



The Impact of Remote Work on Employee Engagement and Organizational Culture in Post-Pandemic Workplaces.

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ABSTRACT:

The transformation in work modalities brought about by the COVID-19 pandemic is toward the remote working model, which has not just changed the manner in which employees relate to work, but is also redefining how a company maintains its culture. This paper, therefore, investigates the effects of home or hybrid working on work motivation, teamwork, and job satisfaction among employees. The second objective of the paper is to determine possible challenges in creating and maintaining strong workplace culture in the face of employee absence from each other, physically.

This study, which is based on surveys and interviews with open professionals from different industries, remote work definitely leads to flexibility and increased productivity; however, it has also led to decreased contact among people, making them feel much less connected with their company. The research highlights strategies that businesses can use to keep employees engaged and maintain a positive work culture in remote and hybrid environments. These insights are useful for business leaders, HR teams, and decision-makers who want to balance the benefits of remote work with the need to build a strong, connected workforce.

Keywords: Remote work, employee engagement, workplace culture, hybrid work, productivity, teamwork, job satisfaction, digital collaboration, work-life balance, leadership, and employee well-being in the post-pandemic era.

Introduction:

- The way we work has changed a lot since the COVID-19 pandemic, with more people working remotely or in a mix of office and home setups. While this has given employees more flexibility and, in many cases, improved productivity, it has also created challenges. People may feel less connected to their coworkers, communication can become harder, and maintaining a strong company culture isn't as easy when employees aren't in the same space.
- This research studies the effects of remote work on employee motivation and the corporate culture of the company. In addition, it examines the measures that companies can take to ensure the engagement and connection of their employees outside the same walls. The new working paradigm is highly dependent on leadership, technology, and company policy; thus, this study serves to advocate for those very approaches that ensure flexibility while sustaining a strong and cohesive workplace.
- Factors affecting remote working of the Employee:
 - **Staying Connected** – With lack of physical presence interpersonal communication, teamwork, and relationships are affected.
 - **Work-Life Balance** – An additional stressor perhaps when working from home is blurring the lines between work and play.
 - **Good Leadership** – Employees remain motivated when they have supportive managers who set clear objectives.
 - **The Right Technology** – Reliable tools make remote work a smooth and efficient process.
 - **Company Culture & Team Spirit** – A sense of connection is also created when the organization actively supports its values and engages its teams.
 - **Mental Health & Well-being** – An extreme degree of isolation can result in alienation and demotivation on the part of the employees.
- **Problem Statement:** Many companies now allow partial or complete remote work following the COVID-19 pandemic; however, though flexibility is great to give time to employees and improve their productivity, challenges also come with it. Employees might feel left out from their teammates; communication may become more difficult. A strong company culture will also be hard to maintain with everyone apart. This study will investigate the effects of remote work on employee motivation and company culture and explore ideas on how to keep the teams engaged and connected in this new way of working.

Literature review:

- Title: UNDERSTANDING ORGANIZATIONAL REMOTE ENGAGEMENT AND EMPLOYEE SOCIAL TRANSFORMATION IN POST-COVID TIMES WITH SPECIAL REFERENCE TO STARTUPS IN INDIA
- Authors: A Maheshwari
- Published: European Journal of Human Resource
- In his 2022 paper titled "Understanding Organizational Remote Engagement and Employee Social Transformation in Post-COVID Times with Special Reference to Startups in India," Aman Maheshwari thoroughly investigates the multitude of impacts the COVID-19 pandemic has imprinted on the Indian startup landscape, particularly regarding organizational culture and employee well-being. The employees faced untold suffering at the levels of emotion, cognition, and psychological status, which affected their work and personal lives. Maheshwari strongly recommended that startups create mechanisms for remote engagement that would reinstate productivity and improve organizational culture. His research underscored adaptability and resilience within the workforce; fast-tracked the journey onto digital platforms; and stressed the significance of the Human Resources function during and post-pandemic. It provided insight into how the startup ecosystem may set up its machinery to effectively implement remote engagement strategies while minimizing perceived risks and reinforcing an employee transformation toward a renewed organizational culture.

Research Objectives

1. Understand how remote work affects employee motivation and involvement.
2. Explore how company culture and teamwork change when people work remotely.
3. Look at how good leadership helps remote teams stay engaged and productive.

Research Methodology:

Research Design

- An online survey of simple design is employed for quantitative analysis to find out how the employees feel about working from home—whether it engages them, whether HR supports them, and whether it impacts the overall work culture in question.

Research Objectives

- To find out how remote work affects employee satisfaction and involvement.
- To see how helpful HR and management are in supporting remote work.
- To understand how remote work affects motivation and work-life balance.

Population and Sampling

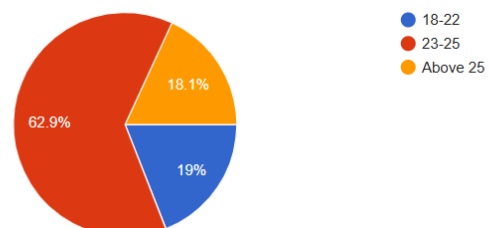
- The survey was shared with employees who currently work from home or in a hybrid model.
- The participants were chosen through convenience sampling—whoever was willing and available to respond.
- The goal is to get around 100 to 150 responses.

Data Collection Method

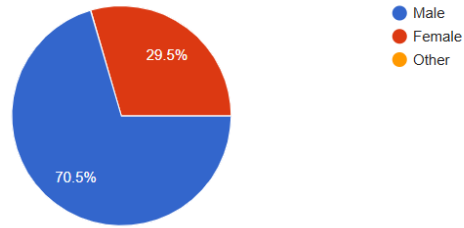
- Data was collected through an online questionnaire with multiple-choice and rating questions. It asked about things like:
- How well remote work systems are working
- How helpful HR and management are
- Training and development
- Work-life balance
- Whether employees prefer working remotely or from the office

Data collection procedure: The survey will be distributed electronically to selected participants, ensuring confidentiality and anonymity.

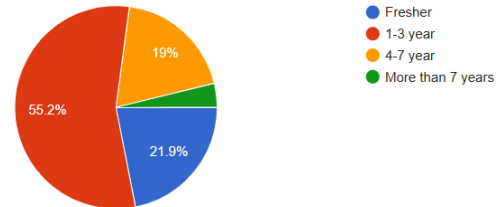
1. Survey respondents' age groups are depicted in the chart, with the majority (62.9%) belonging to the 23-25 age group, thus making it clear that most remote workers in this study constitute young professionals. A small percentage (19%) comprises those between 18 and 22 years of age, presumably new entrants or budding professionals, while 18.1% are older than that, which indicates that fewer experienced workers participated in the survey. This suggests that remote work is most common among younger employees who are believed to be quite adept with technology or flexibility in work assignment.



2. In regard to the chart, the gender distribution of participants in the survey was given. Males made up 70.5%, whereas females made up only 29.5% of the respondents. This implies that the majority of people participating in this survey are men, with less participation from women. No respondents reported on the category called "other," which is why it is not represented in the chart. This may mean that remote working in this study is more common among male employees or that fewer female employees participated in the survey. This chart shows how long the survey participants have been working in their current organization.



3. The biggest slice of employees, making a whopping 55.2%, has less than 1-3 years employed, thus most of the employees are in the nascent stages of their careers. 21.9% are freshers and already accounts for quite a number of influxes. 19% work between the years of 4-7, thus belonging to the lesser portion of experienced employees.

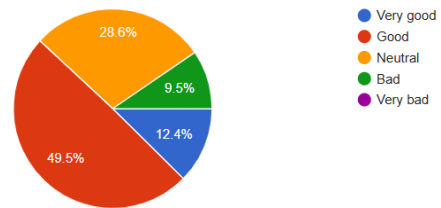


The very minute percentage is that which has spanned more than 7 years in the company, which means the long-serving employees are scantily represented in this survey.

It appears that the majority of the remote employees in this study are relatively new employees in their organizations, with very few senior employees participating.

4. This is a graph showing employee perception about the efficacies of remote working systems.

It's pretty nice since about half of the respondents believe their remote working system works well, so it implies a good level of employee satisfaction.



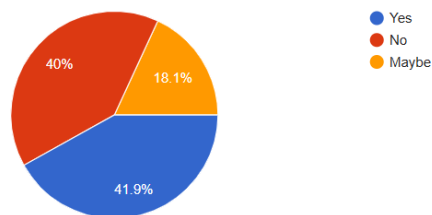
28.6% are undecided, saying they do not see many clear pluses or minuses. Only 12.4% rated it very good, meaning that a smaller group believes it is very effective. 9.5% think it's bad, denoting a minority of dissatisfactions.

The "Very bad" category is empty, which means that there are no respondents who can consider the system to be extremely bad.

It mostly means that employees think their remote work systems are functional enough but can be better.

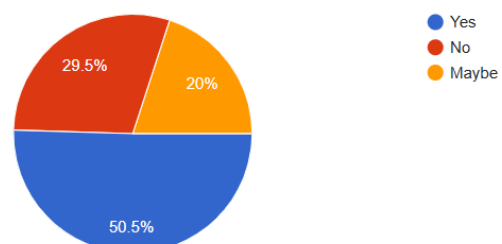
5. This chart illustrates the extent to which employees believe that their HR department provides support in the context of remote working.

- 41.9% of employees said "Yes," signifying that they feel supported by HR.
 - 40% said "No," which indicates that almost an equal number of employees do not feel supported.
 - 18.1% said "Maybe," which suggests they have mixed feelings or some uncertainty.
- From these results, it can be noted that many appreciate the help given to them by HR, but at the same time, a great number feel that support is not offered. There is a clear need for HR to re-strategize their involvement and support regarding remote workers.



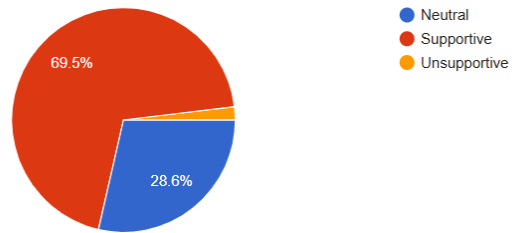
6. This chart shows whether employees are satisfied with their HR team and their responses.

- The majority, 50.5% of employees, responded "Yes", indicating that employees are appreciate of HR's supportive role.
- On the other hand, employees who answered "No" constituted 29.5% which means that almost one-third of employees are not satisfied.
- "Maybe" was chosen by 20% suggesting some ambiguity in the neutrality of their experience.
- In general terms, most employees are satisfied with HR's services; however, there remains a notable gap among employees that feel there could be better management and responsiveness by HR to their issues.



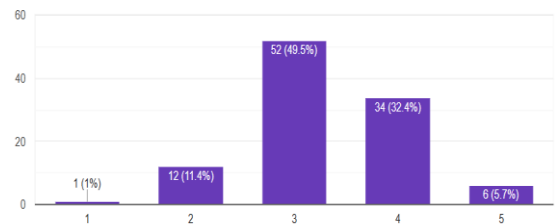
7. This chart represents employees' opinions on how **supportive their upper management is** in remote work.

- The employee's perception of management is quite high, with 69.5% feeling that they are supportive which suggests that the majority of employees feel their superiors are at least somewhat willing to help and work with them.
- 28.6% of respondents stay neutral on the issue, which shows no particular support nor a complaint.
- A very small proportion of the respondents view management as unsupportive. This only indicates that there have been few negative experiences among employees.
- In general, most employees consider their upper management as supportive, which encourages the growth of healthy relationships and collaboration amid remote working environments.



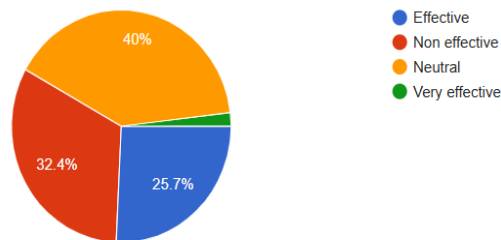
8. This chart represents employees' **ratings of the HR department on a scale of 1 to 5**

- **49.5%** of employees selected 3, which indicates a neutral position—neither satisfied nor dissatisfied with HR.
- 32.4% elected 4, indicating a considerable number of employees are satisfied with HR's performance.
- 11.4% marked HR's score as 2, suggesting they find HR services to be lacking.
- Only 1% selected the lowest option (1), suggesting a very small number of employees are fully dissatisfied.
- 5.7% marked HR score as 5, indicating a few people consider HR to be exceptional.
- In any case, it seems to result that most employees rate HR to be average, and possess the ability to enhance services to achieve higher proportionate satisfaction levels.



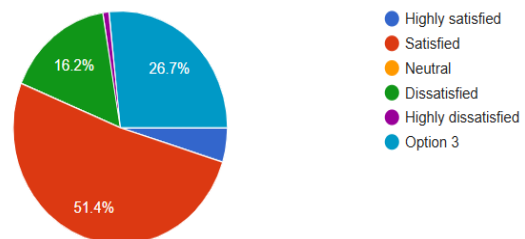
9. This chart represents employees' opinions on the **effectiveness of a particular process or system**.

- Employees are just neutral, meaning 40% of employees find it neither an effective nor an ineffective system.
- 32.4% termed it as ineffective and it is obvious that a large proportion had grievances.
- 25.7% termed it effective, which indicates that a few employees find it helpful.
- Only a minuscule percentage rated it as highly effective, implying that only a small number appreciate it highly.
- Overall, most employees are neutral or have the system as ineffective, so improvement is necessary.



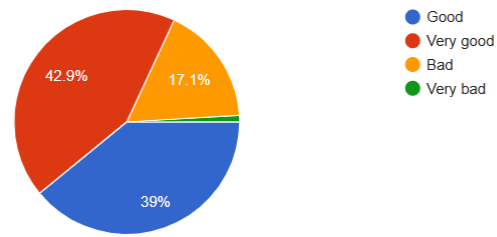
10. This chart represents **satisfaction levels** regarding a particular topic or service.

- Presently, the single largest group of respondents satisfied is about 51.4%.
- Almost 26.7% of respondents fall into the "Option 3" category, although it is not clear what this category represents.
- About 16.2% indicate dissatisfaction, demonstrating some measure of discontent.
- Only a negligible fraction indicated being extremely dissatisfied, with likely little strong discontent.
- There is a small percentage who indicated high levels of satisfaction, but it is not really a significant number.
- All in all, most respondents either scored satisfied or neutral, denoting some dissatisfaction but hardly any extremely negative views.



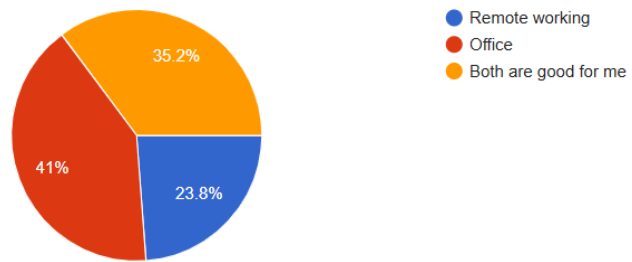
11. This chart represents satisfaction levels regarding remote work's impact on employee engagement and organizational culture.

- 42.9% have rated it as "Very Good". The second group, which is an impressive 39%, rated it as "Good".
- The remaining 17.1% are simply dissatisfied ("Bad"), showing that there are some concerns or challenges.
- Not more than really tiny fractions are superbly dissatisfied ("Very Bad"), thus indicating that there are very fewer extreme cases of negativity.
- Most people have positive views, but a few are really having a problem, and very few show very high dissatisfaction.



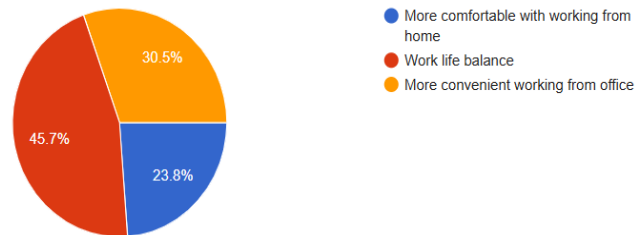
12. This chart represents employee preferences regarding work arrangements.

- 41% of respondents prefer to work in the office, making the largest group.
- 35.2% stand for "Both are good for me", suggesting flexibility with their work preferences.
- 23.8% prefer working remotely, demonstrating a smaller, yet notable preference for working from home.
- In all, the majority of respondents seem comfortable with office or hybrid work, while only a small proportion prefers full-on remote work.



13. This chart represents employee preferences regarding work comfort and balance.

- Work-life balance is the most preferred aspect concerning working conditions among the seven factors with 45.7% of respondents affirming that work-life balance is the top priority.
- From the data available, slightly less than a third (30.5%) of respondents found work in offices more convenient, with a preference for structured office settings.
- As much as 23.8% of respondents feel more comfortable working at home compared to an office setting, thus showing a smaller yet significant preference for remote work.
- Overall, most are inclined towards valuing work-life balance and convenience of the office, while few are in favour of working remotely.



Findings and suggestions:

Current Employee Engagement Levels

The study found that employee engagement in the organization was moderate, meaning while a share of employees is truly engaged, there is more room to improve. Some employees felt disengaged because they felt they were not valued, and they felt there were not enough opportunities for career growth.

- **Communication:** Employees bumped for better communication from management and staff for better transparency and understanding.
- **Recognition & Rewards:** Recognition of employees was low and the reward systems insufficient during the downswing.
- **Career Development:** There was a huge desire among employees for career growth opportunities such as trainings, promotions, and skill development.
- **Work-Life Balance:** Employees stated that flexible working hours and/or an option to work from home would enhance engagement.
- **Company Culture:** Positive work culture and a healthy environment are seen by employees as an integral part of employee engagement and motivation.

Area for Improvement:

- To maximize employee engagement and enhance retention, the following actions may be taken:
- Increase social welfare activities to enhance employee satisfaction.
- Better utilize the company's resources to optimize costs and enjoy the benefits to employees.
- Conduct routine training forums to aid employees in acquiring new skills.
- Hire a qualified professional specifically for employee engagement initiatives.
- Provide retirement benefits where employees are comfortable concerning their future.

- Provide housing facilities to enhance their well-being.

Conclusion:

Indeed, certain assertions can be made-from the research on telecommuting and its influences on employee engagement and culture-to the effect that although telecommuting may afford greater mobility and balance in life, it also challenges employees with reduced communication and limited opportunities for growth.

Employees bite the bullet with partialities when they are supported, recognized, and connected even when working from home. Thus, for efficacious teleworking, companies should emphasize strong communication and career development-bounded tie formation.

In short, remote work can work very well if the company culture and employee engagement are kept alive.

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