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A Systematic review on the Impact of Remote Work on Employee Engagement

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Abstract
The aim of this study is to better identify how remote work affects employee engagement. This systematic review looks at the advantages and challenges of remote work in a diversity of industries and organizational settings. An extensive review of the literature was done, with an emphasis on research papers released between 2018-2024. 20 peer-reviewed studies were chosen adhering to strict inclusion criteria. This review assessed the methods used to quantify the impact of remote work on employee engagement, the research designs and sampling data that are used, and the primary findings that can be drawn using these studies. Flexibility, employment satisfaction, and productivity all increase with remote work. It does, however, also present several serious difficulties, such as a decline in social connection, obstacles to communication, and problems with work-life balance. If these elements are not effectively managed, employee engagement may suffer. As a dependent variable, employee engagement was studied in two thirds of the research. The study found that employee engagement is complexly impacted by remote employment. Telecommuting can increase autonomy and enjoyment, but it also has substantial drawbacks, including the possibility of isolation and the absence of physical presence. Robust communication strategies and supportive organizational policies are essential for the success of remote working. This research offers valuable insights for creating healthy work environments and helps understand how remote work effects on employee engagement in organizations.
Keywords: Remote work, employee engagement, productivity, work-life balance, organizational support, systematic review

1. Introduction

It is seen that remote working has become an integral part of today's business model, changing the way people communicate in the workplace. Smith and Jones (2020) argue that the shift to remote work has brought about opportunities as well as difficulties in maintaining employee engagement. According to Allen et al. (2021), working all the way remotely offer flexibility and autonomy but new strategies must be developed to keep employees engaged. Recognizing the importance of this identification is crucial for companies that want to create a more productive and motivated remote workforce.

As stated by Johnson (2020). "The practice of accomplishing tasks and responsibilities outside of a traditional office setting is known as remote work. Often, digital communication tools are used to facilitate remote collaboration with coworkers and supervisors. Any employment arrangement where an employee routinely works from a location other than the employer's place of business while utilizing technology to support productivity and communication is considered remote work (Kim & Chen, 2021). Moreover, "Remote work refers to an employment arrangement in which workers are not physically present at their place of business and instead collaborate and complete tasks using digital platforms and virtual tools." (Lee & Wang, 2018). Using digital communication tools and online collaboration platforms, remote work entails carrying out job duties from a place other than the employer's physical office (Brown & Smith, 2020).

Employee engagement refers to the state of mind in which a person feels happy, engaged, and fully engaged in his or her work, resulting in better performance and loyalty to the organization (Nguyen, 1999; Rodriguez, 2021). It takes extra willing effort and a willingness to go beyond their job duties (Wang & Johnson, 2020). Employee engagement is a state of mind in which individuals feel satisfied, engaged, and fully engaged in their work, and actively committed to achieving organizational goals Garcia and Kim (2021). Employee engagement is the extent to which workers feel emotionally connected to their job, organization, and colleagues, leading to increased motivation, performance, and retention (Patel & Garcia, 2018).

Numerous research and published papers suggest that several elements of telecommuting contribute to reduced employee engagement. One important reason is the absence of social interaction; telecommuting often means fewer face-to-face interactions with co-workers, which can lead to feelings of loneliness and isolation (Gajendran & Harrison, 2007) Another important issue is communication difficulties. Because there are no nonverbal cues present in face-to-face meetings, telecommuting can lead to misconceptions that can cause conflict, reduced collaboration, and a sense of alienation from the team. (Golden et al., 2008). Work-life balance issues are common in remote work environments. Not having a clear line between work and family life can cause employees to overwork and burn out, as they may find it difficult to disconnect from work, reducing their engagement and overall well-being. Blot technical problem and lack of IT support can negatively affect employee engagement and productivity (Bloom et al., 2015).

Difficulties with trust and performance monitoring can make the situation worse. Remote workers may experience feelings of mistrust and fear due to intense surveillance, and their motivation and engagement may suffer from a lack of autonomy. (Golden et al., 2008) Ultimately, organizational culture and inclusiveness are very important. Employees' sense of identification and belonging within the company can be negatively affected by remote workers' feelings of disconnection from company culture, customs, and values (Gajendran & Harrison, 2007). According to Allen, Golden and Shockley (2015), there are situations where telecommuting can make people feel more excluded, especially if they are not involved in important meetings or decision-making processes.

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2. Literature Review

If we are diving deep into literature, there is the study that looks at the feasibility of remote working arrangements for Florida community bank employees, focusing on factors like employee engagement, organizational commitment, efficiency, motivation, effectiveness, organizational culture, retained employment, authority availability, leadership management, employer trust, and technologies. Remote workers are often happier than their office-based colleagues, reporting higher satisfaction with work and performance. The research study tried to explore the influence of remote working on employee productivity, dedication plus effectiveness and found that remote workers were engaged, productive, and driven. In particular, individuals who had worked remotely for more than 14 months agreed more with their long-term colleagues than those who had done so for 14 months or less. Data were acquired via emailed questionnaires that included credible, previously published survey items (Hirst, 2021). Additionally, there is a study included research of participants from wide sectors and industries in three Saudi Arabian regions: central, western, and eastern. From April to mid-May 2021, data were collected via a questionnaire distributed via Google Docs. According to the study, remote working had significant effects on communication, job efficiency, and worker productivity, but had little influence on employee engagement. The data indicate that remote working can be efficiently used with the right ways and facilities, showing both the potential benefits and problems during the epidemic (Baakeel, 2021).

Another study article investigates the influence of pre-pandemic employee involvement on the financial functioning of software industry enterprises during the pandemic period. The study, conducted in 2021, analyzed employee reviews from Glassdoor.com using unique machine learning approaches to assess engagement levels and opinions of remote work practices. While the sample size is not specified, the population includes employees from top software companies. The data show that enterprises with higher pre-epidemic employee engagement performed much better financially during the pandemic. Furthermore, post-pandemic studies revealed that these organizations had strong leadership and a customer-focused culture, whereas organizations with lower pre-pandemic engagement struggled with establishment and inconsistent management practices (Smith et al., 2021). Besides, another study looked at how the pandemic affected multiple aspects of work life. The sample size for this study was comprised of entities from various industries, however the exact number is not mentioned. The study sought to better understand changes in work practices and their socioeconomic consequences, with a specific emphasis on mental health, operational performance, and unemployment. The research found that COVID-19 caused major disruptions in the workplace, resulting in higher unemployment rates, lower productivity, and issues with remote work. The study concluded that the fast move towards remote employment and the economic downturn. (Rubeena & Naz, 2021). Also in another research paper, the goal of this paper is to look at how organizational support mechanisms affect employee work-related attitudes in the setting of remote working. Between March 25 and April 30, 2020, responses were gathered from a diverse sample of 181 remote workers during the epidemic. Employees' perceptions on work-related attitudes and organizational support mechanisms were recorded during India's lockdown. The data was investigated using structural equation modeling. This research paper examined the impact of organizational support mechanisms (e.g., effective structure, supportive leadership, caring culture, and technology) on employees' work-related attitudes during remote work during the pandemic. Additionally, the study examined how anxiety during the crisis affects worker engagement, job fulfillment, and organizational devotion. The conclusions reveal that remote working during a pandemic, such as Covid-19, is facilitated by more than just technological infrastructure. Managers should foster a loving, supporting, and open workplace culture to lessen employee anxiety (Sharma, 2022).

In addition, this qualitative study, which included 25 participants from a variety of industries, job responsibilities, and geographical areas, seeks to investigate the variations in employee engagement in remote work contexts. The study highlighted three key themes that promote engagement and productivity through semi-structured interviews: methods of communication, balancing work and life, and support for workers. The areas of Managerial Communication, Tools and Technologies, Information Accessibility, Feedback Loops, and Team Connection were among the Communication Practices categories. Time management, a physical workspace, mental health, and setting boundaries were all part of work-life balance. Technical support, professional growth, psychological support, leadership roles, autonomy and religious beliefs, and company culture were all included in the concept of employee support. The results show that effective remote work strategies include effective communication methods, robust support networks, and an emphasis on preserving work-life balance in order to boost worker satisfaction and output (Shokrollahi, 2023)**.**

Likewise, the one more research investigates how different workplace settings, specifically hybrid and remote environments, influence the connection between employee engagement (EE) and employee turnover intention (ETI). From May to December 2022, the study focused on information technology specialists in Mumbai. Using a snowball sampling strategy via LinkedIn, the researchers collected data from 390 participants, with 371 replies confirmed trustworthy after data cleaning. The outcomes show that employee engagement has a negative relationship with turnover intention, and that this link is higher in hybrid work contexts than in distant situations. This shows that initiatives to improve employee engagement are more effective in reducing turnover intentions in hybrid settings (Singh & Sant, 2023)**.** Besides, a study article investigates how employees express engagement as functioning remotely owing to the COVID-19 epidemic. This study, conducted in 2021, takes a qualitative method and has a sample size of 15 respondents. The applicants all remote employees, were interviewed to learn about their communicative behaviors about engagement when working remotely. The findings suggest that employees' involvement was demonstrated by compensating for a loss of physical presence and maintaining personal interactions with coworkers. The study underlines employee engagement as a multifaceted phenomenon involving both individual reciprocity and collective advantages **(**Pernefors & Bjurenvall, 2021).

In additional, a research study uses survey data and interviews to collect information from a wide range of remote workers. The findings indicate a favorable liaison between higher amounts of employee engagement and the frequency of remote working and the use of collaboration technologies. However, several difficulties were also noted, including feelings of loneliness. The study concludes by recommending that to sustain extreme directs of employee engagement in remote work environments, firms should give priority to implementing appropriate policies and technologies (Shrimali, 2023).

Aaron Lee's (2018) study aims to explore how remote employees feel about their workplace engagement. The study used qualitative research methodology to collect data from a sample of remote workers from a US firm through interviews. The results show that

different employees have different levels of engagement, which are determined by things like organizational support and communication styles. According to Lee (2018), this study makes a significant contribution to our understanding of the difficulties associated with participating in remote work. Olsen's study further examines how young workers who work from home perceive stress and their level of work engagement. The study focuses on telecommunications providers in the midst of the COVID-19 epidemic. Through a study of 303 workers at a telecommunications company in Norway, researchers found that while accepting challenging tasks increases stress levels, support from supervisors and a strong work-life balance promote work engagement. Finally, research highlights how critical organizational support is to reducing stress and increasing engagement in remote work environments (Olsen et al., 2023).

Researchers examine the effectiveness of several strategies for communicating with remote employees in their study. Understanding and implementation had a significant impact on their effectiveness. They use sample of 200 remote workers from a variety of industries. Finally, the study highlights the importance of using personal communication strategies in increasing the satisfaction and productivity of remote employees (Bhise & Dadas, 2022).

In another study, the researchers examined how employees' work engagement is affected by disruptive external variables. This quantitative research study examined the impact of COVID-19 social separation laws. The findings were used to determine how employee involvement affected their work participation in the transition from inter-office to remote communication. By studying the impact of employment engagement, firms' human capital policies can be revised during the transition. The survey form providing numerical data from 185 applicants. This study analyzed full-time employees throughout the United States who experienced a transition from office work to telecommuting. We used the Attachment Style Survey (experiences in intimate relationship-relationship systems) and the Utrecht Work Engagement Survey (Autodore, 2022).

Researchers and specialists have expressed concern that compulsory remote work can cause emotions of isolation and separation among employees. As a finding, the persistence of this study is to analyze this topic by looking at how work interaction contentment in distant contexts affects employee alienation and engagement with work. Primary data was gathered from 418 employees in diverse Indian firms to test theories. The study discovered a negative correlation among work interaction satisfaction and alienation, but a positive association with job satisfaction. The study found that the connection between job satisfaction and work communication satisfaction was mediated by alienation. Employees who worked for companies with strong CSR ties expressed feeling less alienated than those who worked for companies with weaker links. (Kakkar et al., 2023).

Moreover, the difficulties caused by the COVID-19 outbreak caused a considerable number of public region employees to work remotely. Home-based teleworking confirmed the continuity of public services, mitigating disruptions caused by the pandemic. There is limited research on how telecommuting from home affects remote employees' capacity to consider work and life. A quantitative and empirical study design was created. One study looked at the immediate effects of working from home on balancing life and work. On the other hand, the empirical investigation included working engagement and observed work-related fatigue as mediation variables that mediated the relationship. According to their findings, the work-life balance of public employees was negatively impacted by home-based telecommuting.

There were more work-life and life-to-work issues among those who worked from home. Working fatigue was elevated when telecommuting from home, which had an adverse effect on how people perceived work-life balance. Work-life offset was negatively impacted by working remotely, although it was positively impacted by work involvement (Palumbo, 2020) Another study aimed to assess how functioning from home affects employee engagement during Pandemic. The research created a model to assess the influence of self-sufficiency, suitability, and psychosocial security on worker engagement in emergent countries with limited realistic research. A convenience sample of 170 public sector employees was examined using structural equation modeling. The study recovered that autonomy, convenience, and a positive psychological safety milieu significantly increased employee engagement. The WFH concept is expected to become a permanent element in the near future, making these findings relevant for managers (Makumbe, 2023).

Additionally, this research article examines the dynamics of employee engagement in distant work contexts. With the trend to flexible work arrangements, firms must understand the elements that influence employee engagement in virtual contexts. The study analyzes the problems, possibilities, and best practices for fostering high levels of engagement among remote employees. Surveys and questionnaires are employed in this research methodology to acquire quantitative data from remote workers. The primary purpose is to assess employee engagement levels in remote work environments, with a focus on identifying and evaluating crucial variables necessary for establishing and shaping the dynamics of such engagement. The study objects to contribute to a supplementary subtle understanding of the aspects that affect worker engagement in virtual environments by providing practical understandings into the quantitative components of remote employee engagement using this structured approach. The investigation, which was based on responses from 50 remote employees using surveys and statistical tools such as SPSS, shed light on numerous aspects of engagement, highlighting both the obstacles and opportunities inherent in virtual work contexts (Gupta & Manju, 2022)

Considering the COVID-19 pandemic's HR concerns, this study explores the special effects of worker engagement and information sharing on corporate accomplishment. HR managers must find innovative ways to engage staff members as more companies move toward virtual workspaces. Employee engagement greatly improves organizational performance, according to data collected from employees in higher education institutions using a quantitative research approach and structural equation modeling. Moreover, sharing of knowledge enhances performance and acts, being a partial moderator in the liaison between engagement and performance. In addition to upending international economies, the pandemic offers businesses the chance to innovate and prosper in a digital environment. (Ahmed et al., 2020). In addition, the study explores how working from home (WFH) in the IT industry, self-leadership and employee engagement impact job satisfaction, job stress, and general well-being. Structured closed-ended questionnaires were used to gather primary data from 410 respondents using a quantitative research design. The study's findings indicated a significant link between job outcomes, employee engagement, and self-leadership. It has been discovered that employee engagement and self-leadership both have a favorable effect on overall wellbeing and job satisfaction while lowering workplace stress. The study emphasizes how individual-level variables influence workers' experiences and performance in work-from-home environments. In

the context of the WFH environment, future research prospects are examined, offering HR managers helpful advice on how to create human resource strategies that work (Reddy & Prakash, 2024)

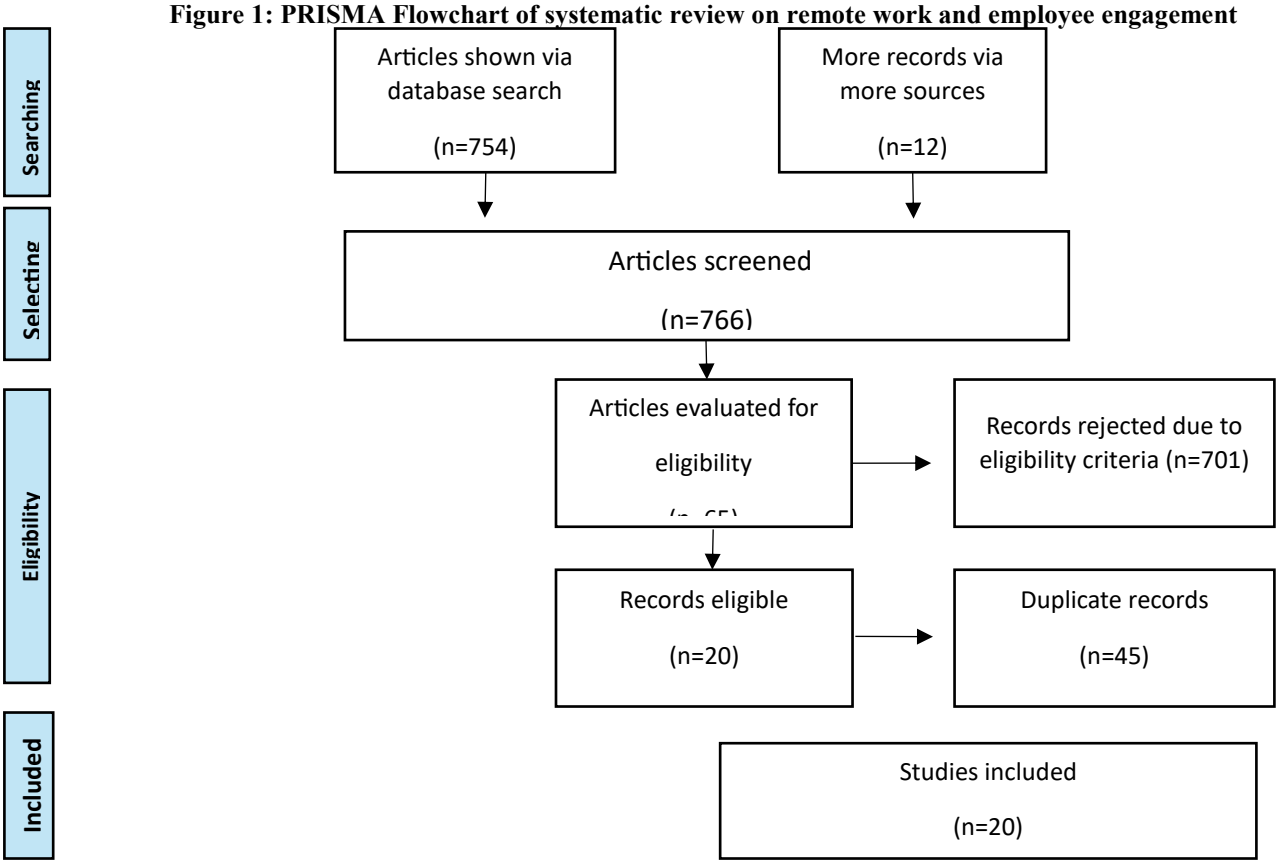
Finally, there is some research on the impact of telecommuting. It uses the Utrecht Work Communication Scale to calculate three dimensions: vigor, devotion and absorption. The findings suggest that employees are more engaged overall when they score higher in absorption, and it is significantly related to tenure. The results show that highly motivated employees exhibit greater persistence and perseverance at work, while highly engaged employees feel more satisfied and value their work. According to the study's conclusions, vigor and willpower, though to a lesser degree, also contribute to overall engagement, even though absorption has a significant correlation with it (Juvonen, 2019).

2.1. Problem Statement

Remote work is becoming increasingly common in modern organizations, especially since the COVID-19 pandemic. Although it offers benefits such as mobility, independence, and work-life balance, it can also lead to feelings of isolation, limited contact, and decreased social contact (Conway et al., 2020; Bloom et al., 2021). Research is still ongoing to determine how well leadership philosophies and virtual communication technologies work in addressing these obstacles (Raghuram et al., 2020). Responsible leadership improves behavior of employees (Jabeen et al., 2024). Conflicts at workplace impacts work-life balance as well (Ali et al., 2024). It's also critical to consider how working remotely affects certain demographic groups. Due to less networking and mentoring chances, younger workers or those who are new to the company may find it challenging to adjust to telecommuting (Magnusson et al., 2021). While seasoned workers adjust to remote work more easily, they could struggle to keep their sense of community (Feldman & Ng, 2020).

The lasting impact of working remotely 24/7 is equally important in terms of career growth and advancement opportunities. Remote working can make a difference in communication and personality, which affects support for selection and career development strategies (Hertel et al., 2021). Understanding these conditions is essential to implementing appropriate remote working policies that promote employee engagement and organizational effectiveness. This study aims to close this gap in the body of current research by elaborating deep understanding on the impact of remote working on employee engagement, including consideration of different disciplinary perspectives and organizational contexts. Identify the benefits and encounters by working from home. The study aims to identify gaps and recommend solutions to unsolved problems for future studies.

Figure 1: PRISMA Flowchart of systematic review on remote work and employee engagement



3. Method

This chapter uses a systematic review to reveal the impact of remote working on employee engagement. Scholarly literature was obtained from Google Scholar highlighting research in the recent years. Initially, research papers were collected. Got the idea equally from both quantitative and qualitative analysis by professionals, counting the current study's aims, 20 papers were selected for comprehensive examination. This selection process ensured that only relevant and pertinent information was included and brought a complete understanding of the issue.

3.1. Inclusion and exclusion criteria

The present study used standardized criteria to select eligible studies of specific variables such as remote working and employee engagement for inclusion in the analysis Second, this study looked at how employee engagement was affected by remote

employment. Third, the study is global in nature, covering different countries and regions. Finally, acceptable literature includes articles from peer-reviewed journals and credible institutional reports in English. Only studies using quantitative and qualitative research design published after 20 were considered.

3.2. Systematic review

Systematic review is an inclusive, methodical approach to collecting research evidence for a specific question using repeatable and transparent methods to reduce bias and upsurge reliability According to Page et al., Systematic reviews include clearly defined criteria for study selection and analysis, extensive literature searches, preparation of reliable summaries of existing evidence and searches for data thoroughly. This procedure comprises articulating a clear research question, developing a comprehensive plan, rigorously evaluating relevant research, applying reliable inclusion and exclusion criteria, synthesis of data and, reporting results on implicitly involved (Page et al., 2021). According to PRISMA 2020 statement additional supports that systematic reviews confirm operational rigor and transparency, separating them from more personal narrative analyses (PRISMA, 2020).

3.3. Assessing the caliber of the study

An evaluation technique designed to evaluate related meta-analyses and systematic reviews on remote work and employee engagement was used to determine the worth of the review examinations. (Figure 1)

4. Findings & Discussion

The number of people working remotely has significantly expanded in many different fields in today's culture. Employees who work remotely must remain engaged in their work at all instances. This review serves as an efficient guide for contemporary patterns and considerations that determine how remote work affects employee engagement. The table below presents the findings from the studies that were chosen for a systematic review. A discussion of the findings is included, focusing on different concerns.

Examining the impact of remote work on employee engagement as an abstract concept and how the idea is quantified in recent worldwide studies was one of the study's goals. In most of the research, employee engagement was measured. As a result of the twenty studies that were analyzed, two thirds of the total research explored employee engagement as the dependent variable. These studies examined a range of employee engagement aspects in the perspective of remote work, including job satisfaction, communication satisfaction, and the intent to leave.

Particularly studies by Hirst (2021), Baakeel (2021), Sharma (2022), Pernefors and Bjurenvall (2021), Shrimali (2023), Aaron Lee (2018), Olsen et al. (2023), Bhise and Dadas (2022), Makumbe (2023), Gupta and Manju (2022), and Juvonen (2019) focused on employee engagement as the dependent variable. Conversely, a smaller portion of research investigated the moderating or intermediating influence of employee engagement. About the liaison between remote work practices and other outcomes like job performance and organizational performance, four studies (Smith et al., 2021; Shokrollahi, 2023; Ahmed et al., 2020; Reddy & Prakash, 2024) specifically investigated engagement as a mediator, exploring its intermediary role. Furthermore, engagement was investigated as a moderator in one study (Singh & Sant, 2023) to determine how it affected the association between employee turnover and remote work.

Furthermore, one study (Singh & Sant, 2023) investigated engagement as a mediator, specifically its effect on the connection connecting remote working and employee turnover. A review on well-being of Pakistani workers indicate that employee engagement is effective and workplace stress reduces quality of life (Javaid et al., 2023; Khan & Javaid, 2023).

The study population is shown in the above table across several professions. It was discovered that recent studies carried out globally evaluated remote work environments, the banking and telecom industries, IT sector employees, software firms, organizations, workers in the public and private sectors, and remote and flexible workers. The types of investigations and research designs are also specified.

Research findings are covered in detail here. Additional investigation provides a summary of significant findings from papers included in the systematic analysis.

Table1: Studies on remote work and employee engagement.

Sr No.	Author (Year)	Population	Sample Size	Sampling Method	Instrument for data collection	Data Analysis	Dimensions (Construct) of engagement & remote work	Key Findings
1	Aaron M. Lee's (2018)	Remote workers (U.S. Based firm)	14	-	in-depth interview questions, open and selective coding	9-step analysis process, triangulation	Remote Work (Independent variable) Employee Engagement (Dependent Variable)	Different employees experience varying levels of engagement, influenced by factors such as organizational support and communication styles.
2	Juvonen, M. (2019).	Employees who are subject to remote working arrangements.	335	-	Utrecht Work Communication Scale UWES		Remote Work (Independent variable) Employee Engagement (Dependent Variable)	Highly engaged employees feel happier and find their work rewarding, while highly satisfied employees exhibit greater energy and perseverance at work.
3	Ahmed, T., Khan, M. S., Thitivesa, D., Siraphatthada, Y., & Phumdara, T. (2020)	Public sector and private sector universities (Karachi, Pakistan)	400	convenience sampling	Employee engagement and organizational performance measured by questionnaire	SMART-PLS software (reliability, validity)	Employee Engagement (Independent Variable) Organizational performance	Employee engagement has a considerable and positive impact on organizational performance.

					used by Paluku, (2016), knowledge sharing measured by questionnaire used by Aslam et al., (2013)		(Dependent Variable)	
4	Palumbo, R. (2020)	Public Servants working from home	9877	-	Eurofound's European Working Conditions Survey (EWCS), Utrecht Work Engagement Scale (UWES)	Exploratory Factor Analysis (EFA), confirmatory factor analysis (CFA), Descriptive analysis, serial mediation analysis	Remote Work (Independent variable) Work Life Balance (Dependent Variable)	Home-based telecommuting negatively affected the work-life balance of public servants. Employees who remotely worked from home suffered from increased work-to-life and life-to-work conflicts.
5	Hirst, A. S. (2021)	Banking Sector (Florida)	-	-	emailed questionnaire instrument	ANOVA, Kruskal-Wallis statistical test	Remote Work (Independent variable) Employee Engagement (Dependent Variable)	Found that remote workers were engaged, productive, and driven
6	Baakeel, O. A. (2021).	Industries (Saudia Arab)	=	Random Sampling	questionnaire distributed via Google Docs	reliability, internal consistency reliability, convergent validity, discriminant validity statistical test	Remote Work (Independent variable) Employee Engagement (Dependent Variable)	Remote working had significant effects on communication, job efficiency, and worker productivity, but had little influence on employee engagement.
7	Smith, D., Choudhury, P., Chen, G., & Agarwal, R. (2021)	Software Companies	130	-	Mael and Ashforth (1992) survey-based to determine employee engagement, word2vec model, Tobin's q	-	Remote Work (Independent variable) Employee Performance (Dependent Variable)	Companies with higher levels of employee engagement before the pandemic experienced better financial performance during the COVID-19 pandemic.
8	Pernefors, O., & Bjurenvall, S. (2021)	Remote working employees during COVID-19 (Swedish-based organization)	15	convenience sampling	Semi structured interviews	Braun and Clarke's (2006) thematic analysis	Remote Work (Independent variable) Employee Engagement (Dependent Variable)	Employees demonstrated engagement by compensating for the lack of physical presence and maintaining personal interactions with coworkers.
9	Rubeena, S., & Naz, R. (2021).	Industries	-	-	-	-	COVID-19 Pandemic (Independent Variable) Work Life (Dependent Variable)	COVID-19 caused major disruptions in the workplace, resulting in higher unemployment rates, lower productivity, and issues with remote work.
10	Autodore, R. J., (2022)	Full time participants (United States)	185	-	Experiences in Close Relationships-Relationship Structures), (Utrecht Work Engagement Survey)	t-tests and ANOVA tests	Employee attachment styles and COVID-19 (Independent Variable) Work Engagement (Dependent Variable)	Significant liaison between attachment styles and work engagement during this transition, highlighting the importance of considering individual differences in attachment styles when managing remote work arrangements.
11	Gupta, S., & Manju, S. G, (2022)	Remote Worker	50	-	Surveys and questionnaires	descriptive statistics, Correlation analysis, Regression analysis	Remote Work (Independent variable) Employee Engagement (Dependent Variable)	Investigates the challenges, opportunities, and best practices associated with fostering a high level of engagement among remote employees.

12	Bhise, P., & Dadas, A. (2022).	Remote Workers from Industries (Pune City, India)	200	Non-probability convenience sampling method	survey method with the help of well-structured questionnaire.	Reliability, Validity	Employee engagement strategies (Independent Variable) Remote workers (Dependent Variable)	Employees' understanding and use of engagement tactics had a major impact on their efficacy. By highlighting the significance of customized engagement techniques in raising remote workers' satisfaction and productivity
13	Sharma, S. M. S. K. (2022)	Remote Employee (India)	181	convenience sampling	Survey using google forms	Structural Equation Modeling Internal consistency, convergent validity, Discriminant Validity,	Organizational Support Mechanisms COVID-19 (Independent Variable) Employee Engagement (Dependent Variable)	Remote working during a pandemic, such as Covid-19, is facilitated by more than just technological infrastructure. Managers should foster a loving, supporting, and open workplace culture to lessen employee anxiety and enhance engagement.
14	Shokrollahi, N. (2023)	Industries	25	purposive sampling	semi-structured interviews	NVivo software	Variations in employee engagement (Independent Variable) Factors influencing Employee Engagement in Remote Work (Dependent Variable)	Successful remote work techniques involve effective communication practices, convincing support structures, and a focus on maintaining work-life balance to increase employee engagement and productivity.
15	Singh, S., & Sant, S. (2023)	Information technology professionals (Mumbai)	371	snowball sampling strategy via LinkedIn	ISA scale	PLS-SEM	Employee Engagement (Independent Variable) Employee Turnover Intention (Dependent Variable)	Employee engagement has a negative relationship with turnover intention, and that this link is higher in hybrid work contexts than in distant situations.
16	Shrimali, (2023).	Diverse Sample of remote workers	-	-	mixed-methods approach, utilizing surveys and interviews	-	Remote Work (Independent variable) Employee Engagement (Dependent Variable)	The use of collaborative tools and remote work frequency are positively correlated with higher levels of employee engagement. Difficulties like loneliness were observed.
17	Olsen et al., (2023)	Young Employees 35 year and larger at telecom company (Norway)	303	-	online survey	Linear regression analysis	Remote Working COVID 19 (Independent variable) Perception of stress and job engagement (Dependent Variable)	While taking on challenging tasks increases stress levels, leaders' support and a healthy work-life balance promote job engagement
18	Kakkar, S., Kuril, S., Singh, S., Saha, S., & Dugar, A, (2023).	Employees working in organizations (India)	418	-	Work communication satisfaction (WCS)	AMOS and Hayes' PROCESS macro for SPSS.	Remote work communication satisfaction (Independent Variable) Employee alienation, job satisfaction (Dependent Variable)	Work communication gratification is negatively associated with alienation and positively associated with job satisfaction. Employees belonging to organizations with stronger CSR associations reported feeling less alienated than employees of organizations with weaker CSR associations.
19	Makumbe, W. (2023)	Public Sector Employees working from home	170	convenience sampling	Autonomy measured using scale developed by Konrad et al, (1999) and Lichtenstein (1984), Convenience measured using scale Venkatesh et al (2012), Psychosocial safety climate measured by Pejtersen et al	Indicator reliability, Internal consistency reliability, Convergent reliability, Discriminant validity, Confirmatory factor analysis, Structural equation modelling	Remote Work (Independent variable) Employee Engagement (Dependent Variable)	Autonomy, convenience, and psychosocial safety climate significantly positively impacted employee engagement in the context of working from home during Covid-19.

					(2010) scale, Employee engagement using work of Saks (2006).			
20	REDDY, K. H., & PRAKASH, L. (2024)	Employees in IT with WFH experience	410	-	structured questionnaire	SPSS AMOS construct validity and reliability through confirmatory factor analysis.	Employee Engagement (Independent Variable) Job Satisfaction (Dependent Variable)	Self-leadership and employee engagement significantly enhance job satisfaction and general well-being while reducing job stress among employees working from home in the IT industry.

Numerous studies have examined the consequences of remote work on different aspects of employee engagement and organizational success, as this is a rapidly expanding field. To shed insight on the complex connection between remote work and employee engagement as well as the moderating elements impacting this dynamic, this talk synthesizes findings from a wide range of research projects.

Many studies have displayed a positive correlation between employee engagement and remote employment. Hirst (2021) found that Florida's banking industry employees showed excellent levels of productivity and motivation, in addition to high levels of engagement when working remotely. Gupta and Manju (2022) also examined the importance of managerial support and good communication in promoting employee engagement among remote workers. Their study looked at best practices and barriers in this regard. Baakeel (2021), on the other hand, offers an alternative view based on Saudi Arabian industrial sectors, where telecommuting significantly improved productivity, work efficiency and communication, but had a minimal effect on employee engagement. This means that while telecommuting can improve some operational metrics, higher levels of engagement are not always the result of telecommuting. Many research studies emphasize the importance of organizational support structures. Sharma (2021) highlights how critical it is for Indian corporate cultures to be open and supportive, especially in times of disasters such as the COVID-19 pandemic. In a similar vein, Olsen et al. (2023) emphasize that despite the difficulties telework presents, the support of managers and a positive work-life balance are essential to enhance work engagement in the Norwegian telecommunications industry. It is clear that effective communication is essential to increase engagement. Shokrollahi (2023) emphasized that work-life balance, supportive policies, and effective communication strategies are necessary for engagement and productivity. Similarly, Kakkar et al. (2023), employee detachment is negatively connected with communication satisfaction at work when working remotely, but job happiness is positively correlated with it, particularly when the company has significant corporate social responsibility (CSR) ties.

Another important research issue is differences in engagement levels of remote workers. Aaron Lee (2018) added that communication style and organizational support are two examples of factors that influence the level of employee engagement. Juvonen (2019) strengthens this by saying that employees with high levels of motivation and commitment are more enthusiastic, energetic and persistent in their work, suggesting that personality traits are also important. One issue that keeps coming up is the impact of telecommuting on stress and work-life balance. Palumbo (2020) found that public employees' work-life balance was adversely affected by commuting, leading to an increase in work-life conflict. Similarly, Rubeena and Naz (2021) noted that the COVID-19 pandemic has caused disruptions in the workplace, leading to reduced productivity and difficulties with telecommuting. Use of collaborative strategies by instructors and social media has shifted load on online system (Ramzan et al., 2023). Feedback improves strategy and remote working may improve well-being by listening to some music. Further religious coping reduces stress (Javaid et al., 2024).

Positive qualities are also mentioned, though. Makumbe (2023) highlights the potential advantages of remote work when managed well, noting that autonomy, convenience, and a positive psychological safety milieu considerably boost employee engagement in the public sector. Many studies show a direct correlation between organizational effectiveness and employee engagement. In the setting of institutions in Karachi, Pakistan, Ahmed et al. (2020) discovered that employee engagement had a considerable and favorable impact on organizational performance. This emphasizes how encouraging high levels of engagement among remote workers can have larger organizational benefits. Another crucial topic is the connection between employee engagement and intention to leave. Singh and Sant (2023) found that, particularly in mixed work environments, more employee engagement is linked to less intentions to leave. Reddy and Prakash (2024) provide additional support for this, highlighting the strong positive effects of self-management and employee engagement on job satisfaction and well-being, as well as a reduction in workplace stress among remote IT personnel.

The preceding discussion unveils a pattern in global population research. This is encouraging evidence that organizations are actively working to put strategies into place that increase worker engagement. It also demonstrates that workers are being proactive in fostering a healthier workplace. These initiatives are part of a larger commitment to raising worker productivity and satisfaction.

5. Conclusion

Sustaining remote employee engagement is seen crucial for maintaining competitiveness and improving organizational performance. The present study aims to explore the nature of remote work and employee engagement, the methods used in previous research to evaluate the construct, the research designs used, and the key conclusions that can be made from these studies in global businesses. A systematic review of the twenty studies is presented. Most studies examined the construct of employee as a dependent variable, according to the findings. Studies conducted thus far have used quantitative research designs. In conclusion, research shows that there is a complicated and nuanced liaison connecting employee engagement and remote work. Although working remotely can improve output, communication, and job efficiency, its effects on employee engagement vary greatly depending on organizational support, communication styles, individual characteristics, and the maintenance of a work-life balance. To fully realize the benefits

of remote work and ensure both high employee engagement and enhanced organizational performance, these aspects must be managed effectively. To identify the facets of remote work and employee engagement, the current study would be invaluable. Workers could be instructed to make plans and seek advice on how to raise their levels of engagement and successfully adjust to working remotely.

5.1. Limitations and Future Directions

Based on the literature selected in the present analysis, there are various limitations that should be addressed in future studies. Researchers have increasingly focused on the connection between remote working and employee engagement in their current studies, commonly using engagement as the outcome and subsequent research efforts may be selective to extend their perspectives to assess the impact of employee engagement on a range of other variables, learn more about the broader impact of telecommuting on organizational dynamics and employee engagement by narrowing their focus to analyzing interpersonal relationships. Furthermore, the correlational nature of the data makes it tough to determine a cause-and-effect relationship between employee engagement and remote working. Future research should consider longitudinal research to gain a deeper understanding of the long-term effects of remote work outcomes. It would be useful for future studies to include formal measures of employment and engagement. It may also be useful to examine how individual variables such as personality traits and job roles may moderate the negative effects of remote work on communication. Finally, given how technological innovation and better communication of remote working practices can provide new insights into how to maximize employee engagement in a rapidly changing environment.

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