National College of Ireland

Project Submission Sheet

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Programme: Master of Arts in Human Resource   **Year:**   ……………1…………
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Module: ………………Dissertation………………………………………………………………………

Lecturer: ………………………………………………………………………………………………………

**Submission
Due Date:** ……………………………10/8/2024……………………………………………………………

Project Title: Impact of Remote Work on HR Practices and Employee Engagement

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Signature: ……………………Yimuran Aisikaiti……………………………………………………………

Date: …………………10/8/2024……………………………………………………………………

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[Insert Module Name] Dissertation

[Insert Title of your assignment] Impact of Remote Work on HR Practices and Employee Engagement

Your Name/Student Number	Course	Date
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Submission of Thesis and Dissertation

National College of Ireland

Research Students Declaration Form

(Thesis/Author Declaration Form)

Name: _____Yimuran Aisikaiti_____

Student Number:

_____23182784_____

Degree for which thesis is submitted: ____ Master of Arts in Human Resource Management _____

Title of Thesis: Impact of Remote Work on HR Practices and Employee Engagement

Date:

_____10/8/2024_____

Material submitted for award

A. I declare that this work submitted has been composed by myself.
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B. I declare that all verbatim extracts contained in the thesis have been
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Impact of Remote Work on HR Practices and Employee Engagement

Table of Contents

Abstract

This dissertation examines the influence of remote work on human resource (HR) practices and employee engagement, with a particular emphasis on the changes that have been accelerated by the COVID-19 pandemic. The objective of the research is to investigate the extent to which conventional HR functions, including recruitment, performance management, and employee development, have adjusted to the remote work environment and the impact of these modifications on employee engagement measures. A quantitative research approach was employed to collect data from questionnaires administered to HR professionals and employees in a diverse array of industries. The results suggest a substantial shift toward output-based performance management and an increase in the utilization of digital communication technologies. Despite the fact that working from home provides a greater degree of freedom and independence, particularly in terms of communication and collaboration, it can be difficult to sustain employee engagement. The study's conclusion incorporates HR experts' suggestions for fostering increased employee engagement in their work from home responsibilities. These consist of the implementation of more comprehensive virtual collaboration technologies and routine staff check-ins. The primary focus of future research should be on the long-term implications of telecommuting and its impact on individuals from a variety of cultural contexts.

Introduction

1.1 Introduction (Research Background/Background of Study)

Employee engagement is a crucial aspect of organizational success, encompassing the psychological, emotional, and behavioural dimensions that influence an employee's commitment to their work and organization (Kahn, 1990). As remote work becomes more prevalent, its impact on employee engagement warrants thorough examination. This section explores both the positive and negative effects of remote work on employee engagement, drawing from various empirical studies and theoretical perspectives.

Definition and Dimensions of Employee Engagement and Remote Work

Employee engagement is often defined as the degree to which employees are emotionally and intellectually invested in their work (Schaufeli, et al., 2002). It involves several dimensions: psychological engagement, which refers to the cognitive and emotional investment in work tasks (Bruce, et al., 2010); emotional engagement, which involves the affective commitment to the organization (Macey & Schneider, 2008); and behavioural engagement, which is the physical effort exerted in performing job duties (Christian, et al., 2011). Understanding these dimensions is essential for analysing how remote work influences overall engagement.

Over the last several years, there has been a development of technologies that have made the working from home possible since there is the ability to communicate and work with others irrespective of the physical location. The role of information communication technology (ICT) has been crucial, as pointed out by Haddon (1992) who fully recognized the dynamics of ICTs and their effects on the society and organizations in general as opposed to the household level. These technologies have gradually eroded the temporal and spatial barriers that define the workplace as identified by Olson (1983) in his work on remote office work.

The only recent event that has accelerated the implementation of remote work on a massive scale is the COVID-19 pandemic. Brynjolfsson, et al. (2020) and Bartik, et al. (2020) 's studies are good examples that show that the pandemic led to the need for remote work hence the need for organizations to alter their work strategies. This rapid shift has exposed various changes in the HR practices and has thrown up some questions on how best to maintain employee engagement given that most workers are working from home.

Background of Study

Olson (1983) pointed out that work pattern changes started as early as the 1980s due

to remote work, meaning people did not have to be in fixed offices. This has progressed as pointed out by Waber, et al. (2014) where they pointed out that work environments are being created in a way that enhances collaboration and performance despite physical absence.

The organization's HR practices have also changed to suit such conditions and have moved from traditional approaches to creativeness that accommodate remote work. Conventional employees' management approaches and human resource management practices that were developed for conventional workers have had to be reshaped to meet the challenges of remote workers. These are such as coming up with new strategies in recruitment, employee and performance management and development that are suitable for virtual working.

At the same time, employee engagement, which is considered as one of the key factors for organizational effectiveness, also changes its nature in the remote work setting. As the psychological attachment that the employees have with their employers and the work that the latter are doing, employee engagement has been a topic of interest in conventional work environments. Unfortunately, remote work brings in a number of factors that may either support or take away from engagement. Prior work has produced conflicting results; some of the studies show enhanced productivity and job satisfaction, while others reveal problems like loneliness and communication difficulties.

However, there is still limited literature available which specifically focuses on how remote work affects HR practices and employees' engagement. The current global pandemic has spurred a shift to remote work that has happened faster than research can catch up to it.

Purpose of the Study

The objective of this research is to investigate the impact of remote work on HRM and employee engagement, which was outlined in the existing research. Thus, this research aims to examine the changes in HR practices that are required for remote work to maintain or boost employee engagement and provide a detailed understanding of the dynamics of work.

Significance of the Study

It is therefore imperative for the HR practitioners and organizational leaders to grasp the implication of remote work on the HR practices and employee engagement especially in the post COVID – 19 new normal. Thus, this study aims at contributing

to the academic and practical fields by providing prescriptive suggestions for the effective HR policies that can maximize the performance of remote employees. The lessons learnt can assist organizations to improve on their remote work strategies, increase worker satisfaction, and thus increase the productivity of the organization in the new normal.

1.2 Research Objectives and Questions

- **Research Objectives:**

The research questions for this study are as follows: What are the various and interrelated effects of remote work on HRM and employee engagement? The research will focus on the following key objectives:

To examine the impact of remote work on perceived HR practices.

This objective is to find out how conventional HR practices have adapted to the new normal of remote working. The knowledge of these changes is imperative to assist the HR professionals in order to continue to support the effective functioning of an organization. Thus, analysing the changes in recruitment, performance management, training and development this study will contribute to the understanding of the changes in HR practices in a remote context.

To analyse the impact of remote work on employee engagement:

Employee engagement is one of the key concepts that define the performance of organizations, affecting productivity, job satisfaction, and turnover. This objective aims at establishing the impact that remote work has on employees' engagement. It will also look into the advantages and disadvantages of remote working looking at the areas like communication, collaboration, work-life balance and job satisfaction. This way, the analysis will contribute to understanding the factors that lead to engagement in a remote work scenario.

To identify best practices for HR in managing remote workforces:

Therefore, as remote work has become a permanent feature in many organizations, it becomes crucial to determine the right HR practices that can help support remote workers and improve the employees' engagement. This objective will aim at identifying the best practices and new trends that the HR can use in the management of remote employees. These practices will be based on both theoretical and real-life data to give recommendations that can be implemented by the HR leaders.

13

- **Research Questions:**

The following research questions are developed in order to meet directly the stated objectives of the study. These questions will guide the investigation and ensure a focused approach to exploring the critical aspects of the topic:

What impact does telework have on employees' perceptions of changes in HR practices?

This question seeks to establish the detailed transformation that has taken place in the practices of the HR department due to the shift to remote work. This will cover aspects such as hiring, introduction to the company, assessing employee's performance, and training and growth while taking into consideration the changes that have been made for remote employees.

What are the consequences of remote work on employees' engagement?

It is crucial to grasp the effects of remote working on employee engagement given the fact that it is one of the most growing trends in today's work environment. This question will explore how remote working affects the different aspects of engagement namely; morale, communication with peers, and organisational objectives. This paper shall establish both the benefits and the drawbacks of remote work.

What techniques can be used by the Human Resource department in order to boost the employees' engagement in a remote working model?

This question aims at determining the best practices that could be used in order to improve employees' engagement in a remote working environment. It will discuss strategy and theory for tackling the problems that arise from remote working, intending to give real life recommendations for HR managers and leaders to enhance the working experience of their remote staff.

1.3 Rationale for This Study/Context of This Study/Research Contribution

Rationale for This Study

There is the research question that justifies conducting this study: What are the factors that influence the motivation of employees working remotely in the context of the new organizational environment? The rationale for this research lies in the all-encompassing changes that remote work has introduced into the contemporary workplace, and which has been further amplified by the COVID-19 pandemic. This has led to a number of changes in HR practices and has created new challenges and opportunities for managing the employees' engagement in the context of remote work.

This is important for any organization that wants to be relevant in present and future world, and continue to have a healthy and engaged workforce while working remotely, or in a mixed mode.

Therefore, remote work has shifted the conventional definition of the workplace and impacts how organizations oversee their employees. Yin (2017) has observed that in-depth case studies are particularly useful when the research questions pertain to the how and why of phenomena that occur naturally. This research seeks to examine the detailed effects of remote work on HR practices to establish the changes that have taken place. Thus, the study will contribute to the understanding of the strategic changes required to achieve effective HR management in remote locations.

Employee engagement, now known to play a major role in organizational outcomes, is also influenced by remote work. In his work, Maxwell (2012) stresses the necessity of identifying the process and contextual factors that determine the results of the research. The following research questions will be explored to capture the various aspects of employee engagement and how remote working influences elements like job satisfaction, communication, and collaboration. Through the above aspects, the research will capture how to improve engagement, which will aid organizations in retaining a motivated workforce.

Practical Implications

The consequences of this study are meaningful due to current trends in the development of remote work. Given the new normal of work that involves remote and hybrid working models, there is a need to know how best to support these changes. This research will give specific recommendations for the HR practitioners to foster and manage remote employees successfully.

Precisely, the study will reveal the strategies of recruitment, onboarding, performance management, and employee development suitable for remote working. These conceptualizations will be very beneficial for the HRM practitioners who want to enhance their HRM systems and ensure employees' high level of engagement. In addition, the study will focus on basic problems identified with remote work, for instance, communication problems and loneliness and how they can be solved.

Research Contribution

The findings of this research will add value to both the theoretical literature and real-life HRM practice by targeting the identified research gaps. According to

Edmondson and Mcmanus (2007), it is imperative that the methodology used in the research is appropriate for the given project to generate quality and useful findings. To enhance the credibility of this study, the research will use sound methodological procedures in data collection and analysis.

Expanding upon the work of other researchers like Tushman and O'Reilly (1996) who describe ambidextrous organizations that are able to manage incremental and radical changes, this study will seek to understand how organizations can manage conventional and telecommuting practices. The research will enhance the knowledge on organizational adaptability and the position of HR in the process of adaptation.

Furthermore, it will also contribute to the current literature by shedding light on the dynamics of HR practices and employee engagement in the new work arrangement of remote work. Thus, the research will provide a systematic review of the topic based on the analysis of previous studies and the presentation of new data. The recommendations derived from the study will be realistic, and thus useful for HR managers managing remote work challenges.

1.4 Methodology (Research Design and Context)

- **Research Design:**

Quantitative Method Approach:

The research design of this study will be quantitative in nature to gather the objective data. Will give elaborated information concerning the perception and experience of the HR professionals and employees.

Justification for Chosen Methodology:

Since the research questions of this study will be to determine the changes that have taken place in HRM practices as well as the impact of telecommuting on employees' engagement, the quantitative approach is suitable.

Data Collection Methods:

The data will be collected through questionnaires to get information from different sources and hierarchical levels of the organisation.

Surveys: The quantitative data on the changes in the HR practices and the level of employees' engagement will be obtained from the structured surveys filled in by the HR professionals and the employees. The surveys will be of both the closed and the

scaled type to determine the magnitude of the impact of remote work.

Sampling Techniques and Participant Selection:

The population of interest will be purposely chosen to ensure that they are likely to offer useful information and from different backgrounds. The sample will include:

HR Professionals: Key informants who are in charge of HR practices within the organisations will be asked questions on changes and adjustments that have been made on the policies and practices due to remote work.

Employees: They will be selected from different organizations and industries to ensure that all the aspects of remote working environment and employee engagement are covered.

The participant selection will be targeted to acquire a diverse population by focusing on various industries, organizations' sizes, and positions to generalize the results.

- **Data Analysis:**

Statistical Analysis for Quantitative Data:

Primary data collected through surveys will be analysed with the help of statistical tools. To analyse the data, frequency and percentage will be used to present the data in form of tables while hypotheses testing will be done using regression analysis and t-tests. This analysis will aid in establishing the trends and best practices of HRM and employees' engagement concerning remote working.

1.5 Dissertation Structure/Overview of the Structure

This dissertation is organized to provide a logical flow of the effects of remote work on HR practices and employees' engagement. The chapters are presented to follow the research process from the introduction to conclusion to make it easier for the reader to follow the study context, method, results, and implications.

Chapter 1: Introduction

Research Background/Background of Study: Explains the trends of remote work, the development of technologies, and the impact of the COVID-19 outbreak.

Research Objectives and Questions: Articulates the goals of the research and questions that will be asked in the study with precision.

Chapter 2: Literature Review

The literature review offers a comprehensive examination of existing research relevant to remote work, HR practices, and employee engagement. This chapter:

Synthesizes key studies and theoretical frameworks.

Compares traditional HR practices with those adapted for remote work settings.

Explores research on employee engagement, defining the concept and summarizing important findings.

Identifies gaps in the current literature, establishing the foundation for the present study.

Chapter 3: Methodology

This chapter outlines the research design and methodology, detailing how the study will be conducted. It includes:

Research Design: Explains the choice of a mixed-method approach, combining qualitative and quantitative methods, and the rationale behind this selection.

Data Collection Methods: Describes the use of surveys along with the sampling techniques and participant selection criteria.

Data Analysis: Details the statistical analysis for quantitative data, justifying the chosen method to ensure rigorous and reliable results.

Chapter 4: Results

The results chapter presents the findings from the data collection and analysis. This chapter:

Provides a detailed presentation of quantitative data, including descriptive and inferential statistics.

Chapter 5: Discussion

This chapter interprets the results in the context of the research questions and objectives. It includes:

Comparison of the results of the study with the current literature.

A consideration of the findings for HR practices and employee engagement.

An evaluation of the findings of the study, which show the positive and negative

aspects of the research.

Chapter 6: Conclusion and Recommendations

The last chapter concludes the study and contains the main findings of the research and recommendations for further actions. It includes:

The conclusion that brings out the main findings of the study and their implications.

To help HR professionals to build an effective strategy of remote work, the following recommendations are suggested to boost remote work and employee engagement.

Proposals for future research to fill the gaps identified in the current study and to extend the analyses of the investigated questions.

Literature Review

2.1 Introduction to the Literature Review

This paper aims at reviewing literature to establish a literature gap that forms the basis of this research work on remote work, HR practices, and employee engagement. Thus, this review seeks to establish the main discoveries, patterns, and theoretical models that define these areas of study. Also, the literature review will outline the existing research gaps, which will provide the basis for the current study. Thus, the review will outline the gaps in the literature that this research will fill regarding the impact of remote work on HR practices and Employee engagement in light of contemporary trends such as advanced technology and the COVID-19 pandemic.

2.2 Conceptual Framework and Theoretical Underpinnings

Positive Impacts of Remote Work on Employee Engagement

Remote work offers several benefits that can enhance employee engagement. Flexibility in work schedules allows employees to achieve a better work-life balance, reducing stress and increasing job satisfaction (Bloom, et al., 2015). This flexibility can lead to higher levels of psychological and emotional engagement as employees feel more in control of their work environment and schedule (Gajendran & Harrison, 2007). Moreover, the autonomy associated with remote work can foster a sense of ownership and responsibility, further driving engagement (Deci & Ryan, 2000).

Empirical studies support these observations. A study by Gallup (2000) found that employees who spend 60-80% of their work time remotely are the most engaged, suggesting that a hybrid model of work can maximize engagement. Similarly,

research by Buffer (2020) indicated that remote workers report higher levels of satisfaction and productivity, which are key indicators of engagement. These findings suggest that remote work can positively impact employee engagement by providing greater flexibility and autonomy.

Negative Impacts of Remote Work on Employee Engagement

Despite its benefits, remote work also presents challenges that can negatively affect employee engagement. One significant issue is the sense of isolation that remote workers may experience due to the lack of face-to-face interactions with colleagues (Golden, et al., 2008). This isolation can lead to decreased emotional engagement as employees feel disconnected from the organizational culture and their team (Cooper & Kurland, 2002)

Another challenge is the difficulty in maintaining clear communication and collaboration in a remote work setting. Miscommunication and the lack of immediate feedback can hinder employees' ability to perform effectively, impacting their psychological and behavioural engagement (Mazmanian & Orlikowski, 2013). Additionally, the blurring of boundaries between work and personal life in a remote environment can lead to burnout, further diminishing engagement (Sardeshmukh, et al., 2012).

Empirical Studies on Remote Work and Employee Engagement

Several empirical studies have explored the relationship between remote work and employee engagement, with mixed results. For instance, a study by Bailey & Kurland (2002) highlighted both the positive aspects, such as increased job satisfaction and reduced work-related stress, and the negative aspects, such as feelings of isolation and difficulties in communication. Similarly, a meta-analysis by Gajendran and Harrison (2007) found that while remote work generally leads to higher job satisfaction and lower turnover intentions, it can also result in decreased organizational commitment if not managed properly.

Contrasting findings are evident in a study by Fonner and Roloff (2010), which reported that remote workers experienced higher job satisfaction and lower stress levels compared to their office-bound counterparts. However, the same study noted that the lack of social interaction in remote work settings could undermine these benefits over time. These studies underscore the complexity of remote work's impact on engagement, suggesting that while it offers significant advantages, it also requires careful management to mitigate its potential drawbacks.

Theoretical Perspectives

The impact of remote work on employee engagement can also be understood through various theoretical lenses. Self-Determination Theory (Deci & Ryan, 2000) posits that autonomy, competence, and relatedness are critical for motivation and engagement. Remote work inherently provides autonomy but may compromise relatedness due to reduced social interactions. Therefore, balancing these factors is crucial for maintaining engagement in remote work settings.

Social Exchange Theory (Blau, 1986) suggests that the quality of the relationship between employees and their organization influences engagement. In a remote work context, maintaining high-quality exchanges through regular communication and support can help sustain engagement levels (Cropanzano & Mitchell, 2005). Organizations must thus implement strategies to foster strong virtual relationships and ensure continuous support for remote workers.

Human Resource Management (HRM) Theory:

Human Resource Management Theory is a branch of management that deals with the administration of people in organizations for the purpose of attaining organizational objectives. It includes the following functions; recruitment, selection, training, performance management, and Employee relations. Therefore, as posited by the HRM theory, good and proper HR practices should enhance employees' motivation and commitment that in turn results to high performance of the organization.

Therefore, in the case of remote work, the HRM theory can be applied to describe how the conventional HR practices have to be changed to accommodate remote workers. This means that the company has to come up with new policies concerning recruitment, onboarding of new employees, performance, and training in this new work from home model. For instance, the conducting of Virtual Onboarding, Performance Appraisal, and Training has been incorporated into the HRM in Virtual work arrangements. This theory helps in determining the measures that can be taken in order to ensure that the HR practices are suitable for enhancing productivity and employees' satisfaction in the remote working arrangement.

Strategic Human Resource Management (SHRM) and Remote Work Integration:

SHRM is the evolution of HRM through the integration of HR practices with the overall business strategy of the organization. SHRM concentration is on the relationship between HRM and business strategy with an aim of achieving

competitiveness. SHRM in the remote work environment is the development of HR policies and practices that support the strategic objectives of the organization in view of the special circumstances relating to remote working.

Therefore, the application of remote work as an element of SHRM is a process that requires flexibility, adaptability and technology. Therefore, it is vital that organizations come up with the right remote work policies which would enhance the agility of the organization and resilience of the organization. This entails putting in place technological means of communication and collaboration, setting well outlined remote working policies and principles, and encouraging for accountability. Thus, SHRM offers conceptual frameworks for explaining how telecommuting can be used to support strategic management objectives.

- **Theories Relevant to Employee Engagement:**

Employee Engagement Theory:

Employee Engagement Theory is a theoretical framework that defines the degree of employee's emotional and rational involvement at work as the level of engagement. The involved employees are the ones who have passion in the work they do, are proud of the work they do and are willing to see the organization do well. The major factors that influence employee engagement include; job content, appreciation, growth, and organizational culture.

In the context of remote work, one of the biggest issues is the employees' lack of motivation and engagement due to loneliness and problems with communication. The Employee Engagement Theory allows to determine how to increase engagement in a remote setting, including having frequent virtual meetings, providing professional growth, and acknowledging employee's accomplishments. Thus, applying this theory, organizations can develop appropriate remote work procedures that will keep employees engaged.

Self-Determination Theory (SDT):

SDT, which was proposed by Deci and Ryan, claims that people have inherent tendencies of choosing their actions with the purpose of satisfying their psychological needs of autonomy, competence, and relatedness. These needs increase motivation and wellbeing of the individual when they are met. At the workplace it is quite imperative that these needs are promoted to improve the employees' morale and productivity.

These psychological needs can be affected by remote work in the following ways. For

instance, remote working may increase autonomy as the employees have a better way of managing their time. However, it can also threaten relatedness as it limits one's ability to socialize. When applying SDT in the context of remote work, one has to establish autonomy (e.g., work schedules), competence (e.g., tools and training), and relatedness (e.g., team-building activities).

Social Exchange Theory (SET):

According to SET, relationships are all about the exchange of things that are valuable like support, trust, and incentives. In the workplace, SET means that since employees feel that the organization is giving them something they can use then they will also give something back such as commitment.

Telework can affect the process of social interaction and, therefore, the ways of support and recognition. For instance, remote workers may need assurance and feedback at intervals more than the usual employees in the office. Thus, SET in the context of remote work can be implemented through providing employees with proper support and recognition through telecommunication means and building mutual engagement.

2.3 Remote Work: Definitions and Evolution

Different Definitions of Remote Work:

Telecommuting is a general term used to describe work arrangements that involve performing job tasks in a location other than the employer's site, yet with the help of ICT tools and technologies to work from home or any place of choice. According to Nilles (1997), telework is defined as the application of telecommunication and computers in order to facilitate working away from the common organizational premises. This definition focuses more on the technological aspect through which people work from home.

Felstead & Henseke (2017) build on this and mentioned that remote work also encompasses the aspect of place and time. They describe it as the type of work that is offered by the employees to work from different locations other than the organizations' place of work, including their homes, other people's offices, co-working spaces, or any other place of their choice with the help of ICTs. This view captures the idea that remote work can be conducted in various environments and technology plays a part in making this possible.

Distinction Between Remote Work, Telecommuting, and Flexible Working:

While the terms "remote work," "telecommuting," and "flexible working" are often used interchangeably, they have distinct meanings: While the terms "remote work," "telecommuting," and "flexible working" are often used interchangeably, they have distinct meanings:

Remote Work: This definition may include any activities carried out outside the conventional workplace and is mainly enabled by technology. It covers flexible working environment such as home and office, co-working spaces or any location of the employees' choice.

Telecommuting: Suggested by Nilles (1997), Telecommuting is a precise term that defines the act of working from home or any other place other than the traditional office. It is centred on the minimizing or completely eradicating the physical movement between the workplace and other locations.

Flexible Working: This concept entails a wider form of employment that may involve negotiation on time, space and, job design. While the most common form of the concept is telecommuting, flexible working also encompasses such arrangements as: working hours, compressed workweeks, and job sharing.

The identification of these categories is important in the analysis of nature and implications of non-standard jobs.

- **Historical Evolution:**

Early Adoption and Technological Advancements:

The theory of telecommuting can be dated back to the 1970s and 1980s when pioneers started to test the idea of working from home or any other location other than a dedicated office. Alvin Toffler in his book "The Third Wave" published in 1980 painted a picture of the future where through advancement in technology people will shift from working in industries to working with ideas and this will make it possible to work from anywhere.

Before the turn of the millennium, there were noticeable improvements in the use of ICTs, which played a crucial role in the expansion of telecommuting. The growth in the use of personal computers, the World Wide Web, and the mobile devices made it possible for workers to communicate and work together regardless of their locations. This period can be seen as a start of the further develop of the remote work as a practice.

Impact of Global Events on Remote Work Adoption:

Global events have significantly influenced the spread of remote work as a common practice in organizations. The COVID-19 pandemic has especially affected remote work practices in different parts of the world. Due to the outbreak of the COVID-19 pandemic, governments enforced countrywide lockdowns, and social distancing norms, which forced companies to adopt work from home models. This abrupt transition brought out the viability and advantages of remote working on a massive scale. COVID-19 brought about quick changes in the use of technology through tools like video conferencing, project management, and cloud collaboration that has made remote work possible. It also witnessed a rise in studies and discussions on the effects of remote work on output, workers' health, and companies' culture.

2.4 Impact of Remote Work on HR Practices

The current remote work model has a direct impact on several HRM practices, and, thus, changes in recruitment, training, performance, relations, and compensation. This section elaborates on these effects and details the shifts and their consequences.

Virtual Recruitment Processes:

Due to the contemporary change in the mode of work from physical to remote, there has been the use of virtual methods in recruitment. Stone and Lukaszewski (2009) are of the view that e-HRM has been brought into significant use in the management of recruitment functions. Virtual methods of recruitment such as posting jobs online, job fairs, and online application forms help organizations to shortlist a larger number of candidates without regard to their location.

Changes in Selection Criteria:

Flexible work means that new measures for the selection of suitable employees should be used to identify those who are suitable for working remotely. Chapman and Webster (2003) highlights the need to consider the applicants' technological literacy, work ethic, and oral and written communication skills because these are relevant to distributed work. Today, companies value candidates' flexibility, initiative, and their capacity to work without close supervision, along with education and work history.

- **Training and Development:**

Online Training Programs:

The Covid-19 pandemic that led to remote working has boosted the use of online learning programs. As a result, virtual learning platforms are described by Noe (2020) to act as a convenient and easily accessible training tool for employees. These include

E-learning modules that can be done at one's own pace, Webinar sessions, and virtual workshop.

Challenges and Opportunities in Virtual Training:

However, there are some disadvantages to online training; despite the many advantages that come with it. Some of the challenges that have been noted include; there is little face to face interaction with the students, there could be technical snags, and different employees could have different levels of exposure to digital tools as noted by Salas, et al. (2012). However, virtual training also brings about advantages of individual training, use of multimedia materials, and promoting corporate culture of training with easily accessible training materials.

Remote Performance Appraisal Techniques:

Due to the change in the work environment and the new normal of remote working, there is a need to alter the methods of assessing employees' performance. According to Aguinis (2013), the performance management systems should be result-oriented rather than the one based on the time. Most of the remote performance appraisals are conducted using digital aids to help in monitoring, setting performance goals, and even in giving feedback.

Shift from Time-Based to Output-Based Performance Measurement:

DeNisi and Pritchard (2006) elaborate on the motivational aspect of performance management, which has become important in the managers' toolkit for remote work. It has been noticed that, companies are now shifting from the time-based approaches to output-focused performance assessments. This change helps employees to concentrate on objectives and results and thus to be more accountable and efficient in the remote mode.

Tools and Strategies for Maintaining Communication:

Good communication is essential in addressing employees' relations especially in the remote working scenario. Morgan and Hunt (1994) noted that a vital factor that should not be overlooked in relationship marketing is trust and commitment; these are equally relevant to employees. Thus, enterprises use different digital communication means including instant messaging, video conferencing, and collaborative platforms to have frequent and open communication.

Challenges in Building Remote Workplace Culture:

This paper seeks to expound on the difficulties of creating and maintaining a positive workplace culture in a remote working setting. Jarvenpaa and Leidner (1999) describe the factors of communication and trust in virtual teams stating the fact that working remotely may cause feelings of isolation and detachment. Due to the remote work model, companies need to ensure that the employees feel like they are part of a community through group exercises, check-ins, and social events.

Adjustments in Compensation Strategies:

The COVID-19 pandemic has changed working practices and has made organizations rethink their compensation practices. According to Milkovich (2013), the packages that are used to reward employees must be adaptable to the current nature of work. This entails factors like adjusting the cost of living for employees working remotely in different areas, incentives that are linked with the remote work performance metrics.

Benefits Tailored for Remote Employees:

Compensation is another strategic HRM process that is explained by Martocchio (2013). It's important to note that in the remote work setting, organizations are able to design the benefits packages to suit the needs of remote workers. This can comprise allowances for setting up a home office, wellness programs, flexible working time, and better mental health services. This will help in creating a positive work culture and improve the morale of employees who are working remotely thus retaining them.

2.5 Challenges and Opportunities of Remote Work

- **Challenges:**

Technological Challenges:

Remote work is dependent on technology and this has its disadvantages. Orlikowski (1992) explains that technology has two faces; it on the one hand supports telework, on the other hand, it poses challenges. Some of the challenges that may affect efficiency and communication include; poor internet connectivity, security breaches, and poor technical support. Also, the autonomy paradox, as defined by Mazmanian, et al. (2013) is another paradox that state that while technological advancement is meant to offer flexibility it leads to intensified working pressure and the demarcation between work and private life is no longer clear.

Managing Work-Life Boundaries:

The practice of remote work hampers the distinction between the professional and

27

personal spheres, thus causing problems with the demarcation of work and personal life. Kossek, et al. (2006) note that with no physical demarcation of work and home, employees may find it difficult to detach from work thus increasing their stress levels and even burn out. Allen, et al. (2015) however state that although telecommuting is beneficial in boosting job control and work-family balance, for it to be most effective, there is need to come up with good strategies for managing boundaries. It is necessary for employees to arrange schedules and have specific working areas in order to achieve proper regulation in their work-life balance.

Maintaining Team Cohesion and Collaboration:

The final major concern connected with remote work environment is the issue of how the team can remain united and cooperative. Geographical separation results to feelings of loneliness and this makes one to feel like they are out of the team. There is reduced effective communication since there is no physical contact, this affects the teams and the morale of the employees. It also indicates that organizations need to spend in digital communication technologies and ensure that there is frequent Virtual Communication.

Access to a Broader Talent Pool:

Among the possible advantages of remote work, one can single out the ability to hire employees from different locations. Geographical barriers do not exist anymore and organizations are free to source their workforce globally. This expands the companies' talent pool and enables them to tap into the best talent without being limited by geographical barriers, thus increasing the workforce's diversity and improving on the number of skills brought in. This can create better and more effective solutions as well as increase the overall performance of the organization.

Cost Savings for Organizations:

This paper also highlights that remote work can save organizations a lot of money. Thus, the use of virtual offices decreases expenses for rent, utilities, and maintaining the physical space. Also, there are fewer people commuting, and therefore, expenses on transportation can be cut down, as well as the negative impact on the environment which benefits the company's CSR strategy. These cost savings could then be spent on training of employees and tools and technologies that enable remote working.

Increased Autonomy for Employees:

Virtual work means employees are able to manage their time and place of work on their own. It is argued that this increased control is beneficial for employees as it

28

allows them to have higher job satisfaction since they can adjust the conditions of their work to their liking. More freedom can also help individuals feel that they are in control of their work and this can lead to increased motivation and performance. This freedom provided by telecommuting can assist the employees to have a healthy work-life balance hence leading to better productivity.

2.6 Best Practices for HR in Remote Work Context

As is the case with most aspects of business, working remotely requires good human resource practices and management. This section offers recommendations for HR practices concerning policy making, technological advancements, and employees' welfare and assistance. These best practices are based on the literature and exemplar cases.

- **Policy Recommendations:**

Developing and Implementing Remote Work Policies:

Having proper remote work policies is crucial for the proper management of the remote employees. Cascio (2000) also noted that there should be proper guidelines when it comes to telecommuting and other work arrangement policies. Some topics that should be included in the policies include; the working time, the communication time, the performance time, and the protection of information. According to Lister and Harnish (2011), more details in these policies include eligibility of the employees for the remote work, the equipment and technology that will be used by the employees while working from home, and the support mechanisms that will be available for the remote employees.

Training of managers in remote leadership is just as necessary. Managers should know how to manage virtual teams, including communications, remote employees' performance, and team cohesiveness. It is crucial to offer training programs that are centred on remote leadership so that managers can learn how to address the specific issues of managing remote employees and guarantee comprehensive adherence to the organizations' remote work policies.

Effective Use of Collaboration and Communication Tools:

Ensuring Cybersecurity:

With more and more people working from home, it is imperative that we focus on cybersecurity and its importance. Davenport (2007) stress the need for information

protection and data security. Preventative measures that should be taken include; using a strong and secure VPN, enabling multi-factor authentication, and ensuring employees are well aware of the need to implement good cybersecurity practices. It is also important to ensure that remote workers have the proper tools and information to protect their home networks and computing devices, as well as your company's information, from cyber threats.

Mental Health Support:

It is imperative to address the mental health of remote workers since they are an essential part of the organization. In their paper, Bakker and Demerouti (2007) explain the Job Demands-Resources model which stresses the need to match job demands with sufficient resources to avoid burnout. They should provide employees with access to mental health services including teletherapy, counselling and mental health education. When workers are provided with a good environment to disclose their mental health issues, they are likely to be happier.

Encouraging Work-Life Balance:

Another important element that is crucial when managing remote employees is work-life balance encouragement. Grant, et al. (2013) discussed on the psychological factors influencing the remote workers' job performance and well-being, in which work-life balance is a major concern. To prevent work-life imbalance, the HR practices should enable employees to demarcate the working space and time such as having proper desks and observing working hours. Allowing employees to work from home or to have flexible working hours and encouraging employees to take breaks and time off will enable them to cope with the workload and stress.

2.7 Gaps in Literature and Future Research Directions

Insufficient Longitudinal Studies on Remote Work's Impact:

Another major limitation that can be identified in the extant literature is the absence of research that explores the remote work effects in the long run. Much of the existing literature examines the short-term effects, whereby gaps remain regarding how remote work affects employees' performance, health, and organizations in the long run. Edmondson and Mcmanus (2007) also stress the methodological fit and how research designs must be able to portray the fluidity of organizational processes. Longitudinal

research would give important information about how remote work develops and its long-term effects on employee and organizations.

Lack of Research on Remote Work in Different Cultural Contexts:

Another research limitation that can be identified is that most of the existing studies focus on the phenomenon of telecommuting in the context of Western societies. Most of the previous research has been carried out in the Western countries; therefore, there is a lack of knowledge about how remote work is organized and perceived in other parts of the world. Bailey & Kurland (2002) underline the need to pay attention to context in the study of telework. To identify the proper guidelines that can be used in any country for remote work, it is crucial to learn the cultural differences in remote work practices across different countries.

Need for Studies on Remote Work and Diversity:

There is a need to extend the research to the relationship between remote work and diversity. It is important to establish how remote work policies impact the workforce across different categories of people based on their gender, race, age or disability among others. Baruch (2001) noted that there are gaps in the literature on teleworking that needs to be explored and one of which is the aspect of diversity. Research can look at whether remote work fosters inclusions of minorities or rather discriminates against them. It is crucial to comprehend these dynamics to design and implement the effective and inclusive RW policies and guidelines that increase the chances of treating all employees fairly.

Exploration of Hybrid Work Models:

Given that organisations have started embracing work from home as well as work from office models, there is a gap in the literature on such arrangements. The hybrid work models bring new dynamics that are not present when working from home fully or working from the office fully. In their study, Wang, et al. (2020) recommend future research to examine the development and application of hybrid work arrangements as well as the consequences on employees' work participation, performance, teamwork, and company culture. Future research should focus on identifying effective strategies for work on remote and office settings and the advantages and difficulties of hybrid types of work and their effects on the management of employees.

2.8 Conclusion

The literature analysis has presented a background of the current studies on remote work, HRM, and employee engagement. The topics covered include the meanings and

the history of the remote work, the remote work in relation to the human resource management practices, the impact of the remote work on remote employees' engagement, and the remote work issues and opportunities. Also, the limitations of the current literature were highlighted and possible research agenda were provided.

Definitions and Evolution:

The terms remote work, telecommuting, and flexible working are different but are connected and have their features and consequences. The history of telecommuting starting from the inception of certain technologies to the recent increase overtime especially in the recent COVID-19 pandemic has changed the face of work.

Impact on HR Practices:

Working from home requires particular changes in the human resource management that include virtual recruitment alternatives, sufficient training and development that can be conducted online, unique performance management measures for remote workers, as well as specific compensation and benefits. These alterations mean that the HRM professionals should look for new ways and means of managing remote employees efficiently.

Employee Engagement:

The level of employee engagement in remote work environment depends on factors such as flexibility, work-life balance and social interaction issues such as isolation. According to empirical works, the situation is not very clear, and different authors have produced contrasting results in regard to the ability to sustain participants' engagement in a remote setting.

Challenges and Opportunities:

Some of the challenges that come with remote work include; Technological problems, problem of time and how to manage between work and personal life, and how to maintain the morale of the team. However, it also has its advantages, including recruitment of more candidates, lower expenses, and employees' self-organization. All these factors are important in ensuring that remote work is properly adopted in an organization.

Gaps and Future Research:

Some research limitations include the fact that there are no longitudinal studies of remote work's effects in the long run and inadequate research has been conducted in different cultures. Future studies should extend the work on diversity in RW contexts

and investigate hybrid work models to close these gaps.

Implications for the Current Study

Therefore, from the present literature review, it is revealed that the proposed research questions and objectives require a sound research design to be tackled. To identify the various effects that remote work has on HRM practices and employee engagement it is crucial to employ both qualitative and quantitative data. The literature gaps indicate that more research is required, especially in the areas of the consequences of telework and cultural differences in telework.

3. Methodology

3.1 Chapter Introduction

As digital technology continues to advance, the new Crown pneumonia epidemic has forced many companies to adopt telework-like practices. More scientific research is needed to understand the impact of telecommuting and human resource management, and this chapter will describe the methodology of this study, which examines the relationship between telecommuting and human resource practices and employee engagement. The methodology of this study will be based on the onion model demonstrated by Saunders et al., (2009), which unfolds the steps of this empirical study by examining the details of various aspects of the research philosophy, the research design, and the sample, which are based on the theoretical and quantitative empirical evidence from previous studies. Identifying an online community of 1,300 people using the China Nail job search platform, the study was based on theoretical sampling to be able to achieve 95% validity with a sample size of 297. Data were analysed using Likert scales with SPSS. Adequate scientific standardization of the research method was achieved.

3.2 Objective of the research

The objective of this study will be to determine the direct correlation between telework and employee perceptions of HR practices; in short, when an organization

transitions to a teleworker, aspects such as employee perceptions of HR practices and the organization's manpower communication are measures of the effectiveness of telework (Seelig, 2011). This means that employees' perceptions of HR practices are affected by telework and the level of positive degree of telework in HR practices can be judged from the employees' perspective. Next the relationship between telework and employee engagement will be determined. Based on the theoretical point of view, the satisfaction brought by remote work can present a correlation between the employee's emotional commitment in the face of the organization, and the degree of engagement (Saks, 2006). In addition, this study will identify the techniques that affect telework that can improve HR practices, i.e., synthesize the results of the data statistics and analyse the best practices of HR in such telework, i.e., what should be done to make a better change in the time of HR. This can enable organizations to develop better HR practices to motivate teleworkers (Mello, 2007).

3.3 Research Framework

The research design for this study is anchored on Saunders et al., (2009)'s Research Onion model as depicted in table 1. This model offers a step-by-step guide of research process and its different levels of analysis, therefore providing a good model of research design. The first shell is the research philosophy that defines the general approach to the entire research. The next layer in the hierarchy identifies the research approach, research strategy, choices that were made regarding the timeframe, and data gathering and analysis. In this work, the research philosophy that shall be used is positivism which deals with the collection of data and its subsequent analysis through statistical tools (Saunders 等, 2009). The method used is deductive where the study begins with a literature review, develops hypotheses and then collects and analyses data to test these hypotheses. The data collection method chosen in this research is survey method through distribution of questionnaires to a sample of remote workers. A cross-sectional time horizon is adopted, means data is gathered at a given point in time.
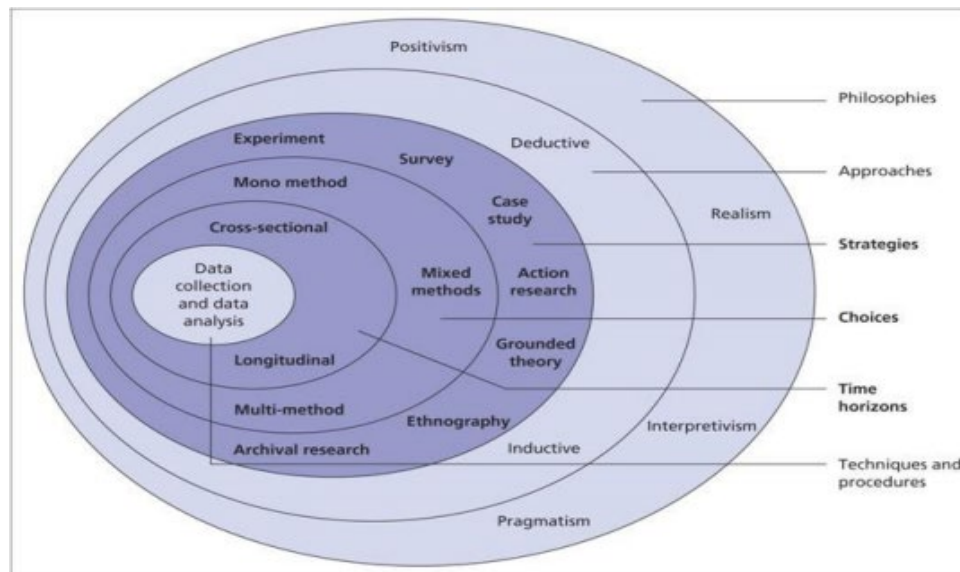
34

Table 1 Saunders Research Onion model

3.4 Research Philosophy

The research philosophy used in this case is positivism. Positivism is a theoretical approach that underpins the need for quantitative data collection procedures, observation and scientific method as indicated in table 2 (Bryman & Bell, 2011). This approach holds that reality is out there and can be known through the use of numerical and statistical procedures (Alharahsheh & Pius, 2019). For this reason, positivism is appropriate for this study as it enables the testing of hypotheses and determination of the relationship between variables (Easterby-Smith 等, 2012). As a result of taking a positivist perspective, this research seeks to establish the correlation between telework and employees' attitude towards HR practices and employee engagement. The application of the questionnaire and data analysis according to positivism philosophy supports the researcher to pass conclusions out of facts. Although other research philosophies, for example, interpretivism, can help explain people's perceptions and interpretations, the positivism philosophy is the most suitable for this study due to its emphasis on quantifiable data and empirical testing of hypotheses.

Aspect	Description
Philosophy	Positivism emphasizes objective measurement, empirical observation, and scientific inquiry (Bryman & Bell, 2022).
Relevance	Positivism allows for hypothesis testing and identifying causal relationships, suitable for studying the impact of telework on HR practices and engagement (Easterby-Smith et al., 2012).
Methods	Structured questionnaires and statistical analysis align with this approach.
Comparison	Unlike interpretivism, positivism focuses on objective data and hypothesis testing.

Table 2. Research Philosophy

3.5 Research Methodology Approach

Following the positivist research philosophy which is used in this research, the research approach used is deductive, whereby the hypotheses are formulated from the literature and tested through data collection and analysis (Bryman & Bell, 2011). This research will utilize the deductive approach because it enables the assessment of the relationships between telework, employees' perceptions of HR practices, and employee engagement based on previous research. On the other hand, an inductive approach is the development of theory from the data and this is not suitable in this study because the objective is to examine the existing theories (Saunders 等, 2009). The type of research that has been used in this study is descriptive research since the purpose of this type of research is to gather accurate and organized data concerning a subject, event, or phenomenon (Zikmund 等, 2013). This study is best suited for descriptive research because it aims at gathering quantitative data to establish the effects of telework on HR practices and employees' engagement. Research questions are of three types: Exploratory research is used when the problem or phenomenon is not well understood and aims at generating information on the problem or

phenomenon. Causal research is applied where the relationship between cause-and-effect variables is of interest and Descriptive research is used to describe the variables of interest in this study(Malhotra, 2010).

3.6 Data Collection Approach

The method used to gather data in this study is quantitative research that entails the collection and analysis of quantitative data to test hypotheses and make conclusions in table 3 (Creswell, 2014). Thus, quantitative research is appropriate for this study as it enables the assessment of the correlation between telework, employees' perception of HR practices, and employee engagement through the use of standardized questionnaires and statistical analysis. The following are some of the benefits of quantitative research; It allows the researcher to gather data from a large number of people, The study also uses standardized procedures to enhance the reliability and validity of the data collected and One can make conclusions that can be applicable to a large population (Bryman & Bell, 2011). On the other hand, the quantitative research is used to understand the meanings, perceptions and experiences through the non-numerical data which is not suitable in this case since the objective is to predict hypotheses and discover tendencies (Saunders et al. , 2019). The research methodology of the present study is quantitative in nature, which is suitable for the positivist research approach and the deductive reasoning system to collect data and make conclusions from it.
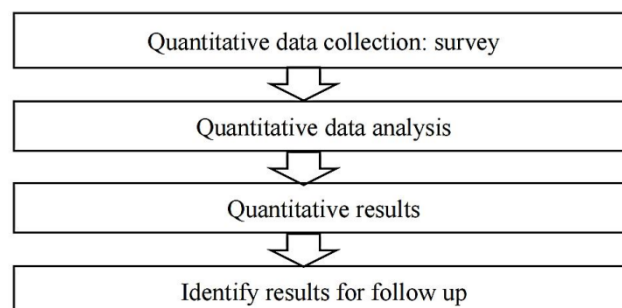

Table 3. Quantitative Research (Creswell, 2014)

3.7 Data Collection Methods

The method of data collection used in this study is an online survey and the questionnaire used is presented in table 4. One of the most common techniques of data collection in the quantitative research is the survey since it is efficient in collecting data from a large number of people (Saunders 等, 2009). The research instrument that was employed in this study was a questionnaire that was designed to achieve the objectives of the study and to assess the hypotheses that had been formulated from the reviewed literature and previous scales. The questionnaire consists of three sections, each focusing on one of the key variables: Teleworking, employees' perceptions of HR practices and employee engagement. The first set of questions includes the ones created by Anderson et al., (2015) in the Remote Work Scale; the authors of this study have obtained permission from the creators of the scale to use it for the evaluation of telecommuting practices. The second section consists of the items from the Perceived Changes in HR Practices Scale by Lepak and Snell, (2002), which is focused on the employees' perception of the changes in HR practices. The third part of the survey is the questions from the Utrecht Work Engagement Scale (UWES) by Schaufeli et al., (2006), a valid and highly used survey that measures the levels of employee's engagement. In this questionnaire, a Five-point Guttman scale is employed with the responses running from Strongly Agree (5) through to Strongly Disagree (1).

Question	Variables
Q1-Q6	**Remote Work**
Q7-Q12	**Perceived Changes in HR Practices**
Q13-Q18	**Employee Engagement**

Table 4. Questionnaire

3.8 Sample Selection

The study population in this research was also determined by Krejcie and Morgan, 1970) sampling formula which is used to determine the simple size depending on the population size as indicated in table 5. Therefore, applying the Krejcie and Morgan table, the required sample size for the 1,300 participants from the three group chats on the DingDing platform in China is 297 participants. This is because through this sampling technique one is able to capture the population of interest and findings that are made can be made to be applicable to the whole population (Saunders 等, 2009). Therefore, using online career platforms and group chats to choose the participants interested in working remotely allows focusing on a specific yet easily reachable audience, which, in turn, reduces the possible bias and enhances the study's credibility (Bryman & Bell, 2011). Regarding the sampling, there is the Krejcie and Morgan sampling formula that has been used frequently in many social science researches.

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size.　S is sample size.

Table 5 Sample (Krejcie & Morgan, 1970)

3.9 Data Presentation and Analysis

The soft copy questionnaire data will be analyzed using statistical tool known as SPSS. SPSS is one of the most used software for analyzing quantitative data as it has numerous statistical procedures that help in testing the research questions and relationships between variables (Pallant, 2016). All the data will be checked for the presence of missing or any other kind of errors, and all the data points with such problems will be excluded from the analysis. The measurement of central tendency and dispersion will be used to present the characteristics of the sample and the collected data on the variables (Tabachnick 等, 2019). To test the hypotheses and the relationship between telework, employees' perceptions of HR practices and employee engagement, correlation analysis and multiple regression will be used. The correlation

analysis will show the kind and degree of the relationship between the variables while multiple regression will establish the extent to which telework and employees' perception of HR practices predict employee engagement, while controlling for demographic variables (Field, 2013).

3.10 Ethical Considerations

This study will ensure the privacy of all those whose data is collected, as well as ensure that all data is used for academic research purposes only. The process and progress of this research will be jointly supervised through the leaders of the sample group and will follow academic ethical standards without disclosing any personal information. The data will be saved on a computer. Prior to data collection, ethical approval will be sought from the relevant institutional review board to ensure that the study complies with ethical standards and protects the rights and welfare of participants. Informed consent will be obtained from all participants, with a cover letter explaining the purpose, procedures, and confidentiality of the study, and emphasizing the voluntary nature of participation (Bryman & Bell, 2011).

3.11 Limitations

Despite the findings of this study, there are some limitations that need to be considered as they may affect the results and generalization of the study findings on the impact of telework on HR practices and engagement of employees. This can be a limitation of the reliance on self-report measures as these can be influenced by social desirability bias where the participants give answers that they perceive are expected of them (Saunders 等, 2009). Presumably, the use of quantitative data of labour productivity or ratings given by the supervisors could strengthen the conclusions. Third, the targeted population of the present study is China remote workers; it is for this reason that the findings yielded may not hold across other cultures or professions. Further research may also be carried out to compare and generalize the findings of the

41

study concerning the impact of telework on HRM and the level of commitment of employees in other organizations to further enhance the reliability of the study (Zikmund 等, 2013).

3.12 Chapter Conclusion

This chapter has described the method applied in this study to evaluate the impact of telework on employees' views on HR practices and their engagement. The present study adopts the positivism approach to the research, deductive method and descriptive research design with the data collected from remote workers in China through an online survey questionnaire. Proposed population for this study was identified and sample size was calculated by using the formula suggested by Krejcie and Morgan, (1970). The collected data will be analyzed using the SPSS software; the methods that will be used include frequency, percentages, and statistical tests, including hypothesis testing, to answer the research questions posed. The ethical aspect of the study is deemed pertinent with regard to the participants' consent, participants' privacy, participants' rights, and participants' protection. There are some issues that have been noted regarding the research, these include; The study was conducted using a cross-sectional design, the data collected was self- report and the study was conducted in a certain culture.

4. Results and Findings

4.1 Chapter introduction

This chapter presents the research findings that sought to explore the impact of telework on the Employees' perception of HR practices and subsequently, the level of engagement. First, the internal consistency of the questionnaire will be validated by transmitting Cronbach's Alpha Test, and secondly, the demographical profile of the students will be presented with special references to Gender and Age. The descriptive results of the data are then analyzed to check for normality using the Kolmogorov-Smirnov and Shapiro-Wilk tests while using Q-Q plots. To get a general idea of the levels of remote work, changes in the HR practices, and employee engagement among the participants, descriptive analyses are performed. Last, correlation analyses are conducted to answer the two research questions regarding the associations between remote work and the changes in HR practices and remote work and employee engagement.

4.2 Questionnaire Reliability

The reliability of the questionnaire used in this study was assessed using Cronbach's alpha, a widely used measure of internal consistency (Tavakol & Dennick, 2011). Cronbach's alpha values range from 0 to 1, with higher values indicating greater reliability. As shown in the table, the Cronbach's alpha values for the three variables—remote work, perceived changes in HR practices, and employee engagement—were 0.894, 0.863, and 0.844, respectively, based on the responses from 297 participants in table 6. These values exceed the commonly accepted threshold of 0.7, demonstrating a high level of internal consistency for each variable. The data provided by the high reliability coefficients indicates that all the items in each variable are indeed tapping into the same concept and hence the questionnaire used in this study can be considered to be a reliable tool in determining the effect of

43

telework on HR practices and employee engagement. The questionnaire also included previously validated scales; these include the Remote Work Scale, the Perceived Changes in HR Practices Scale, and the Utrecht Work Engagement Scale, which increases the validity and reliability of the questionnaire.

Variables	N of Responds	Cronbach's Alpha
Remote Work	297	0.894
Perceived Changes in HR Practices	297	0.863
Employee Engagement	297	0.844

Table 6. Reliability

4.3 Demographic Information

The participants' gender and age in this study are described in the tables above. The subjects involved 297 remote workers, of which 48.8% of the respondents were males while 51.2% were females. This gender balance further increases the applicability of the studies and minimises the chances of gender influence (Saunders 等, 2009). In terms of age, the majority of the participants (48.8%) were between 26 and 35 years old, followed by those aged 18-25 (26.3%) and those over 35 (24.9%) in table 7. This age distribution is in line with the general age range of the working population, which points to the sample's representativeness of the wider remote working population (Felstead & Henseke, 2017). The application of participants of different age groups is useful in establishing the possible impact of age on the relationship between telework and HR practices, and employee engagement towards the realization of the research objectives.

Gender		Frequency	Percent	Valid Percent
Valid	Male	145	48.8	48.8
	Female	152	51.2	51.2
	Total	297	100.0	100.0

Age		Frequency	Percent	Valid Percent
Valid	18-25	78	26.3	26.3
	26-35	145	48.8	48.8
	Over35	74	24.9	24.9
	Total	297	100.0	100.0

Table 7. Demographic Information

4.4 Normal distribution test

Before using the parametric statistical tests, normality of the data was checked using the Kolmogorov-Smirnov and Shapiro-Wilk tests (Ghasemi & Zahediasl, 2012). From the table, the p-values or the significance level for both tests for all the three variables, that is, remote work, changes in HR practices, and employee engagement is more than 0.05 alpha level which is considered significant. Specifically, the p-values for the Kolmogorov-Smirnov test were 0.211, 0.187, and 0.177, while the p-values for the Shapiro-Wilk test were 0.169, 0.246, and 0.179, respectively in table 8. These results not significant suggest that the data for each of the variable is normally distributed which is a requirement for parametric tests like correlation and multiple regression analysis as postulated by Field, (2013). The normal distribution of the data increases

45

the credibility of the results and analyses that follow and enables the findings to be applied to the entire population of remote workers.

Tests of Normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Remote Work	.122	297	.211	.924	297	.169
Perceived Changes In HR.Practices	.104	297	.187	.954	297	.246
Employee Engagement	.095	297	.177	.961	297	.179

Table 8. Normality

4.5 Q-Q Plot

The normal Q-Q plots of the employee engagement, the perceived changes in the HR practices and the remote work are depicted above. These plots help in comparing the actual data with the expected normal distribution to check if the data is normally distributed or not (Ghasemi & Zahediasl, 2012). For a normal Q-Q plot, the points should lie on the identity line, which is a straight line, and this is seen in figure 1. From the plots, it can be seen that the data points of all the three variables are in close proximity to the diagonal line, but not perfectly on it. This means that the data for the employee engagement, perceived changes in HR practices, and remote work are normally distributed. The only issue that can be seen in the plotted data points is that they are not perfectly on the line, but the deviations are rather small and do not pose a threat to the normality of the residuals assumption (Field, 2013). In addition, to the Kolmogorov-Smirnov and Shapiro-Wilk tests of normality, Q-Q plots are used for visual examination of normality, which strengthens the conclusion concerning normality of the data in order to perform parametric tests.
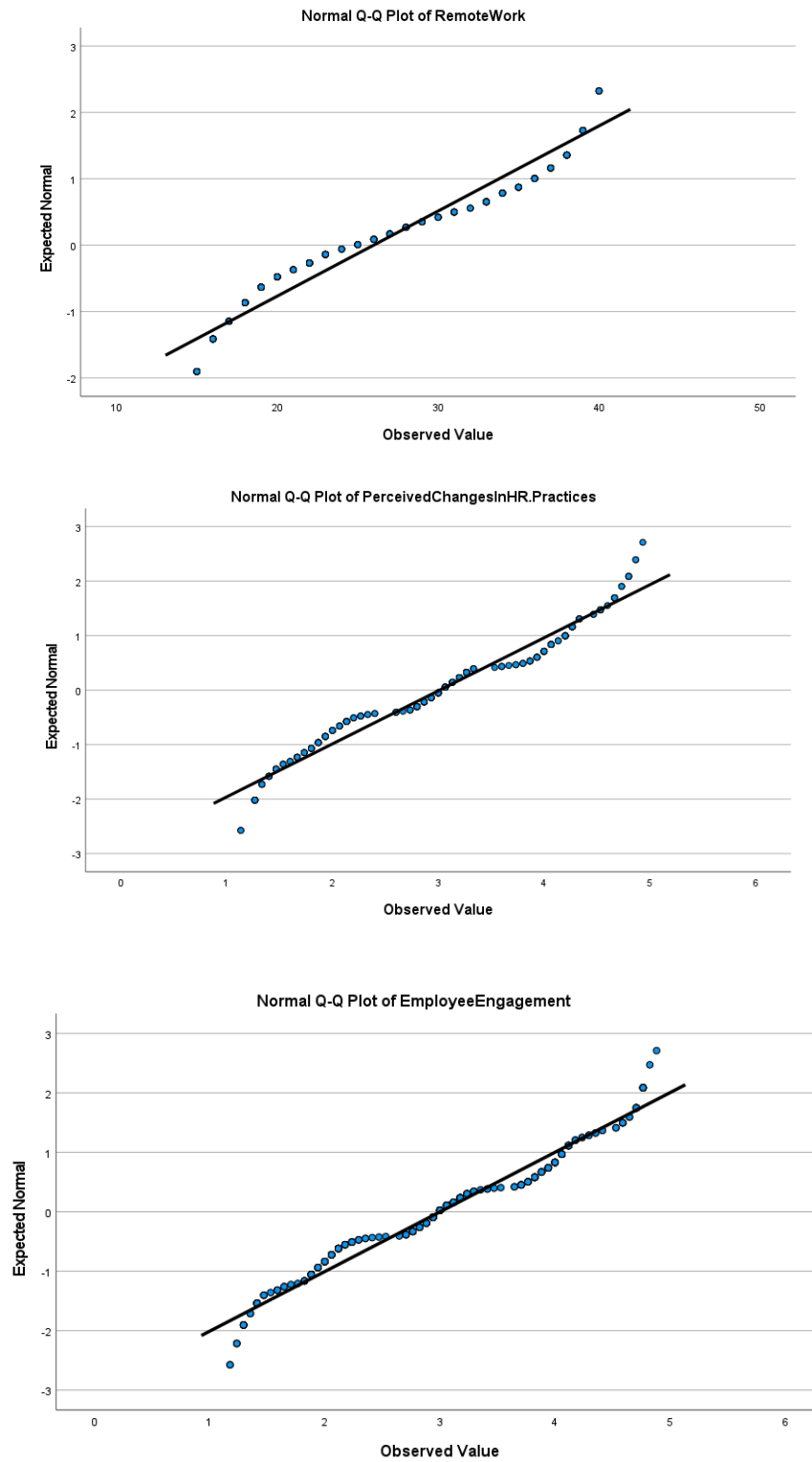
Figure 1. Q-Q Plot for Three Items

4.6 Descriptive Analysis

The descriptive analysis of the remote work variable reveals that 45.5% of the participants reported a moderate level of remote work (scores between 2.6 and 3.5), while 28.3% experienced low levels (scores between 1 and 2.5) and 26.3% had high levels of remote work (scores above 3.6) in table 9.

		Remote Work		
		Frequency	Percent	Valid Percent
Valid	Low(1-2.5)	84	28.3	28.3
	Middle(2.6-3.5)	135	45.5	45.5
	High(>3.6)	78	26.3	26.3
	Total	297	100.0	100.0

Table 9. Remote Work

The descriptive analysis of the perceived changes in HR practices variable shows that the majority of participants (55.2%) reported moderate levels of perceived changes (scores between 2.6 and 3.5). Additionally, 25.3% of participants experienced high levels of perceived changes (scores above 3.6), while 19.5% reported low levels (scores between 1 and 2.5) in table 10. These findings suggest that most participants observed notable changes in HR practices during the remote work period.

Perceived Changes in HR Practices

		Frequency	Percent	Valid Percent
Valid	Low(1-2.5)	58	19.5	19.5
	Middle(2.6-3.5)	164	55.2	55.2
	High(>3.6)	75	25.3	25.3
	Total	297	100.0	100.0

Table 10. Perceived Changes In HR Practices

The descriptive analysis of the employee engagement variable indicates that 53.5% of participants reported moderate levels of engagement (scores between 2.6 and 3.5). Furthermore, 13.1% experienced high levels of engagement (scores above 3.6), while 27.3% reported low levels (scores between 1 and 2.5) in table 11. Thus, the analysis indicates that the level of employee engagement was not stable among the participants and most of them reported moderate levels of engagement during the remote work period.

Employee Engagement

		Frequency	Percent	Valid Percent
Valid	Low(1-2.5)	81	27.3	27.3
	Middle(2.6-3.5)	159	53.5	53.5
	High(>3.6)	39	13.1	13.1
	Total	297	100.0	100.0

Table 11. Employee Engagement

4.7 Correlation

RQ1: What impact does telework have on employees' perceptions of changes in HR practices?

The correlation analysis presented in Table 12 examines the relationship between remote work and perceived changes in HR practices, addressing the first research question (RQ1). The Pearson correlation coefficient of 0.784 indicates a strong positive correlation between the two variables, which is statistically significant at the 0.05 level (p = 0.014). This finding indicates that when the level of remote work is high, employees report a higher level of changes in the HR practices. The positive and rather high relationship indicates that remote work can significantly affect the employees' attitudes towards HR practices, and the more an employee works remotely, the more significant the changes in perception are. Statistical relevance of the correlation strengthens the argument of the existence of the relationship. Thus, the sample of 297 participants increases the credibility and transferability of the results. In conclusion, the correlation analysis supports the hypothesis that telework has a significant and positive relationship with employees' perception of changes in HR practices, thus answering RQ1 and underlining the relevance of examining how telework influences HRM.

Correlations			
		Remote Work	Perceived Changes In HR.Practices
Remote Work	Pearson Correlation	1	.784
	Sig. (2-tailed)		.014
	N	297	297
Perceived Changes In HR.Practices	Pearson Correlation	.784	1
	Sig. (2-tailed)	.014	
	N	297	297

Table 12. Correlation 1

RQ2:What are the consequences of remote work on employees' engagement?

The correlation analysis presented in Table 13 investigates the relationship between remote work and employee engagement, addressing the second research question (RQ2). The Pearson correlation coefficient of 0.714 indicates a strong positive correlation between the two variables, which is statistically significant at the 0.05 level (p = 0.021). This study implies that with the level of remote work rising, so does the level of employee engagement. The results also show that the relationship between remote work and employee engagement is positive and significant, which means that the levels of remote work are positively related to the levels of employee

engagement. The significance level of the correlation also strengthens the findings of this relationship. The number of participants in this study was 297 which increases the reliability of the findings and the generality of the conclusions. The correlation analysis thus offers support that remote work positively affects employee engagement thus answering RQ2 and pointing at the opportunities of remote work in maintaining and enhancing employee engagement. The implication of this is that while implementing telework polices and practices the effects of telework on employee engagement should not be overlooked.

Correlations

		Remote Work	Employee Engagement
Remote Work	Pearson Correlation	1	.714
	Sig. (2-tailed)		.021
	N	297	297
Employee Engagement	Pearson Correlation	.714	1
	Sig. (2-tailed)	.021	
	N	297	297

Table 13. Correlation 2

4.8 Chapter Conclusion

The findings and conclusions in this chapter are beneficial for understanding the effects of telework on employees' attitudes toward HR practices and employee engagement. The Cronbach Alpha coefficient for the questionnaire was high indicating reliability, and the data was normally distributed as evidenced by the Kolmogorov-Smirnov test result. In terms of descriptive analysis, the findings showed that the majority of the participants had moderate remote work, change in HR

practices, and levels of employees' engagement. The two research questions were answered by the correlation analyses and the following strong positive correlations were established: between remote work and perceived changes in HR practices and between remote work and employee engagement. These findings imply that telework has a positive and strong association with employees' attitudes towards HR practices as well as engagement. The implications of the findings for practitioners are that remote work arrangements should be managed as they have consequences on HRM and EE, and that telework may be beneficial for organizations and employees.

5. Discussion

5.1 Chapter Introduction

This chapter has presented a detailed discussion and analysis of the findings of the study to the research questions and hypotheses developed for this study. Thus, the analysis confirmed that remote work has a positive correlation with employees' perceptions of changes in HR practices and with employee engagement. Thus, the shift to telecommuting results in significant changes to HRM and employee performance, and, therefore, organisations should change their strategies to respond to factors that affect telecommuters. This chapter has also provided the theoretical contribution of the study in the existing literature on remote work, HR practices, and employee engagement and also laid down a foundation for future research in this area. Finally, the chapter has presented the conclusion which comprises of the recommendations that can be made for future research to enhance the knowledge on the impact of telecommuting on organizations and the employees.

5.2 Interpretation of Findings

The findings of this work can be used to inform the literature on the impact of telecommuting on the employees' perceptions of the HR practices and their commitment. The correlation analysis shows that the frequency of remote work has a relatively high positive relationship with the perceived changes in HR practices, thus, as the employees work remotely more often, they notice the changes in the practices of the HR departments more often. This result supports the previous works that emphasize the need for the HR practices' adaptability to the telecommuting phenomenon (Allen 等, 2015). For example, the human resource departments may need to change the way employees are selected, onboarded, and managed regarding their remote working status

(Greer & Payne, 2014). Changes in the reported HR practices may also be due to the increased attention paid to communication, teamwork, and technological tools that are necessary for managing telework (Lautsch 等, 2009).

Moreover, the positive association between remote work and employee engagement implies that the practice of remote work can be useful in upholding employees' psychological and physiological attachment to their work and the organization. In this regard, this work is in agreement with the past researches that have revealed that remote work has the potential of enhancing work-life fit, employee satisfaction and productivity (Anderson 等, 2015). There is a possibility that the higher levels of engagement in telecommuting could be due to the autonomy that is associated with the flexible working arrangement (Gajendran & Harrison, 2007). Even so, one must note that the relationship between remote work and employee engagement is not a simple one and can be influenced by a wide range of factors ranging from job design to individual differences (Felstead & Henseke, 2017).

These findings suggest that organizations, and HR departments in particular, need to be prepared for and adapt their practices to include remote work arrangements as these can affect employees' perceptions and levels of commitment. This may include expenses in equipment such as gadgets in technology, communication equipment and ensuring that employees working from home are facilitated and empowered to work (Groen 等, 2018). Also, the authors indicate that organizations should know that telecommuting is not a panacea and should consider the needs and wants of the employees while designing remote work policies (Beauregard 等, 2019).

5.3 Research Question Validation

RQ1: What impact does telework have on employees' perceptions of changes in HR practices?

55

The strong positive correlation (r=0.784, p=0.014) found between remote work and perceived changes in HR practices support the proposition that telework affects employees' perception of changes in HR practices. This paper shall also look at the changes that an employee is likely to notice in aspects such as; recruitment, on boarding of new employees, performance appraisal, and training and development as more and more people work from home. This is in consonance with the previous studies that has urged HR departments to alter its approach and procedures in order to meet the challenge of remote working (Donnelly & Proctor-Thomson, 2015).

The descriptive analysis also supports the conclusion as the participants' self-identified perceptions of the changes in the HR practices during the remote work period show that the largest group of the respondents (55.2%) noted moderate change, and another quarter of respondents (25.3%) – high change. This means that telework has been linked with some changes in the HR practices possibly to cater for the needs of teleworkers. This implies that the HR managers need to develop ways of communicating these changes to the employees and also ensure that the remote workers feel included in the organization.

RQ2: What are the consequences of remote work on employees' engagement?

The strong positive correlation (r=0.714, p=0.021) observed between remote work and employee engagement addresses the second research question, indicating that higher levels of remote work are associated with increased employee engagement. This finding is contrary to other studies that have posited that teleworking reduces employees' job satisfaction (Golden 等, 2008). On the contrary, it embraces the idea that effective telecommuting policies can enhance employees' engagement through offering them more control, options, and time for their personal lives (Amabile & Kramer, 2013).

Still, the descriptive analysis provides a slightly different view of the situation with 53. Thus, only 5% of the participants claimed to have moderate levels of engagement, and only 13. 1% reporting high engagement. This implies that there is a possibility of remote work increasing engagement but such outcomes may not be automatic and may be influenced by factors such as communication, technology and management practices (Allen 等, 2015). It is therefore the responsibility of the HR professionals and leaders to ensure that remote employees are engaged through measures such as checking in with them frequently, organizing virtual group activities, and providing learning and development opportunities.

RQ3: What techniques can be used by the Human Resource department to boost employees' engagement in a remote working model?

This analysis shows that there is a positive correlation between telework and engagement, which means that an increase in the frequency of telework enables employees to be more emotionally invested and dedicated. Therefore HR should focus on designing and implementing a strong telework strategy. Through statistical analysis it can be determined that the level of technical resource practices in telework is perceived to be medium in employee perceptions in human resources, which means. HR practices should be more likely to involve providing strong technical support developing communication platforms to rule as well as providing management training in managing remote employees (Makarius & Larson, 2017) This means that the focus is on the development of technological resource platforms to improve human resources such as human communication and human rules management training.

Additionally, HR professionals can refer to academic literature and previous research to understand how to improve remote employee engagement. For example, utilizing developed technology resource platforms, organizing virtual team meetings and social events, providing training and development opportunities, and affirming employees'

work can increase engagement in remote work environments (Saks, 2006). With the help of the results of this study, further research could explore the efficiency of various HR practices in increasing remote employee engagement.

Thus, the present research offers empirical support for the relationship between telework and employees' perceptions of changes in HR practices and possible effects on employee engagement. Although the study did not focus on particular tactics of increasing the level of engagement within the framework of a distributed work model, the results can help to inform the development of HR policies and practices in the contemporary workplace.

5.4 Theoretical Implications

The present research is relevant to the literature on remote work, HR practices, and employee engagement; it provides several theoretical contributions. Second, the high positive relationship between remote work and the changes in HR practices further implies that the shift to remote work arrangements calls for a revolution in the conventional Human Resource Management (Stone & Deadrick, 2015). This research contributes to the literature by identifying the significance of focusing on the employees' opinions of HR practices in the context of remote work having in mind that these perceptions may affect their attitudes towards the organization (Boon 等, 2019).

Secondly, the availability of the data makes it possible to establish the positive relationship between remote work and employee engagement, thereby adding to the literature on the effects of remote work on employees. Although there are earlier works that have emphasized the advantages of telecommuting for employee engagement, like the autonomy and flexibility that come with the arrangement (Gajendran & Harrison, 2007), there are also those that have pointed at the possible drawbacks, including

isolation and work encroachment into the employees' personal lives (Kelliher & Anderson, 2010). This study offers practical implications of the positive effects of remote work on employee engagement, thus substantiating that remote work should be considered a useful strategy for increasing employees' affective and cognitive commitment to work and the organization. However, the study also acknowledges the possibility of endogenous nature of this relationship and a need to conduct more research to establish the conditions and processes through which remote work affects the levels of engagement (Choi, 2018).

Third, this study contributes to the literature on the JD-R theory (Bakker & Demerouti, 2007) by establishing that remote work is a job resource that can increase employees' engagement. According to the JD-R theory it is postulated that job resources such as job autonomy, flexibility, social support may help in reducing the levels of job demands and increase engagement (Schaufeli & Taris, 2014). As such, this research has the implication that remote work may increase employees' job resources since they have the ability to exercise some influence over the workplace and therefore their work-life balance (Anderson 等, 2015). However, the study also notes that working from home may produce new demands at work, which are self-regulation and, the ability to manage relationships and interactions regarding work (Van Veldhoven 等, 2020). It is recommended that future work aims at building on the use of remote work within the JD-R model as job resource or job demand to establish the impact on employees' well-being and productivity.

Thus, the study contributes to the literature on the future of work and potentials of remote work for organizations and their management (Kniffin 等, 2021). The findings suggest that remote work is not a simple response to the Covid-19 pandemic but is a new way of working and a new experience of employees. Hence, as organizations continue to undergo more and more the trials and successes of telecommuting, there is a call for new theoretical frameworks and research to guide the best practices of telecommuting (Makarius & Larson, 2017). This work provides a conceptual model for

future studies on the impact of telecommuting on HRM practices, engagement, and other performance indicators with a view to emphasising the importance of understanding the employees' perception and experience to enhance telecommuting policies.

5.5 Research Recommendations

The conclusions and recommendations that can be made from this study are that more investigations into remote work, HRM practices, and employee engagement are called for. First, future studies should try to overcome the limitations concerning sample size and heterogeneity of the sample, which would allow for the examination of the proposed model across different industries, occupations, and geographical locations. Second, the use of longitudinal research designs would help to determine the effects of remote work on HR practices and employees' engagement in the long-run and the direction of causality between these variables. Third, the use of qualitative research methods like interviews or focus groups will help in establishing the employees' perception and experience of remote work and HR practices as well as their engagement, thus explaining the nature of these relationships. Fourth, future research could examine whether there are possible moderators or mediators that may affect how remote work affects employee outcomes including personal factors, job attributes, or organizational variables. Last of all, the authors could focus on the outcomes of particular HR practices or measures intended for implementing the use of remote work and fostering worker engagement, including, for example, virtual onboarding, remote performance management, or e-learning and development programs. Thus, following these recommendations, further research will be able to contribute to the existing knowledge about the effects of remote work on organizations and employees and provide practical guidelines for managing remote employees.

5.6 Chapter Conclusion

In conclusion, this study has offered important findings on the link between remote work, HR practices, and employee engagement and underscored the effect of remote work arrangements on employees' attitudes and experiences. The positive relationship coefficients between remote work and the perceived changes in HR practices, and remote work and employee engagement implies that organizations should be prepared to change their approach and policies when it comes to managing remote workers. The study has also provided theoretical recommendations for HR theories, job demands-resources theory, and the literature on the future of work through contribution to the understanding of remote work. Despite the research limitations, it is possible to state that the present study offers a solid basis for future research on the effects of telecommuting in organizations and employees, and stresses the need to incorporate the attitudes and experiences of telecommuters in the development of remote work policies and procedures.

6. Conclusion and recommendations

6.1 Summary of Findings

The study examined the effects of remote employees on HR policies and employee engagement, particularly the changes that arose from COVID-19's wide-spread use of remote work. The study revealed remote work has fundamentally changed HR policies for evaluation of employee performance and expansion, specifically moving to tools that are designed to measure performance and deliver results, not just time-based measurements. This has resulted in the increasing dependence on technology to handle these processes.

In addition, the study found that even though remote work does provide more flexibility and boost the satisfaction of employees it also offers employees more freedom. This can be a problem in keeping employees happy.Remote workers can create feelings of isolation that can decrease feelings of loyalty to their employers.

This study highlighted the need of HR policies that are specifically designed to address the demands that remote workers face, like providing mental health care issues, along with having access to continuing professional training regardless of the geographic place of work.

6.2 Recommendations for HR Practices

Based on the findings of this study, HR professionals can apply these tips to handle remote employees:

1. **Invest in Advanced Collaboration Tools:** Companies should make investments in Advanced Collaboration Tools. Organizations should invest in digital platforms that enable communication and collaboration between remote teams. These include video conference tools as well as project management software. instant messaging applications that promote collaboration and decrease the sense of loneliness that remote workers feel.

2. **Conduct Regular Check-ins:** Human Resources should arrange regular check-ins through virtual channels with employees, either as groups or as an entire group to assess employee satisfaction and address any issues that might occur. These sessions allow remote workers to be to feel more connected to the company while receiving the needed assistance.

3. **Adopt Outcome-Based Performance Management:** Implement the Outcome Based Management method to change the performance management strategy towards outcomes instead of carrying out tasks. This can be achieved by setting goals specific to the time, regular feedback as well as by making use of electronic tools to monitor. This approach helps increase the effectiveness and accountability of remote workers.

4. **Promote Work-Life Balance:** Promote Work-Life Balance professionals to offer guidance on how to manage work hours and develop strategies to enhance the relationship between work and family by taking breaks on a regular basis or using wellness programs to prevent employees from exhaustion due to the pressures of work and daily life.

5. **Develop Comprehensive Remote Work Policies:** Employers need to adopt

complete guidelines for remote work, which clearly outline the expectations, responsibilities, as well as methods to support remote workers. These policies should include guidelines for data and communications security that enable employees to work remotely.

6.3 Suggestions for Future Research

Although this research has offered several insights into the effect from remote employment on HR policies as well as the involvement of employees. However, more research is required in certain areas:

1. **Longitudinal Studies:** researchers should conduct longitudinal studies to determine the long-term impacts that remote workers have on the satisfaction of employees and the HR practice across a variety of sectors.This research will enable us to gain a greater understanding of the effect long-term remote work has on employee productivity, satisfaction and engagement with a company over time.

2. **Cultural Differences:** When studying the effects of remote work on employees from different cultures, especially non-Western workplaces where expectations and cultures may be unique, further research must take place into how cultural influences impede on efficiency of remote work policies as well as ways to inspire employees.

3. **Hybrid Work Models:** It's important to examine hybrid work models that combine workplaces at the office and remotely, and their effect on human resources policies and processes as well as employee engagement levels and the interactions between teams, as and the organizational culture and employee well-being. The research to come will analyse the advantages and disadvantages of hybrid models for work.

4. **Impact on Diverse Workforce Groups:** It's crucial to conduct more research on the effects that remote working has on different demographic groups, such as

employees with diverse genders and gender socioeconomic backgrounds. A better understanding of the remote work's effects could help the policy makers to create flexible policies for remote work which can satisfy the requirements of employees from different backgrounds.

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Appendix

Questionnaire

Remote Work's Impact on Human Resource Management and Employee Engagement Survey

Dear Respondent:

Thank you for participating in this survey. My name is Yimuran, I am currently studying for a Master of Arts in Human Resources Management at the National College of Ireland. The purpose of the following survey is to enable me to collect data for my dissertation. The research aims to identify the Impact of Remote Work on HR Practices and Employee Engagement.

 Participation is entirely voluntary, and you are free to withdraw from the study at any point without any repercussions. Your responses will be kept strictly confidential and anonymous, the data collected will be used strictly for academic purposes.

If you have any queries or concerns regarding the survey, please don't hesitate to send them to me at x23182784@student.ncirl.ie.

Demographic Information

What is your gender?

1. Male

2. female

What is your age?

1. 18-25

2. 26-35 years old

3. Over 35

The following questions are based on five answers:

1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

I. Remote Work Scale (Adapted from Anderson et al., 2015)

1. I have the necessary equipment and technology to work effectively from home.

 1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

2. My job duties can be efficiently performed remotely.

 1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

3. I have a dedicated workspace at home that allows me to work without distractions.

 1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

4. My supervisor supports me working remotely.

 1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

5. I am able to maintain a healthy work-life balance while working remotely.

1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

6. Remote work has positively impacted my job satisfaction.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

II. Perceived Changes in HR Practices Scale (Adapted from Lepak & Snell, 2002)

7. My organization has adapted its performance evaluation process to accommodate remote work.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

8. My organization provides adequate training and development opportunities for remote workers.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

9. My organization has adjusted its compensation and benefits policies to support remote work.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

10. My organization effectively communicates HR policies and procedures to remote workers.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

11. My organization has implemented measures to promote teamwork and collaboration among remote workers.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

12. My organization provides the necessary resources and support for remote workers to be successful.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

III. Employee Engagement Scale (Adapted from Schaufeli et al., 2006)

13. I feel energetic and passionate about my work, even when working remotely.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

14. I am fully absorbed in my work tasks while working remotely.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

15. Time passes quickly when I am working remotely.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

16. I persevere through challenges and difficulties when working remotely.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

17. I find my remote work meaningful and purposeful.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

18. I am proud of the work I accomplish while working remotely.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

II. Perceived Changes in HR Practices Scale (Adapted from Lepak & Snell, 2002)

7. My organization has adapted its performance evaluation process to accommodate remote work.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

8. My organization provides adequate training and development opportunities for remote workers.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

9. My organization has adjusted its compensation and benefits policies to support remote work.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

10. My organization effectively communicates HR policies and procedures to remote workers.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

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    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

18. I am proud of the work I accomplish while working remotely.

    1. Strongly Disagree 2. Disagree 3. General 4. Agree 5. Strongly Agree

Questionnaire Link： https://www.wjx.cn/vm/mBx9GnH.aspx#

Output Result from SPSS

Statistics

		Gender	Age
N	Valid	297	297
	Missing	0	0

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	145	48.8	48.8	48.8
	Female	152	51.2	51.2	100.0
	Total	297	100.0	100.0	

Age

		Frequency	Percent	Valid Percent
Valid	18-25	78	26.3	26.3
	26-35	145	48.8	48.8
	Over35	74	24.9	24.9
	Total	297	100.0	100.0

```
EXAMINE VARIABLES=RemoteWork PerceivedChangesInHR.Practices EmployeeEngagement
 /PLOT BOXPLOT STEMLEAF NPPLOT
 /COMPARE GROUPS
 /STATISTICS DESCRIPTIVES
 /CINTERVAL 95
 /MISSING LISTWISE
 /NOTOTAL.
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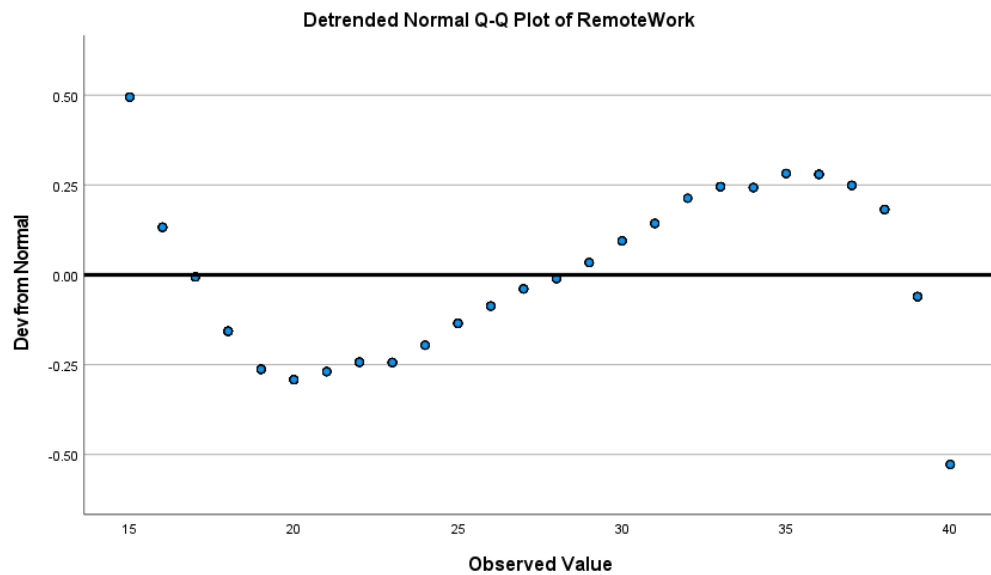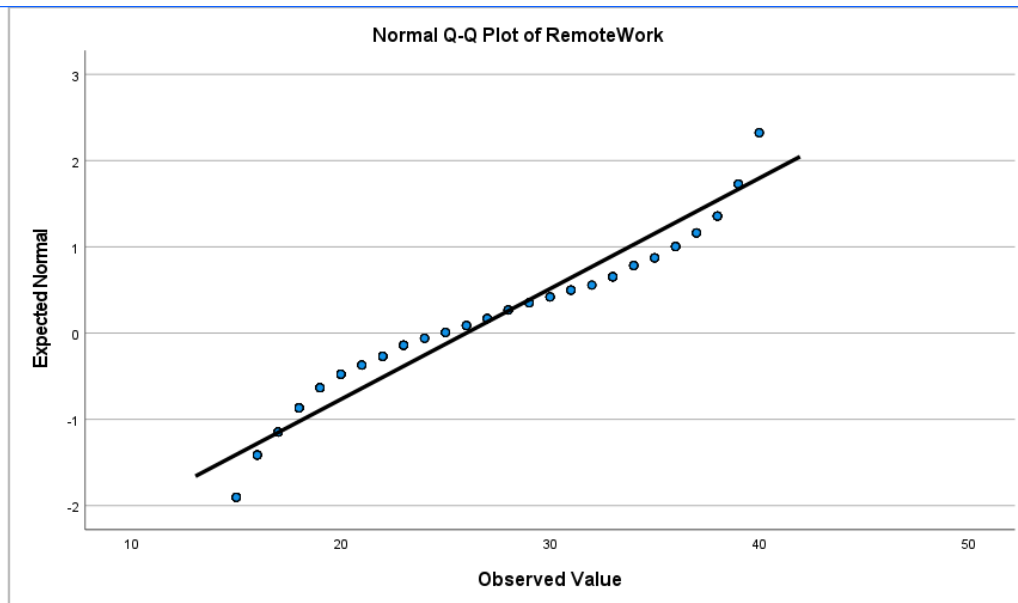
Explore

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
RemoteWork	297	100.0%	0	0.0%	297	100.0%
PerceivedChangesInHR. Practices	297	100.0%	0	0.0%	297	100.0%
EmployeeEngagement	297	100.0%	0	0.0%	297	100.0%

Descriptives

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RemoteWork	.122	297	.211	.924	297	.169
PerceivedChangesInHR. Practices	.104	297	.187	.954	297	.246
EmployeeEngagement	.095	297	.177	.961	297	.179

a. Lilliefors Significance Correction

Normal Q-Q Plot of RemoteWork

Detrended Normal Q-Q Plot of RemoteWork

Normal Q-Q Plot of PerceivedChangesInHR.Practices

Detrended Normal Q-Q Plot of PerceivedChangesInHR.Practices

79

Normal Q-Q Plot of EmployeeEngagement

Detrended Normal Q-Q Plot of EmployeeEngagement
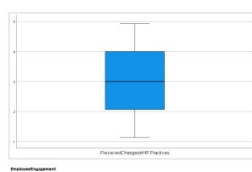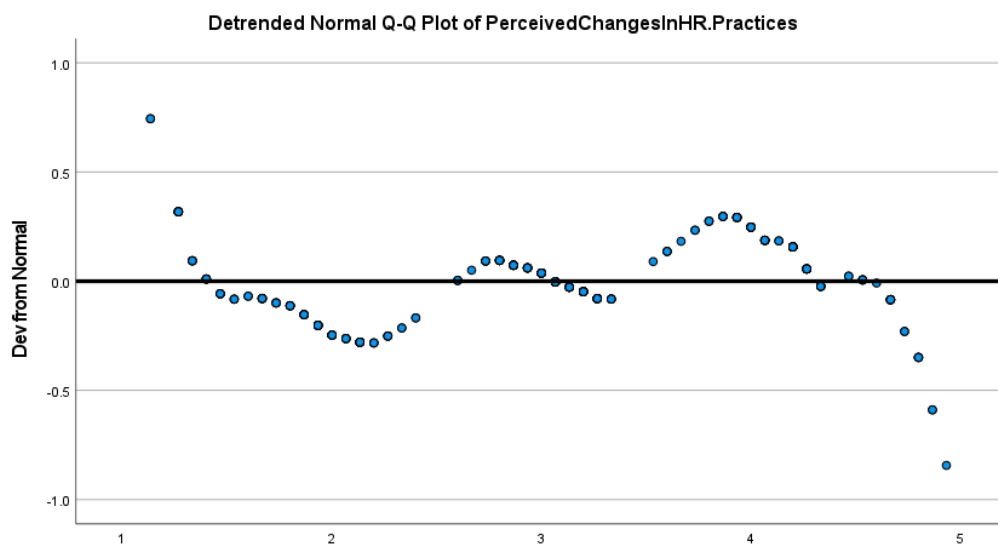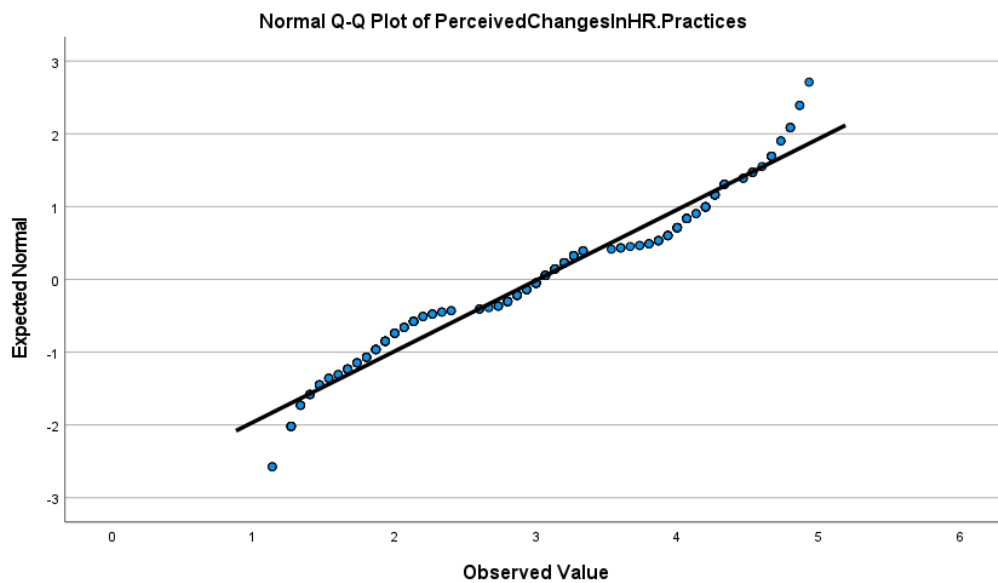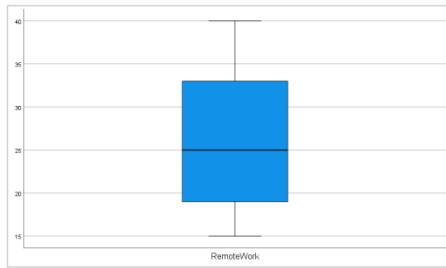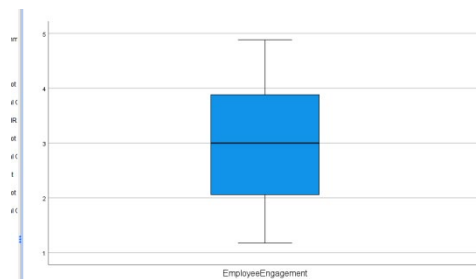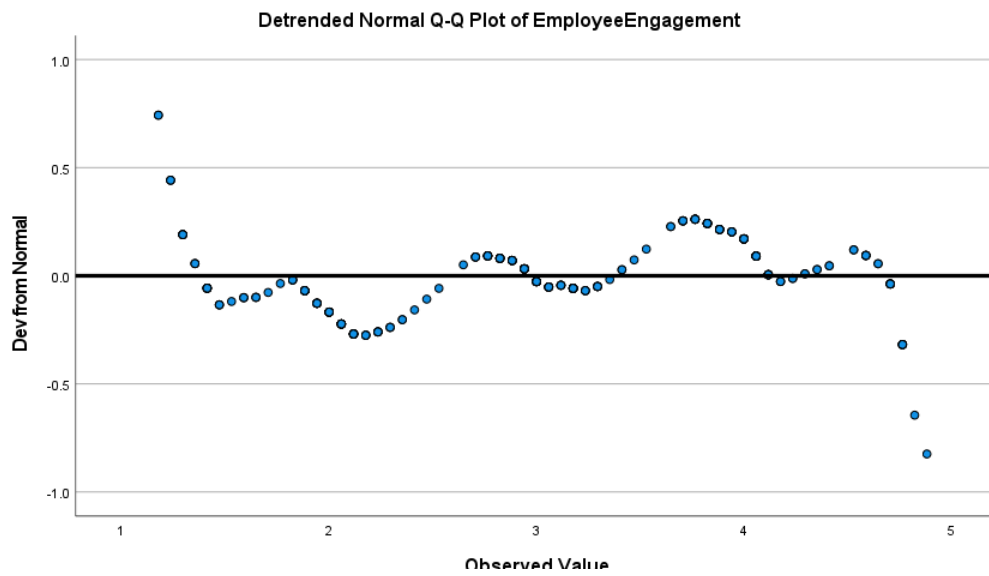
Frequencies

Statistics

		Level2	Level1	Level3
N	Valid	297	297	297
	Missing	0	0	0

Frequency Table

Remote Work

		Frequency	Percent	Valid Percent	
Valid	Low(1-2.5)	84	28.3	28.3	
	Middle(2.6-3.5)	135	45.5	45.5	
	High(>3.6)	78	26.3	26.3	
	Total	297	100.0	100.0	

Perceived Changes in HR Practices

		Frequency	Percent	Valid Percent	
Valid	Low(1-2.5)	58	19.5	19.5	
	Middle(2.6-3.5)	164	55.2	55.2	
	High(>3.6)	75	25.3	25.3	
	Total	297	100.0	100.0	

Employee Engagement

		Frequency	Percent	Valid Percent	
Valid	Low(1-2.5)	81	27.3	27.3	
	Middle(2.6-3.5)	159	53.5	53.5	
	High(>3.6)	39	13.1	13.1	
	Total	297	100.0	100.0	

Correlations

Correlations

		RemoteWork	PerceivedChangesInHR. Practices
RemoteWork	Pearson Correlation	1	.784
	Sig. (2-tailed)		.014
	N	297	297
PerceivedChangesInHR. Practices	Pearson Correlation	.784	1
	Sig. (2-tailed)	.014	
	N	297	297

Correlations

Correlations

		RemoteWork	EmployeeEngagement
RemoteWork	Pearson Correlation	1	.714
	Sig. (2-tailed)		.021
	N	297	297
EmployeeEngagement	Pearson Correlation	.714	1
	Sig. (2-tailed)	.021	
	N	297	297