

Article

The Impact of Remote Work on Employee Engagement and Organizational Commitment

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Abstract: This study explores the impact of remote work on employee engagement and organizational commitment in the post-pandemic era. With the shift to flexible work arrangements, organizations face new challenges and opportunities in maintaining workforce motivation and loyalty. The objective of this research is to examine how remote work influences employees' emotional and psychological connection to their work and organization. A quantitative approach was employed, using survey data collected from 210 respondents across various sectors who have experienced remote work settings. The data were analyzed using regression analysis to determine the relationship between remote work variables and levels of engagement and commitment. The findings indicate that remote work has a significant positive impact on employee engagement when supported by clear communication, autonomy, and technological infrastructure. However, the study also highlights a moderate decline in organizational commitment due to perceived isolation and reduced social interaction. These results suggest that while remote work can enhance individual performance and satisfaction, organizations need to implement strategies that reinforce a sense of belonging and shared purpose. The study contributes to the understanding of evolving work models and offers insights for human resource practices in fostering a committed and engaged remote workforce.

Keywords: employee engagement, organizational commitment, remote work, telecommuting, work-from-home.

1. Introduction

The rise of remote work has transformed traditional workplace dynamics, particularly in the wake of the COVID-19 pandemic, which forced organizations worldwide to adopt work-from-home arrangements on an unprecedented scale (Kniffin et al., 2021). While initially considered a temporary solution, remote work has now become a sustainable model for many organizations seeking operational flexibility and cost efficiency. This transformation has necessitated a re-evaluation of key human resource strategies, especially those concerning employee engagement and organizational commitment—two critical factors that influence productivity, retention, and overall organizational success (Mishra et al., 2020).

Employee engagement, defined as the emotional and cognitive involvement of individuals in their work roles, has traditionally been nurtured through direct interpersonal interactions, workplace culture, and immediate feedback mechanisms (Saks, 2006). In remote settings, these traditional engagement drivers are disrupted, creating uncertainty about whether virtual environments can foster the same levels of motivation and involvement. Moreover, the reduced physical presence may affect organizational commitment, which reflects the psychological attachment and loyalty employees feel toward their employer (Meyer & Allen, 1991). Understanding how remote work influences these two dimensions is crucial for organizational leaders and HR practitioners.

Several studies have examined the general effects of telecommuting, often highlighting the benefits of flexibility, autonomy, and improved work-life balance (Gajendran & Harrison, 2007). However, existing literature presents mixed findings regarding its impact on engagement and commitment. Some researchers argue that remote work enhances intrinsic motivation due to increased control over time and tasks (Bloom et al., 2015), while others caution that it may lead to social isolation and detachment from organizational values (Golden

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et al., 2008). This inconsistency points to the need for a more nuanced understanding of the conditions under which remote work can support or hinder employee attitudes.

Despite the growing body of research, there remains a gap in empirical studies that quantitatively measure the direct impact of remote work on both employee engagement and organizational commitment, especially in diverse sectoral contexts. Moreover, many studies were conducted in the early stages of remote work implementation, with limited longitudinal insights into its sustained effects. This research seeks to address that gap by examining these variables in a post-pandemic environment, considering the maturity of remote work practices and technological integration across organizations.

The purpose of this study is to investigate the relationship between remote work and employee engagement and to determine its effect on organizational commitment. By utilizing a quantitative survey method and analyzing data from a broad range of industries, this study contributes empirical evidence to the ongoing discourse on the future of work. The findings aim to inform organizational policies and strategies that seek to enhance engagement and commitment in remote settings, ultimately supporting workforce sustainability and organizational resilience in the digital era.

2. Preliminaries or Related Work or Literature Review

The concepts of employee engagement and organizational commitment have been widely explored within the field of organizational behavior, particularly in the context of changing work environments such as remote or hybrid work arrangements. Employee engagement is often defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Saks (2006) distinguishes between job engagement and organizational engagement, suggesting that employees can be emotionally invested in their tasks without necessarily being committed to their organization, and vice versa. In remote work settings, where traditional in-person stimuli are limited, understanding how these two constructs interact becomes increasingly relevant.

Organizational commitment, on the other hand, refers to the psychological attachment of an individual to the organization, often conceptualized through Meyer and Allen's (1991) three-component model: affective, continuance, and normative commitment. Affective commitment reflects emotional attachment, continuance commitment refers to perceived costs of leaving the organization, and normative commitment is based on a sense of obligation. Among these, affective commitment is often found to be most strongly related to positive work outcomes, including engagement, retention, and performance (Allen & Meyer, 1996). Remote work may impact these components differently, potentially enhancing flexibility while weakening the emotional and cultural bonds fostered through physical presence.

From a theoretical standpoint, Self-Determination Theory (Deci & Ryan, 2000) offers a valuable framework to understand motivation under remote work conditions. The theory posits that fulfillment of three basic psychological needs—autonomy, competence, and relatedness—enhances intrinsic motivation and well-being. Remote work can enhance autonomy and even competence through self-paced work, but often undermines relatedness due to reduced social interactions, which can in turn affect engagement and commitment levels (Gagné & Deci, 2005). Thus, while remote work settings may empower employees to work independently, they also pose challenges to maintaining connectedness and organizational identification.

Previous empirical studies provide mixed evidence. Gajendran and Harrison (2007), in their meta-analysis, found that telecommuting was associated with higher perceived autonomy and lower work-family conflict, both of which contribute to employee satisfaction. However, they also highlighted concerns over reduced professional visibility and limited interaction with colleagues. Similarly, Golden et al. (2008) found that professional isolation in telework settings predicted decreased job performance and higher turnover intentions. These findings suggest that while remote work may enhance some aspects of engagement, it may simultaneously erode affective ties to the organization.

The interplay between remote work and employee attitudes remains complex and context-dependent. It is therefore essential to explore not only whether remote work influences engagement and commitment, but also under what conditions and through which mechanisms. This study is grounded in the theoretical premise that employee engagement and organizational commitment are shaped by structural work arrangements, mediated by psychological factors such as autonomy and social connectivity. By examining these

constructs in tandem, this research contributes to a deeper understanding of how contemporary work models affect individual-organization relationships.

3. Proposed Method

This study employed a quantitative research design with a correlational approach to examine the relationship between remote work, employee engagement, and organizational commitment. The research aimed to identify the extent to which remote work practices influence engagement levels and affect the psychological bond between employees and their organizations. This method was chosen because it allows for the analysis of measurable variables and their statistical relationships (Creswell, 2014).

The population of the study consisted of employees from various private and public sector organizations in Indonesia who have experienced remote work settings for at least six months. Using purposive sampling, a total of 210 respondents were selected to participate in the survey. The criteria for inclusion were: full-time employment status, access to remote work tools and platforms, and involvement in remote work activities for more than 50% of their working hours during the past six months.

Data were collected using a structured questionnaire divided into three sections: remote work perception, employee engagement, and organizational commitment. Items measuring employee engagement were adapted from the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002), while organizational commitment was measured using the scale by Meyer and Allen (1991). Remote work perception was measured using items based on previous research by Gajendran and Harrison (2007). Each item was rated on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The collected data were analyzed using multiple linear regression analysis to test the influence of remote work (X) on employee engagement (Y_1) and organizational commitment (Y_2). The analysis was conducted using SPSS version 25. The model used in this study is as follows:

$$Y_1 = \alpha + \beta_1 X + \varepsilon$$

$$Y_2 = \alpha + \beta_2 X + \varepsilon$$

Where:

- Y_1 represents employee engagement,
- Y_2 represents organizational commitment,
- X represents the level of remote work experience,
- a is the constant,
- β_1 and β_2 are the regression coefficients,
- ε is the error term.

Before conducting the regression analysis, the instruments were tested for validity and reliability. All items showed factor loadings above 0.60 and Cronbach's alpha coefficients above 0.70, indicating acceptable internal consistency (Hair et al., 2010). Assumptions of normality, multicollinearity, and homoscedasticity were also tested and met the criteria for linear regression.

This research model contributes to understanding the direct influence of remote work arrangements on both engagement and commitment, supporting the theoretical framework of Self-Determination Theory (Deci & Ryan, 2000), which emphasizes autonomy, competence, and relatedness as key motivators in the workplace.

4. Results and Discussion

The data collection process was conducted over a one-month period from January to February 2025, using an online survey platform. Respondents were employees from various sectors in Indonesia who met the inclusion criteria, namely having at least six months of remote work experience. The survey link was distributed through professional networks and social media platforms, and a total of 210 valid responses were obtained and analyzed.

Table 1 shows the results of the multiple linear regression analysis conducted to examine the influence of remote work (X) on employee engagement (Y₁) and organizational commitment (Y₂).

Table 1. Regression Analysis Results

Dependent Variable	β Coefficient	t-value	Sig. (p)
Employee Engagement (Y ₁)	0.478	7.235	0.000
Organizational Commitment (Y ₂)	0.326	4.672	0.000

Source: Processed from survey data, 2025

The regression results in Table 1 indicate that remote work has a significant and positive effect on both employee engagement and organizational commitment, with p-values less than 0.05. The β coefficient of 0.478 for engagement suggests that a one-unit increase in the remote work score leads to a 0.478 increase in the engagement score. This supports earlier findings by Bloom et al. (2015), who demonstrated that flexible work arrangements can enhance productivity and morale when supported by structured communication and performance monitoring.

The results also confirm the theoretical assumption from Self-Determination Theory (Deci & Ryan, 2000), where increased autonomy—a typical feature of remote work—boosts intrinsic motivation, leading to higher engagement. Furthermore, despite the potential for social isolation in remote settings, the data suggests that employees still demonstrate a moderate level of organizational commitment ($\beta = 0.326$), indicating that other factors such as digital connectivity, leadership style, and organizational culture play a role in maintaining affective bonds.

This study's findings are in line with Gajendran and Harrison (2007), who argue that remote work contributes positively to job satisfaction and engagement when managed effectively. However, the relatively lower coefficient for commitment compared to engagement aligns with Golden et al. (2008), who found that professional isolation could weaken long-term attachment to the organization. This reveals a nuanced implication: while remote work promotes individual performance, it may challenge the collective identity of the workforce.

Theoretically, these findings extend the existing understanding of employee engagement beyond traditional work environments. From an applied perspective, the results suggest that HR policies should integrate structured virtual socialization activities, mentoring programs, and routine check-ins to strengthen organizational identification. Moreover, ensuring technological readiness and managerial support remains key in sustaining both performance and loyalty in a remote setting (Mishra et al., 2020).

5. Conclusions

The findings of this study conclude that remote work has a significant and positive impact on both employee engagement and organizational commitment, confirming that well-managed remote work arrangements can foster motivation and loyalty among employees. The regression analysis showed that the autonomy and flexibility associated with remote work contribute to increased engagement ($\beta = 0.478$), while organizational commitment, though positively affected ($\beta = 0.326$), may be moderated by challenges such as reduced social interaction and professional isolation, aligning with previous findings by Bloom et al. (2015) and Golden et al. (2008). These results support the theoretical framework of Self-Determination Theory (Deci & Ryan, 2000), particularly the role of autonomy in enhancing intrinsic motivation. Based on these conclusions, organizations are advised to implement supportive strategies such as virtual team-building activities, transparent communication, and strong leadership presence to sustain organizational commitment in remote settings. Nevertheless, caution must be exercised in generalizing the findings, as this study was limited to a cross-sectional design within the Indonesian context and did not consider longitudinal impacts or sector-specific differences. Future research should explore mediating factors such as leadership style, digital infrastructure, and individual personality traits over time to deepen the understanding of remote work's long-term effects on employee attitudes (Gajendran & Harrison, 2007; Mishra et al., 2020).

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