levels and communication barriers but the HRM team employs diverse strategies to overcome the issues faced by employees but skill development is a key challenge. Thus, the chapter shows the intricate connection between employee engagement, organizational culture, remote work dynamics, and HRM strategies in the Indian IT sector. The data analysis underscores the requirement for extensive HRM strategies to address issues and optimize employee performance and well-being in the changing remote work landscape.

Further, the overall conclusion of chapter six is based on the integration of key literary sources and primary insights that highlight the criticality of relating theoretical models with the phenomenon of remote working dynamics. Key elements like effective communication, supportive leadership and personal growth opportunities emerge as important for boosting a positive remote

work culture. Moreover, HRM initiatives play an essential role to address remote work challenges but regular issues necessitate proactive approaches and continuous adaptation. The developed remote working model involves important elements to manage remote work effectively through emphasizing leadership styles, communication channels, employee well-being and work-life balance initiatives.

**7.3 Recommendations**

Based on the overall conclusion or inferences, the recommendations for organizations and HRM teams are as follows:-

- It has been recommended to prioritize effective communication channels and encourage open communication between managers and remote employees. Effective communication within a remote working environment could be enhanced through virtual team meetings, transparent communication and regular check-ins that foster greater engagement and a positive culture towards the accomplishment of organizational goals (Wang *et al*., 2021).

- It has been also suggested to implement initiatives and policies that support greater work-life balance. The key approach that could be deployed to promote work-life balance includes offering flexible working time, wellness programs and encouraging boundaries between personal life and work to prevent stress or burnout and advance overall well-being (Sandoval-Reyes, Idrovo-Carlier & Duque-Oliva, 2021).

- Further, it has been advised to offer opportunities for skill enhancement and professional development through offering, multiple strategies so that the employees working remotely could empower themselves in professional development and leads positively to the complete success of the organization

**7.4 Summary**

In summary, the final chapter offers valuable inferences related to the influence of remote work on engagement of employees and organizational culture within the Indian IT industry. Integrating empirical findings with the theoretical framework, the chapter shows the criticality of supportive leadership, HRM initiatives and effective communication in boosting a positive remote working culture. The offered recommendations for organizations and HRM teams include promoting work-life balance, prioritizing communication channels and investing in talent development which has been found to be essential to mitigate the remote work challenges.

**8. Personal Reflection**

My overall journey working on the research work was highly exciting as well as challenging. The dissertation has assisted me in advancing my odyssey, learning and knowledge of employee engagement and organizational culture within the IT industry of India. As I personally reflect on my academic achievement, I feel that the learning has not merely increased my knowledge of the subject under investigation but has also elevated important skills for my future endeavors of working as a HR especially positively impacting my critical thinking skills, researching skills and other related skills. The learning of key skills within research work assists students like me to evaluate in their personal and professional lives to achieve the desired future aims and skills (Crisianita & Mandasari, 2022). Firstly, the overall procedure of carrying out the research has been highly instrumental in advancing my research skills. Moreover, navigating through extensive pieces of literature, detecting relevant sources and synthesizing diverse viewpoints have instilled in me an overall sense of methodological strategies and resourcefulness important for accomplishing my future aims and objectives. This experience has advanced the importance of meticulous research in discovering truths and showing extensive narratives which is an invaluable understanding I will carry forward in my future professional life as a journalist.

Further, understanding the issues around the influence of remote work on employee organizational culture and engagement demanded rigorous critical thinking. Critical thinking is an essential skill for the professor to make the right decision after considering the entire factors or dimensions of the ongoing opportunity or problem (ŽivkoviĿ, 2016). Analysing case context, evaluating methods and discerning the findings of varying perspectives have elevated my capability to dissect information, construct cogent arguments and discern patterns. Such critical thinking skills are highly indispensable tools to challenge assumptions, probe new findings and form compelling narratives. However, within the process of forming the research work, I encountered issues especially related to gathering data through primary sources as it was the first time I was taking an interview. In addition, the tight deadlines were another issue faced by me in the process of forming the work. However, such hurdles served as valuable lessons which reinforced the criticality of time management, adaptability and overall resilience. In the future, I am likely to complete my CIPD course and focus on my transition into generalist profile of HR. With the help of the work, I am likely to carry the learned skill and knowledge to achieve my future goals for overall personal as well as professional development.

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**Appendix**

**Interview Questions**

| | |
|---|---|
| **Subordinates/entry-level employees** | RQ 1: How has remote working impacted your motivation and morale based on your entry-level role in the company? |
| | RQ 2: In your opinion, what particular factors contribute to lower or higher levels of engagement among remote employees? |
| | RQ 3: Is there any difference in engagement levels between employees employed remotely and those working from offices? |
| **Managers** | RQ 4: What are the key dimensions of organizational culture in big IT companies in India and how they impact remote working? |
| | RQ 5: In your working experience, what approaches or strategies have been effective in inspiring engagement among remote employees under your management? |
| | RQ 6: How do you see your role in boosting a sense of community and teamwork among your team members who work remotely for robust organizational culture? |
| **HRM team members** | RQ 7: How does you team seek and address challenges like stress level, burnout or high attrition ratio among employees who are working remotely? |
| | RQ 8: What programs or initiatives have been applied to assist wellness and talent development among remote employees? |
| | RQ 9: Can you briefly discuss the HR approaches in place to adapt to changes in overall organizational culture and employee engagement brought by remote work? |