Indian Journal of Modern Research and Reviews

This Journal is a member of the *'Committee on Publication Ethics'*

Online ISSN: 2584-184X



Research Article

Beyond the Office: The Impact of Hybrid Working on Employee Engagement and Organizational Commitment

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Abstract:
Hybrid working has emerged as an important organizational work arrangement in the contemporary workplace, combining office-based and remote working to provide employees with greater flexibility in determining where and, within organizational boundaries, how work is performed. Although hybrid working may provide employees with greater autonomy, improved work-life balance and reduced commuting demands, its effectiveness depends on communication, digital collaboration, organizational support, leadership practices and employee involvement. The present study examines the relationship between hybrid working, employee engagement and organizational commitment among employees working under hybrid arrangements. For analytical demonstration, a simulated dataset of 200 respondents was prepared using a structured questionnaire and a five-point Likert scale. The study examines hybrid work flexibility, work autonomy, work-life balance, digital collaboration, organizational support, communication quality and leadership support as explanatory factors, while employee engagement and organizational commitment represent key outcome constructs. Descriptive statistics, Pearson correlation and multiple regression analysis were applied to the simulated dataset. The illustrative results indicate positive associations between the major hybrid-working dimensions and employee engagement, while employee engagement shows a positive association with organizational commitment. The regression model explains a substantial proportion of the simulated variation in organizational commitment. These numerical findings are not presented as evidence from real respondents and should not be interpreted as actual field findings. The study nevertheless provides a complete analytical framework for examining how flexibility, autonomy, work-life balance, digital collaboration, organizational support and leadership may relate to employee outcomes in hybrid workplaces.

Keywords: Hybrid Working; Employee Engagement; Organizational Commitment; Work-Life Balance; Organizational Support

Article History

- **ISSN**: 2584-184X
- **Received:** 12 Dec 2023
- **Accepted**: 24 Jan 2024
- **Published:** 30 Jan 2024
- **MRR:**2(1) Jan. 2024:51-60
- **©2024, All Rights Reserved**
- **Peer Review Process:** Yes
- **Plagiarism Checked**: Yes

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1. INTRODUCTION

In the traditional workplace, people gathered to do their duties at the same spot, at a given time throughout the day. Technological developments, altering employee expectations and the emergence of information-demanding occupations have all been gradually pushing organisations to adopt flexible working arrangements [1]. Therefore, telecommuting, teleworking, flexible scheduling and dispersed work have emerged as important alternatives to the typical office-based employment.

Flexible working is increasingly evolving into hybrid work. Hybrid workers are distinct from full-time office workers in that they divide their time between the company's premises and another location, often their home. The paradigm combines physical engagement with remote cooperation facilitated by technology. Hybrid working is distinct from working totally remotely since it allows workers some of the advantages of remote employment while also providing the opportunity for face-to-face interaction.

The rise of hybrid work has transformed the paradigm of flexibility and autonomy for workers. Workers may have more control over their daily schedules, where they work and how they manage their time. Such independence might alter perceptions of compatibility between job and personal duties [2]. However, independence is not necessarily straightforward. Excessive freedom, inadequate job definition, communication gaps or insufficient management support may lead to uncertainty and longer workdays.

Another important dimension of hybrid employment is work-life balance. Remote work may imply less time commuting and greater freedom for employees to address personal demands. However, there may also be less physical separation between work and home life. In a world where people are always connected digitally, it may be difficult for workers to psychologically disconnect from work.

Digital collaboration and communication are increasingly essential in hybrid workplaces. Personnel working remotely need messaging applications, cloud-based documents, project management tools, video conferencing systems and communication platforms to coordinate work [3]. The usefulness of these technologies depends not only on technology accessibility but also on the organisational communication guidelines.

One of the most significant challenges of hybrid work is maintaining employee engagement. Employee engagement is generally described as a positive psychological state of work-related well-being defined by enthusiasm, dedication and immersion. Factors that influence engagement in a hybrid context include autonomy, communication, social relationships, leadership, recognition and access to organisational resources.

Organisational commitment is the psychological attachment of employees to their organisations. It may consist of three types: normative commitment, which is the sense of obligation to remain; continuance commitment, which refers to the perceived costs of leaving; and affective commitment, which is related to emotional connection [4]. The level of commitment may depend on whether employees in hybrid firms have retained a sense of belonging despite reduced face-to-face contact.

The relationship between employee engagement and hybrid working is not simple. Flexibility and autonomy may boost employee engagement by offering workers greater influence over their work environment. Positive work experience may correlate with work-life balance. Digital cooperation and communication may help remote employees remain connected. Isolation, communication issues, unclear expectations and reduced visibility may alternatively inhibit engagement.

The relationship between hybrid working and organisational commitment is also complex. If the firm is seen as helpful, dependable and attentive to the needs of its workers, this perception may enhance organisational commitment. Where staff do not meet in person every day, it is crucial that leadership stays connected with employees. Research on remote working indicates that such arrangements can have both positive and challenging consequences for employee well-being and organisational attachment [5]. Hence, the major purpose of this study is to explore the link between hybrid working and organisational commitment and employee engagement.

Research Gap: Previous research has studied work-life balance, telecommuting, employee engagement, organisational commitment and remote employment in isolation or in specific combinations. An integrated primary-data framework that encompasses employee engagement and organisational commitment—as well as flexibility, autonomy, work-life balance, digital collaboration, organisational support, communication and leadership support—represents an important area for further inquiry.

Importance of the Study: The findings are important for HR managers, organisational leaders and policy makers since hybrid working is more than just permitting people to work remotely. Organisations need the appropriate leadership, support networks, trust mechanisms and communication structures to sustain engagement and commitment in hybrid environments.

2. OBJECTIVES OF THE STUDY

To examine the nature of hybrid working among employees currently working under hybrid arrangements.

- To assess the relationship between hybrid work flexibility and employee engagement.
- To examine the role of work autonomy and work-life balance in hybrid working.
- To assess the contribution of digital collaboration, communication and organizational support.
- To examine the relationship between hybrid working, employee engagement and organizational commitment.

- To identify the influence of selected hybrid-working factors on organizational commitment using appropriate statistical analysis.

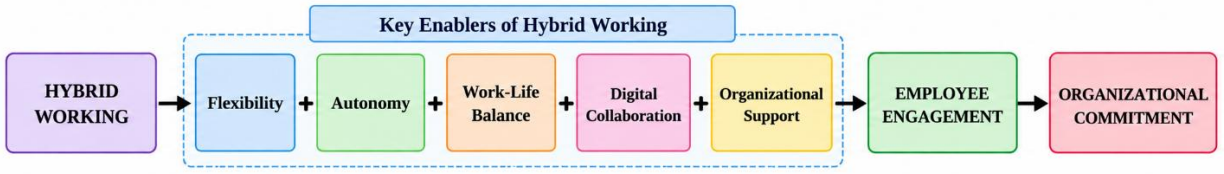


Figure 1: Conceptual Framework of Hybrid Working, Employee Engagement and Organizational Commitment

The conceptual framework of the investigation is illustrated in Figure 1. Flexibility, autonomy, work-life balance, digital collaboration and organisational support are the hallmarks of hybrid working, with communication and leadership support being key workplace conditions. Employee engagement is treated as a central mediating outcome, and organisational commitment represents the primary outcome construct.

3. REVIEW OF LITERATURE

The scientific study of telecommuting reveals the complexity of evaluating flexible work arrangements. The effect of telecommuting is not the same for everyone due to differences in job characteristics, organisational culture and individual preferences—offering a valuable starting point for thinking about hybrid working as a complex form of organising [6].

Work engagement is frequently characterised by three dimensions: energy, dedication and absorption. These traits provide a crucial foundation for the assessment of engagement as a favourable psychological state connected to work [2]. Sustaining these dimensions in a hybrid workplace requires deliberate organisational effort, as motivation and focus must be maintained even when employees are physically distant from the office. Research further indicates that key determinants of employee engagement—including job characteristics, interpersonal relationships, organisational support and leadership quality—significantly influence employee performance outcomes [7].

The Job Demands-Resources (JD-R) model provides a useful theoretical framework to describe hybrid work. Demands such as isolation, communication overload, unclear expectations and boundary difficulties may induce stress, while employment resources such as flexibility, autonomy, organisational support, communication and technology can enhance motivation [6].

Hybrid work also benefits from visible organisational support. Employees form collective impressions about the organisation's valuation of their contributions and esteem for their well-being [3]—a perception known as Perceived Organisational Support (POS). Research on flexible work arrangements has further shown that the degree to which telecommuting affects work outcomes depends significantly on how effectively managers maintain communication and provide support to distributed teams [8].

Experimental evidence suggests that properly structured remote work arrangements can improve worker satisfaction and reduce attrition without negatively affecting measured performance. However, the extent of these benefits depends on job characteristics, organisational conditions and the nature of the work being performed, and findings may not transfer uniformly across different business contexts [9].

Research on employee engagement in the Indian IT and ITES sector has highlighted the strategic importance of talent management and engagement as key retention levers. Studies have found that organisational practices enhancing psychological attachment and job satisfaction are critical for retaining skilled knowledge workers, and that engagement can serve as an important psychological mediator between organisational work practices and retention-related outcomes [10].

Investigations into the differential effects of telecommuting have produced evidence emphasising the impact of work arrangement design on work-family conflict and employee well-being. The degree of telecommuting and the quality of organisational and managerial support are important moderators that determine whether flexible work arrangements enhance or undermine employee outcomes [11]. Employee engagement in hybrid settings is therefore shaped by how well distant work alters communication, involvement and organisational practices.

The research thus shows both potential benefits and challenges. Technology may enable cooperation, yet excessive flexibility may create isolation and blur work-life balance boundaries. Remote and hybrid work may also generate communication challenges and feelings of invisibility. Given variances in industry, region, profession, mixed schedules and measurement methods, primary-data research remains essential.

4. Hybrid Working and Employee Engagement in the Modern Workplace

The concept of workplace flexibility has been reinvented through hybrid working. Flexibility means employees are able to conduct their work from wherever they choose, provided they

remain connected to their organisation. Clear expectations that promote flexibility may help workers to better manage personal interests, family commitments and commuting pressures.

Flexibility and autonomy go hand in hand. Allowing workers to choose when and where they work may enhance their sense of control over the work environment. Autonomy, however, also requires responsibility and well-defined objectives. Insufficient guidance can leave employees in the dark, while excessive administrative oversight can undermine the advantages of freedom.

Work-life balance is another important consideration in hybrid models. This working arrangement may help workers to satisfy personal obligations and alleviate commuting pressures. Working from home, however, can make it harder to draw the line between personal and professional duties. Clear standards of workload management and availability norms are extremely important.

Digital cooperation is the foundation of hybrid work. Cloud platforms, video conferencing and instant messaging tools, as well as digital project management applications, enable personnel located in different places to coordinate their activities effectively. However, technology itself does not guarantee good cooperation—strong digital collaboration requires equally strong communication strategies.

Organisational support may enhance employees' perception of hybrid work as a feasible and legitimate kind of employment. Support includes suitable technology, training, flexible policies, accessible managers and attention to worker well-being. Communication, trust, leadership and employee participation are just as vital for maintaining engagement and organisational commitment in a hybrid environment.

5. RESEARCH METHODOLOGY

The study follows an analytical research design. The nature of the research is descriptive and quantitative, aimed at analysing the relationship between organisational commitment, employee engagement and hybrid working dimensions. The study is empirical and cross-sectional in nature as it observes the variables at a specific point in time. For the present analytical presentation, a simulated dataset of 200 respondent records was constructed to demonstrate the proposed statistical procedure. The simulated observations are not to be interpreted as responses from 200 actual workers—they are used only for methodological and analytical illustration.

The study targets employees from organisations that have adopted hybrid work, combining office and remote employment. The target demographic is employees currently working under such hybrid arrangements. Purposive sampling is deemed appropriate for the intended field study since respondents must fulfil the specific criterion of currently working in a hybrid environment. A true field study would select the final sample based on the population available and the research goals; however, the example analysis uses 200 simulated respondent records.

Real primary data would be collected using a structured questionnaire administered to workers in hybrid arrangements. The questionnaire gathers demographic and job profile information and workers' views on hybrid working, employee engagement and organisational commitment. Responses are captured on a five-point Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. This approach simplifies the consistent examination of constructs and enables rigorous statistical analysis.

The questionnaire is divided into four major sections. Section A addresses demographic and work-profile questions covering gender, age, educational background, position or title, industry, years of work experience, organisation size, length of hybrid working and the number of days worked from home each week. These parameters help characterise the respondent group and offer a profile suitable for analysis.

Section B evaluates the major components of hybrid working, examining the extent to which workers can organise their activities themselves, whether hybrid employment provides adequate flexibility in terms of location, and how individuals balance personal and professional responsibilities. It also examines the effectiveness of online collaboration resources, organisational support for hybrid working, communication between remote and office workers, managerial support for remote staff and employees' confidence in completing tasks remotely.

Section C measures employee engagement through seven items addressing workers' energy, enthusiasm, dedication, involvement, motivation, absorption and willingness to make additional efforts. The items assess the degree to which workers are satisfied with their roles, feel motivated, and remain dedicated even while working away from the office.

Section D contains eight statements measuring organisational commitment, including employees' emotional attachment to the organisation, sense of belonging, perceived cost of leaving, importance of remaining with the organisation, sense of responsibility, organisational identification, intention to stay and willingness to recommend the organisation as a good place to work.

The primary independent variables are hybrid work flexibility, work autonomy, work-life balance, digital collaboration, organisational support, communication quality and leadership support. Employee engagement serves as a crucial intermediate construct, while organisational commitment represents the primary outcome variable. The analytical approach examines possible correlations between the dimensions of hybrid working and the outcome constructs using correlation and regression techniques.

4.1 Statistical Analysis

The simulated analytical demonstration is performed using appropriate descriptive and inferential statistical techniques. Frequency and percentage analysis is used to describe demographic and job-related information. Mean values capture the average response for the measured constructs, while standard deviation indicates the degree of response variation. The coefficient of variation assesses relative variability among the measured constructs. Pearson correlation analysis is used to determine the direction and strength of relationships between employee engagement, organisational commitment and the hybrid working elements. Multiple regression analysis evaluates the joint contribution of the specified independent variables to the dependent variable.

The arithmetic mean is calculated as:

$$\bar{X} = \Sigma X / N$$

where $\bar{X}$ represents the mean, ΣX represents the sum of observations, and N represents the number of observations. Percentage analysis is calculated as:

$$P = (X / Total) \times 100$$

where P represents the percentage and X represents the frequency of a particular category. Standard deviation is calculated as:

$$SD = \sqrt{[\Sigma (X - \bar{X})^2 / N]}$$

The coefficient of variation is:

$$CV = (SD / Mean) \times 100$$

The Pearson correlation coefficient is calculated as:

$$r = [N\Sigma(XY) - (\Sigma X)(\Sigma Y)] / \sqrt{\{[N\Sigma X^2 - (\Sigma X)^2][N\Sigma Y^2 - (\Sigma Y)^2]\}}$$

The coefficient indicates the direction and strength of the linear relationship between two variables. For regression analysis, the proposed multiple regression model is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \varepsilon$$

where X_1 to X_7 are the selected hybrid-working dimensions, ε is the error term, Y is the dependent variable, β_0 is the constant and β_1 to β_7 are the regression coefficients of the respective explanatory variables.

5. Analysis and Interpretation

The following results are based on the simulated dataset prepared for analytical demonstration. They are not observations from real respondents.

Table 1: Demographic And Work Profile Of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	117	58.5
	Female	81	40.5
	Other/Prefer not to say	2	1.0
Age	Below 25	47	23.5
	25–34	93	46.5
	35–44	44	22.0
	45 and above	16	8.0
Education	Undergraduate	63	31.5
	Postgraduate	119	59.5
	Other	18	9.0
Occupation	Executive/Professional	134	67.0
	Managerial	41	20.5
	Other	25	12.5
Industry	IT/Technology	125	62.5
	Finance/Banking	39	19.5
	Other	36	18.0
Work Experience	Below 2 years	33	16.5
	2–5 years	63	31.5
	6–10 years	61	30.5
	Above 10 years	43	21.5
Duration of Hybrid Working	Below 1 year	52	26.0
	1–3 years	101	50.5
	Above 3 years	47	23.5
Remote-work Days per Wee	1 day	36	18.0
	2 days	64	32.0
	3 days	79	39.5
	4+ days	21	10.5

Table 1 presents the simulated respondent profile across gender, age, education, occupation, industry, work experience, duration of hybrid work and frequency of remote work days. The frequencies and percentages are based on 200 simulated records and illustrate

what demographic and work-profile data will look like once genuine responses are collected.

Table 2: Descriptive Analysis of Hybrid Working and Employee Engagement Variables

Variable	Mean	Standard Deviation	Interpretation
Hybrid Work Flexibility	3.665	0.887	Moderate
Work Autonomy	3.605	0.856	Moderate
Work-Life Balance	3.510	0.940	Moderate
Digital Collaboration	3.600	0.857	Moderate
Organizational Support	3.540	0.923	Moderate
Communication Quality	3.605	0.935	Moderate
Employee Engagement	3.350	0.917	Moderate

Table 2 shows moderate simulated mean scores for all assessed constructs. Hybrid Work Flexibility has the highest mean (3.665), while Employee Engagement has the lowest (3.350). Standard deviations reflect variation in the simulated data at the respondent level. These statistics are illustrative and must be recalculated with real questionnaire data before empirical reporting.

Table 3: Correlation Analysis Between Hybrid Working Factors, Employee Engagement and Organizational Commitment

Relationship	Correlation Coefficient (r)	p-value	Interpretation
Hybrid Work Flexibility – Employee Engagement	0.478	< 0.001	Positive association
Work Autonomy – Employee Engagement	0.420	< 0.001	Positive association
Work-Life Balance – Employee Engagement	0.485	< 0.001	Positive association
Digital Collaboration – Employee Engagement	0.435	< 0.001	Positive association
Organizational Support – Employee Engagement	0.535	< 0.001	Positive association
Communication Quality – Employee Engagement	0.479	< 0.001	Positive association
Leadership Support – Employee Engagement	0.504	< 0.001	Positive association
Employee Engagement – Organizational Commitment	0.685	< 0.001	Positive association
Hybrid Working Composite – Organizational Commitment	0.502	< 0.001	Positive association

Table 3 displays positive simulated relationships between the study constructs. The strongest association is between employee engagement and organisational commitment (r = 0.685), followed by organisational support and employee engagement (r = 0.535). All p-values are < 0.001. These results, however, are from simulated data and do not constitute empirical evidence.

Table 4: Multiple Regression Analysis of Hybrid Working and Employee Engagement on Organizational Commitment

Predictor	Beta	t-value	p-value	Significance
Hybrid Work Flexibility	0.183	3.247	0.001	Significant
Work Autonomy	0.120	2.106	0.037	Significant
Work-Life Balance	0.192	3.531	0.001	Significant
Digital Collaboration	0.152	2.701	0.008	Significant
Organizational Support	0.099	1.776	0.077	Not Significant
Communication Quality	0.078	1.443	0.151	Not Significant
Leadership Support	0.103	1.829	0.069	Not Significant
Employee Engagement	0.274	3.930	< 0.001	Significant

The simulated regression model yielded R = 0.786, R^2 = 0.618 and Adjusted R^2 = 0.602. The model F-statistic is 38.593 (p < 0.001). In the simulated model, Organisational Support, Communication Quality and Leadership Support did not reach significance at the 5% level. Hybrid Work Flexibility, Work Autonomy, Work-Life Balance, Digital Collaboration and Employee Engagement returned p-values less than 0.05. These findings are indicative only.

6. RESULT AND DISCUSSION

This section describes the findings of the statistical study conducted to explore the link between employee engagement, organisational commitment and hybrid working arrangements. The research is based on the simulated dataset constructed for illustration. It contains regression analysis, correlation analysis, descriptive statistics and demographic profiling. The results are presented in tabular and graphical form, offering a clear picture of distribution, average scores, correlations and the relative effects of the primary research variables. The findings are discussed in relation to the proposed research framework, with particular focus on the relationship between employee

engagement and organisational commitment and the dimensions of hybrid work. The dataset is simulated, and findings are intended to demonstrate the analytical approach; they must be replaced with real respondent data before empirical submission.

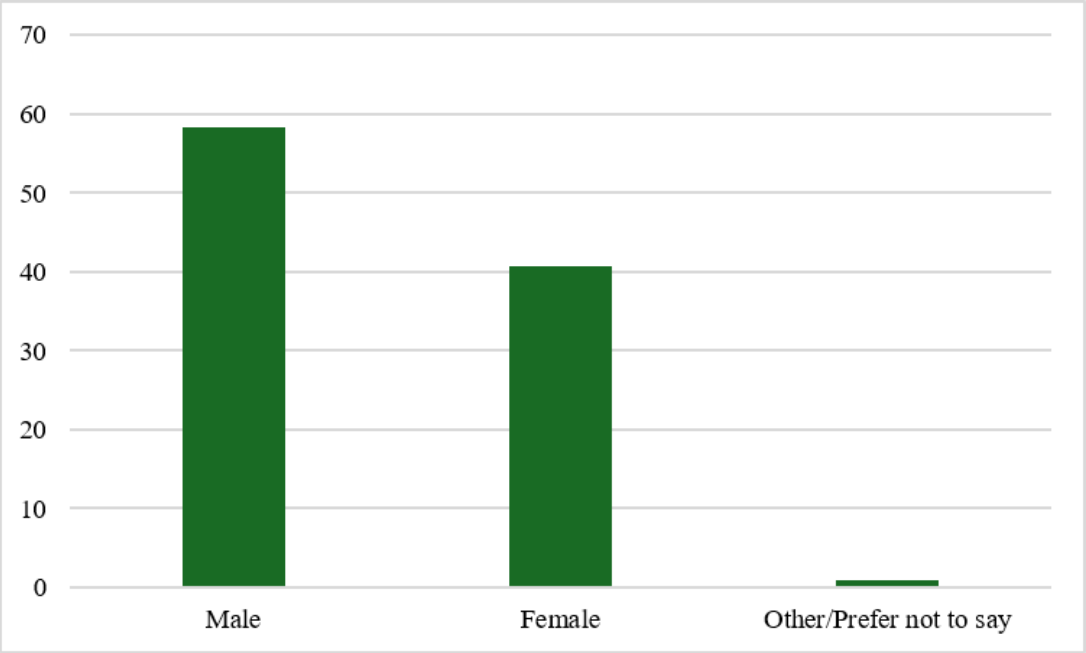


Figure 2: Demographic And Work Profile of Respondents

The respondents' occupational profile and demographics are shown in Figure 2, using the same frequency data as in Table 1. The graph offers a visual comparison of the distribution of respondents among demographic groupings, facilitating the identification of the relative representation of respondent groups in the simulated sample.

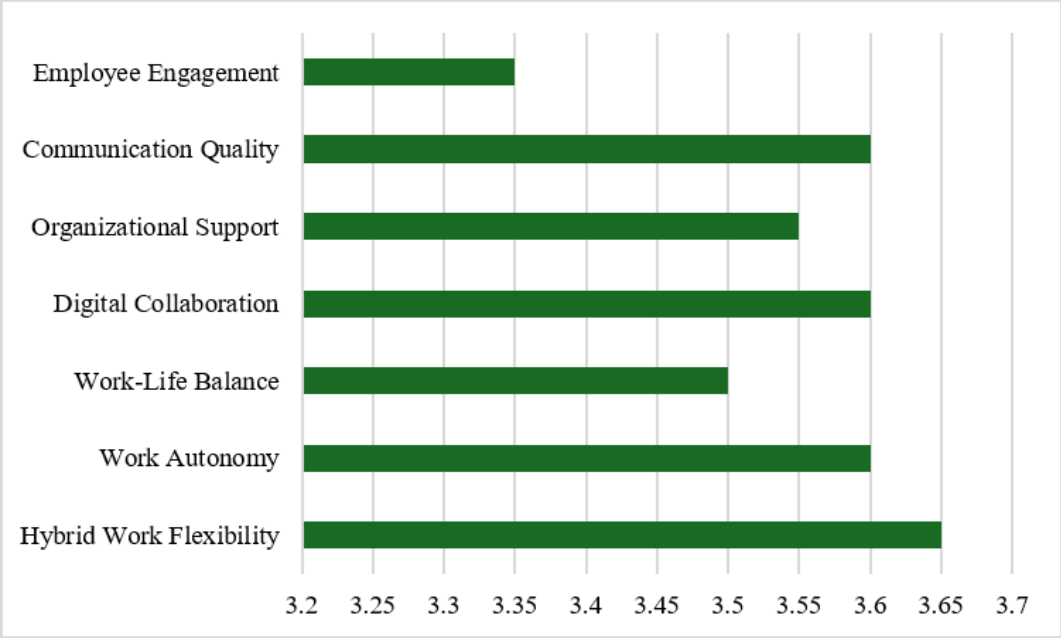


Figure 3: Mean Scores of Hybrid Working and Employee Engagement Factors

Figure 3 shows the mean scores of the major employee engagement and hybrid working constructs from Table 2. Hybrid Work Flexibility has the highest mean score (3.665), followed by Work Autonomy and Communication Quality (3.605 each). Digital Collaboration scores 3.600, Organisational Support 3.540 and Work-Life Balance 3.510. Employee Engagement has the lowest mean (3.350). The graph facilitates direct visual comparison of the average scores of the study variables.

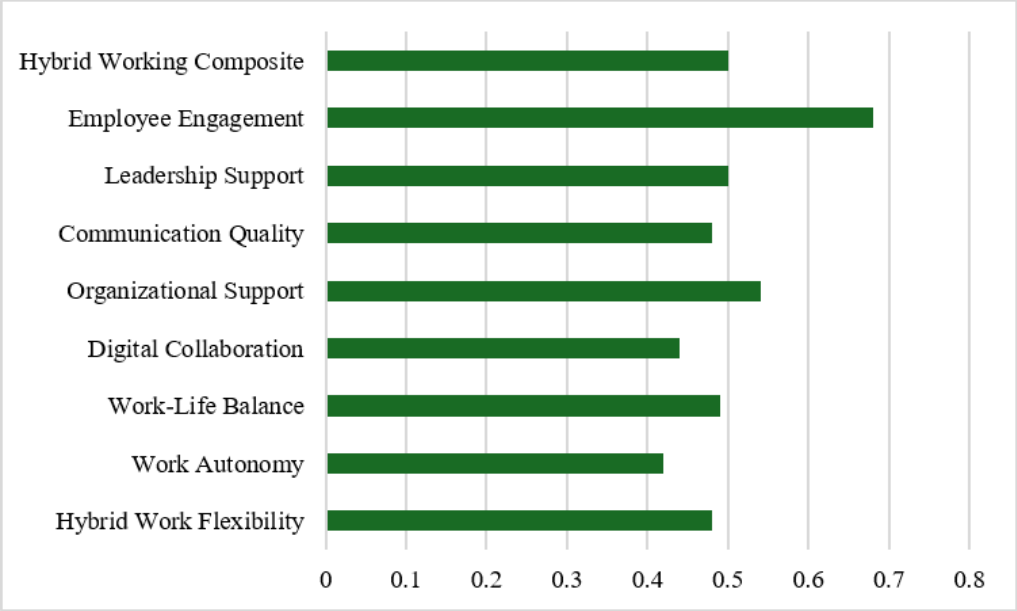


Figure 4: Relationship Between Hybrid Working, Employee Engagement and Organizational Commitment

The correlation associations shown in Table 3 are depicted visually in Figure 4. The strongest relationship identified was between employee engagement and organisational commitment (r = 0.685). Organisational support and employee engagement show a correlation of 0.535, while leadership support and employee engagement show a correlation of 0.504. The figure summarises the relative strength of the correlations established through Pearson correlation analysis.

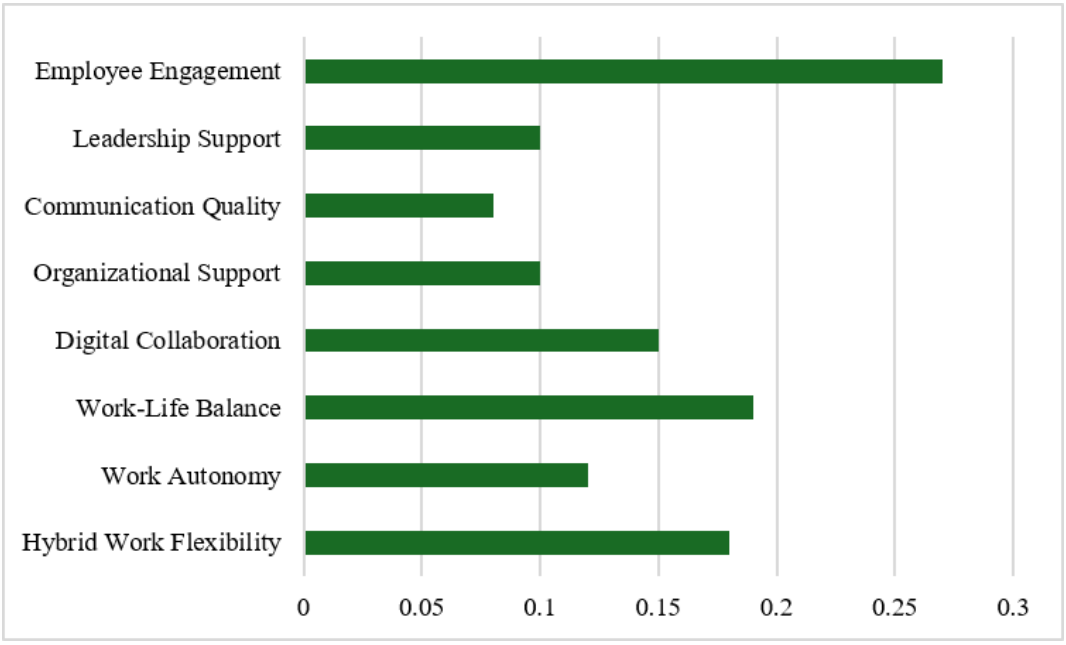


Figure 5: Regression-Based Influence of Hybrid Working and Employee Engagement on Organizational Commitment

Regression beta coefficients from Table 4 are depicted in Figure 5. Employee Engagement has the greatest beta value (0.274), followed by Work-Life Balance (0.192) and Hybrid Work Flexibility (0.183). The beta coefficients for Work Autonomy and Digital Collaboration are 0.120 and 0.152, respectively. In the simulated model, the coefficients of Organisational Support, Communication Quality and Leadership Support are lower and statistically non-significant. The figure provides a visual comparison of the relative importance of the predictors in explaining organisational commitment.

7. DISCUSSION

The simulation results demonstrate the internal consistency of the suggested research framework. The descriptive analysis shows moderate levels of employee engagement and hybrid working dimensions. This implies that the simulated respondents provided moderate ratings, enabling the analytical framework to demonstrate variance across the dimensions.

Correlation analysis reveals positive associations between employee engagement and the characteristics of hybrid working. The strongest simulated association was with organisational support, followed by work-life balance and leadership support. The relationship between employee engagement and organisational commitment is particularly strong in the simulated data. These trends support the conceptual proposition that employee attachment may be linked to favourable work environments and positive organisational settings.

The multiple regression analysis provides a multivariate perspective. Employee Engagement emerges as the strongest predictor, followed by Work-Life Balance and Hybrid Work Flexibility. In the simulated model, Organisational Support, Communication Quality and Leadership Support do not achieve statistical significance at the 5% level when other components are controlled for. This demonstrates the importance of distinguishing regression from correlation—a variable may correlate with an outcome but lose significance in a multivariate model if its effect overlaps with other predictors.

These findings should not be interpreted as evidence that hybrid working improves organisational commitment or employee engagement. The model is designed to illustrate the empirical procedure required. Once real questionnaire responses are collected, the complete analysis must be redone and the discussion revised accordingly.

8. CONCLUSIONS

Hybrid working is an important development in modern organisational life, combining the freedom of remote employment with the social engagement of office work. The present analytical framework examines employee engagement and organisational commitment within a structure encompassing flexibility, autonomy, work-life balance, digital collaboration, organisational support, communication and leadership support.

The simulated analysis demonstrates that employee engagement is positively related to organisational commitment, and that a range of hybrid-working dimensions are positively associated with employee engagement. The regression model further illustrates how multiple hybrid-working attributes may be examined simultaneously. The figures are illustrative and should not be considered as actual employee evidence.

From an HR perspective, the framework highlights the need for organisations to evaluate issues of flexibility, autonomy, work-life balance, communication, organisational support and leadership style while developing hybrid policies. From a management perspective, hybrid workplaces require equitable access to communication and growth opportunities, clear goals, trust-based cultures and outcome-oriented performance management.

The primary limitation of the present version is that the numerical analysis is based on simulated, not actual, questionnaire results. Therefore, the data cannot reveal genuine population relationships or causal effects. Future research should acquire actual primary data, verify its validity and reliability, investigate disparities across industries and employee categories and apply longitudinal or structural equation modelling methodologies where possible.

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