

# The Study of Employee Engagement and Positive Outlook WRT Work-From-Home

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## Article Info

Page Number: 10328 – 10341

Publication Issue:

Vol 71 No. 4 (2022)

**Abstract:** — It is now an established fact that our whole world is reeling under the effects of this great pandemic of COVID -19 which in turn has automatically affected almost each and every organization in their bid to survive and grow. In these unforeseen scenarios, many organizations have been forced to adopt 'work-from-home' as the new normal to keep up their businesses floating. However, keeping employees engaged when they are busy working remotely has become a preliminary and vital issue. The present study aims to measure the employee engagement level and their outlook while working from home. The data has been collected from 287 white collar employees by using Stratified Sampling technique from Mumbai by circulating google questionnaire during May – June 2020. The researchers selected only young educated population falling between 20 to 40 age group. After exhaustive literature review the study opted validated scales namely; the Utrecht Work Engagement Scale (UWES: Schaufeli et al. (2002)) and the E-Work Life Scale (EWL: Grant et al., 2013] with some justified item modification and performed Reliability Analysis and Principal Component Analysis. Descriptive statistical techniques were used to determine the engagement level of the employees. Additionally, Inferential statistics performed by using Pearson's Correlation technique for testing the hypotheses. The findings of the study revealed that there was a moderate, positive and significant correlation among Outlook for Work from Home (O-WFH) and Vigour, Dedication and Absorption. The Multiple Regression Model confirmed that Dedication and Absorption are making a statistically significant unique contribution to the prediction of the positive Outlook for Work from Home. The rationale of the results was discussed thereafter in the light of earlier literature. The study concluded that Dedication and Absorption will increase the positive outlook of the white-collar employees while working from home. The findings of the study have theoretical as well as practical implications for all stakeholders engaged in almost all diverse businesses across the world in this new normal scenario.

**Keywords—** COVID 19, Lockdown, Employee Engagement, Outlook, Working from Home.

## Article History

Article Received: 15 September 2022

Revised: 25 October 2022

Accepted: 14 November 2022

Publication: 21 December 2022

## 1. Introduction

At the initial phase of a new decade, the corporate world visualized the fourth industrial revolution which is characterized by artificial intelligence, blockchain, cloud computing, chatbot, IoT, robotics etc. The experts of industrial psychology and sociology were worried about technology outbreak, the lifestyle of millennial generations and then there was LOCKDOWN! The reason for the complete lockdown was a new unforeseen pandemic of catastrophic proportions caused by a new invisible substance of nano proportions, called Corona Virus. In square one, back again, that is it, period! All well-maintained channels of businesses are disturbed and no one is left untouched.

The first time in the history the lockdown was declared by the Government of India and finally economic cycle of the country completely stopped. In such situation, the government suggested all the business houses to run the businesses online and employees should work from home. The metropolitan city like Mumbai was under pressure that how to keep the smooth supply of all essential commodities. Finally, to fight with Covid-19 the office employees adopted the

technology and started work from home or remote working. Although, remote working or virtual working is not a new concept for certain industries like IT or telecommunication, but working from home for all types of desk job is a totally new experience for all the employees. Initially, most of the desk job employees were happy that they are free from the strain of commuting to the office through local trains. But immediately all the stakeholders of the companies and family members realized that a work-from-home is not an easy task, specifically sitting in tiny houses, interruptions of internet services and working alone without the collaboration of team members. Even the top management and HR managers recognized that keeping employees engaged in such situations is a most challenging task. In remote working conditions maintaining employees' physical and emotional involvement in the office work and expecting dedication throughout the day is not easy.

In a nutshell, once again there was a need to relook all the established theories of employee engagement in new circumstances. Additionally, when it comes to women those working from home faced the tremendous issues as all the family members were at home and to finish the daily house chore jobs. So there were the questions raised - What was the engagement level of office employees while working from home during a pandemic? Who was having more engagement level while working from home during a pandemic?

This paper aims to study employee engagement while working from home with special focus on gender diversity. However, in such new circumstances, it is required to initiate the discussion from theoretical foundation of employee engagement.

## 2. Review of Literature

### 2.1 Theoretical Framework: Employee Engagement

Although the existing literature specified that there was a great debate on term 'engagement', but it is associated with Positive Organizational Behaviour. **Macey and Schneider** (2008) stated that the meaning of employee engagement is ambiguous among both academic researchers and among business practitioners.

This confusion is further complicated by the imprecise terms like "work engagement" or "employee engagement". Employee engagement is referred to as "individual's involvement and satisfaction and enthusiasm for work" whereas work engagement is a multi-dimensional construct related to affective and cognitive measure of wellbeing. The academicians preferred concept "Work engagement" as there is a focus on the relationships employees have with their work activities.

#### 2.1.1 Approaches to Engagement Study

Business practitioners defined engagement as an emotional and intellectual commitment to the organisation or the amount of discretionary effort exhibited by employees in their work roles. On the other hand, the academicians used four approaches for engagement research.

**2.1.1.a Need-satisfying approach** developed by Kahn and conceptualised personal engagement as "the simultaneous employment and expression of a person's 'preferred self' in task behaviours that promote connections to work and to others, personal presence, and active full role performance".

**2.1.1.b Satisfaction-engagement approach:** According to Gallup Research Group engagement can be understood as "the individual's involvement and satisfaction and enthusiasm with work activities".

**2.1.1.c Multidimensional approach:** Saks defines employee engagement as the extent to which an individual is attentive and absorbed in the performance of his or her roles. In alignment of the social exchange theory, Saks distinguish between two types of employee engagement, namely job engagement (performing the work role) and organisational engagement (performing the role as a member of the organisation).

**2.1.1.d Tri-dimensional framework of engagement:** Macey and Schneider (2008) developed a tri-dimensional framework and explained affective energy and discretionary effort directed to one's work and organisation.

**2.1.1.e Burnout Antithesis Approaches:** These approaches contextualise engagement from two different but related perspectives –

The first perspective considers engagement as the opposite or positive antithesis of burnout. Specifically, engagement is characterised by energy, involvement and efficacy, which are the direct opposites of the three burnout dimensions, namely exhaustion, cynicism and inefficacy. The alternative perspectives consider engagement as a distinct concept that is negatively related to burnout and defined engagement as a “positive, fulfilling, work-related state of mind characterised by vigour, dedication and absorption”, and maintain that engagement should be operationalised in its own right and independently from other different instruments.

In summary, the engagement is a positive state of mind. However, the definition and the meaning of engagement in the practitioner literature often overlap with other constructs and lacking construct validity. Within the academic literature it has been defined as a distinct and unique construct that consists of cognitive, emotional and behavioural components that are associated with individual role performance.

Furthermore, engagement is distinguishable from several related constructs, most notably an organisational commitment, OCB, job satisfaction and job involvement. Engaged employees become physically involved in their tasks, cognitively alert and emotionally connected to others when performing their jobs.

On the contrary, disengaged employees become disconnected from their jobs and hide their true identity, thoughts and feelings during role performances. Yadav (2020) mentioned that there will be increase in employee turnover, efficiency will decline which leads to low customer loyalty and decreased stakeholder value. Lower level of employee engagement will increase work stress, social and professional isolation and ultimately it will be detrimental to overall organizational success.

## **2.2 Theoretical Framework: Outlook for Work from Home**

The terms like Work from Home (WFH) or Remote Working or Virtual Working can be interpreted as employees are not working from office place but they are connected with each other through technology.

Recently Infosys Blog mentioned that employees might have relished WFH initially, the novelty has worn off over time and it's not uncommon to find disengaged and disinterested employees with a steady drop in productivity. During the first lockdown in Mumbai (25<sup>th</sup> March to 31<sup>st</sup> May 2020) it is observed that there are multiple challenges while working from home like lack of communication among colleagues, misinterpretations and errors, the feeling of disconnected from office life, lack of motivation, lack of direction and micromanagement which resulting in to disengaged employees.

### 2.3 Work from Home (WFH) or and Employee Engagement

The words " Remote Work" or "Virtual Work" were used interchangeably in the existing literature.

The last two decades saw numerous studies drawing attention on work engagement in occupational and management literature. Baker & Albrecht (2018), Schaufeli (2002) found that work engagement is a state of mind, with vigour, commitment and absorption as its main features. Several meta- analysis (Harter et al (2002), Christian et al (2011). In the words of Zyl et.al (2010), Vigour refers to high level of dynamism and mental agility while working. Commitment is categorized by robust participation and the experience of a sense of worth, fervour, pride and challenges in one's work. Absorption denotes the immersion in work with full focus. Sari et al (2020) and Neuber et al (2021)) have found evidence of the power of work engagement in envisaging requisite organizational outcomes including job contentment, dedication and innovative work behaviour.

While the majority of the studies found positive effects on a variety of work engagement, few of them have also clarified the negative consequences of work engagement by associating its components namely vigour, commitment and absorption. While vigour involves employee's willingness in devoting energy and commitment into the job and be determined in the face of demanding challenges (Timms et al 2015), it may also lead to difficulties in balancing work and private life ( Borst et al (2020), Halbesleben (2009) and Timms et al (2012)) as they exhaust all their resources in the work place ( Schaufeli ( 2006), cole et al (2012), Moeller et al (2018)). The component of commitment necessitates high sense of passion making them overlook the signs of exhaustion and leading them to work disregarding their sickness (Schaufeli et al (2002) & Sonnentag et al (2010) and Miraglia & Johns (2016)). The last component absorption, where the employees are finding it challenging to disengage from their work, even missing their breaks thus leading to fatigue (Mauno et al (2007), (Bakker & Oerlemans (2016) and Demerouti et al (2012). Engagement exhibits itself when an employee feels an emotive and perceptive connection to a work role. (May et.al 2004). This feeling of connection gives an prospect for an employee to bring in their signature strength to work ( Peterson & Seligman (2004) leading to a larger role fit and work commitment. (Rothman & Oliver (2007). Lockwood (2007) ascertained that cost of low employee engagement will be unfavourable to organizational success, it is critical for HR to raise optimistic, effective people managers along with workplace policies and practices those emphases on employee well-being and work/life balance. Osborne and Hammond (2017) found that successful employee engagement schemes are significant to organizations effectiveness. The consequences of having disengaged employees will be reduction in workplace yield and dwindled customer service skills.

Work from home, has come to be a part of contemporary life and a routine for workforces due to recent circumstances, by constructing a virtual office by means of portable electronic tools. (ILO 2020). The past literature on work from home, has found mixed responses on its impact on performance of employees. Vega, Anderson & Kaplan (2014), Berinato & Bloom (2014) found that in contrast with the personnel who work from office, work from home workers are more contented, less likely to resign and more productive. Versey (2015), Golden (2012) and Bloom et al (2015) opined that the flexibility given by Work from Home set-up helps in planning their work around home demands, may lessen work life balance struggles, lower the rate of work breaks and result in fewer sick leaves. This cumulatively leads to better productivity. But few of the studies found that work from home, leads to social and professional seclusion thus impeding knowledge sharing as there is no mentoring and reduced informal knowledge .(William and longge (2005) Anderson & Kelliher (2009), Felstead and Henseke (2017). Voydanoff (2005) & Schieman & Young (2010) found that it can also be a basis of conflict between work and home duties.

The employee engagement in the context of virtual working, Yadav S. (2020) erupted the concept from 'Self-Determination Theory' formally introduced by (Ryan & Deci, 2000), and discussed the intrinsic motivation and extrinsic motivation. When employees begin to withdraw and hide their identities, ideas, and feelings, they become disengaged and defensive, resulting in an adverse effect on work performance (Ryan & Deci, 2000). However, intrinsic motivation are tendencies of an individual to behave in healthy and effective ways. Thus, in remote working higher level of intrinsic motivation leads to higher level of engagement in work.

While the literature is ample with research on work engagement, an outlook towards and observations concerning work from home, there is seeming scarcity of studies specifically determining the engagement level of white-collar employees working from home during covid-19 and checking the relationship between their engagement level and their outlook. Hence, this study contributes to the literature by attempting to investigate the same.

### **3. Research Methodology**

#### **3.1 Significance of the Study**

The study can be contributed to the research literature about employee engagement while working from home during a pandemic. The outcomes of the study provide an insight about the engagement level of employees determines the positive outlook while working from home.

#### **3.2 Objectives of the Study**

- a) To measure an engagement level of white-collar employees working from home during lockdown in Mumbai
- b) To identify an outlook (attitude) of white-collar employees while working from home during lockdown.
- c) To find out the relationship between employee engagement level and positive outlook while working from home.

#### **3.3 Hypotheses of the Study**

- a) There is no significant correlation between the level of Vigour and employees' outlook while working from home.

There is no significant correlation between the level of Dedication and employees' outlook while working from home.

There is no significant correlation between the level of Absorption and employees' outlook while working from home.

#### **3.4 Research Design**

This research study is designed to be deductive in nature and reflect an objective inquiry. The study seeks to present an acceptable notion of the relationship between the level of employee engagement and positive outlook while working from home during first lockdown in India. The epistemology of the study has taken a positivist stance and the phenomenon is explained with empiricism and logical reasoning by using quantitative data. In the research process, survey research method was adopted and followed by sampling technique and for hypothesis testing inferential statistical analysis was performed.

#### **3.5 Scope of the Study**

The metropolitan city – Mumbai was severely affected by COVID 19. The target population was white collar employees from Mumbai working in either private sector, public sector or

government sector. There were approximately 15-20 lacs white collar employees working in Mumbai. During 2020 lockdown approximately 10-15 lacs employees were working from home except some medical professionals and employees working in other emergency services. However, workers category employed in manufacturing sector, blue collar employees, entrepreneurs were out of the scope of this study.

### 3.6 Details of Sampling Framework

As the target population was white collar employees the stratified random sampling technique was used. There were predetermined conditions for sample selection as follows – 1) the sample unit must be white collar employee, 2) He/she was working from home during first lockdown, 3) the sample unit should be techno savvy as this survey was conducted by circulating google form, 4) the sample unit must be known English language. To minimize Frame Error sample unit was decided more than 200 employees. The standardized tools were used to avoid Chance Errors. Occurrence of Response Errors can be possible as a result of misinterpretation due to linguistic diversity. Some employees were not given consent to respond the survey which resulted in the occurrence of Non-sampling Errors. The Precision is kept at Moderate Level as it is an attitudinal survey. The sample size was estimated by using Confidence Interval Method indicated as follows-

**Table No. 1: Sample Size Estimation**

Sample Size Determination	Confidence Level – 95%	Sample estimation – 385
	Margin of Error – 5	400 Questionnaire Distributed
	Population Proportion – 50%	300 Response Received
	Population – Not Know Exactly	287 Used for Study
		Response Rate – 72%

Source: Primary Work

Sample Estimation Computed by using -Sample Size Calculator

### 3.7 Details of Tools Used

Independent Variables – Demographic Variables namely Location, Education, Department, Experience, Gender, Age, Marital Status, Family Members.

Dependent Variables - Employee Engagement and Outlook while working from home

### 3.8 Measure of Employee Engagement

The operational definition of employee engagement considered as ‘positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption’ (Salanova, González-Roma, Schaufeli, & Bakker 2002b, p. 74) (Bakker, A. B., Demerouti, E., & Schaufeli, W. B., 2005).

The Utrecht Work Engagement Scale (UWES) is used as the **preferred** measurement based on extensive empirical research studies that have shown its psychometric properties to assess engagement. The instrument was initially developed and validated by Schaufeli and Bakker and relied on a self-report questionnaire that captures the vigour (energy), enthusiasm (dedication) and involvement (absorption) that are regarded as central features of the construct of employee engagement. Compared to needs satisfaction, the UWES refers to work engagement rather than personal engagement and proposes that engaged employees are likely to perform better than their disengaged colleagues.

The original scale was developed in 2002 and in 2006 they shortened the seventeen item measures to nine items for each type of engagement due to pragmatic reasons. However, this research paper uses the original 17 item scale to measure employee engagement and items measured on a five- point scale and the response ranged from 1 (Strongly Disagree) to 5 (Strongly Agree).

### 3.9 Operational Definition for Sub-Variables of Employee Engagement:

Vigour refers to high levels of energy and mental resilience at work and the willingness to invest high effort in one's work activities and persistence in difficult circumstances. This dimension is closely related to the concept of intrinsic motivation that ensures goal-oriented behaviour and persistence in attaining objectives along with levels of activation.

Dedication is characterised by a sense of significance, enthusiasm, pride, inspiration and challenge in relation to one's work. This dimension has been conceptually linked to the concept of job involvement which means the psychological importance of the job in an employee's life.

Absorption refers to a feeling of being focused on one's work and finding detaching oneself from work activities difficult. It entails a pleasant state in which employees are totally immersed in their work, forgetting about everything else. This dimension is conceptually similar to the "flow experience" which means as a state of mind in which people are so intensely involved in their activities that nothing else seems to matter, because the experience itself is so enjoyable, and they would even do it at greater cost, purely for the sake of doing it.

### 3.10 Concept of E-Work Life (EWL)

Nilles (2007) defined e-working as "any form of substitution of information technologies (such as telecommunications and computers) for work-related travel: moving work to the workers instead of moving workers to the work" (p. 1).

### 3.11 Measure of Remote E-working

In 2011 and 2013 Grant et.al initially developed the scale of 28-items for E-Work Life and in 2019 they validated the scale to measure remote e-working and reduced the scale to 17-items. The revised version assesses four factors named: Effectiveness/Productivity (four items), Organizational Trust (three items), Work-Related Flexibility (three items) and Work-Life Interference (seven items).

While focusing the objectives of the study and prevailing situation of lockdown in India (2020) and specifically Mumbai with the context of white-collar employees, the researcher has selected only seven items from 28 items of the E-Work Life. As working from home was not the choice of white-collar employees but the situation has imposed them to be at home and work for the organization. Therefore, researcher has modified some items and considered as 'Outlook of Employees while Working from Home'. The seven items presented below -

**Table No. 2: Items for Positive Outlook of Employees**

<b>SR. No.</b>	<b>Statements undertaken for the present study</b>	<b>Original Source Item Number</b>
1	My organisation provides training while working from home.	2
2	Constant access to work through work from home is not tiring	7
3	While working from home I know when to switch off/put work down so that I can rest	16
4	My family/children understand that I should not be interrupted while e-working remotely	17

5	During work from home, I am highly motivated to work post normal work hours	24
6	My overall job productivity has increased due to work from home	25
7	If given a choice i would always prefer work from home as a new normal	6

Source: Grant et.al (2019)

### 3.12 Reliability of Study:

**Table No. 3: Cronbach Alpha**

SR. No.	Variables N = 287	Number of Items	Cronbach Alpha
1	Vigour	6	0.787
2	Dedication	5	0.850
3	Absorption	6	0.818
5	Outlook for WFH	7	0.816

Source: Prepared

The employee engagement scale has indicated good internal consistency, as Cronbach alpha coefficient reported more than 0.70 for all the subscales. The scale used for Outlook for Work from Home also shown good internal consistency.

### 3.13 Validity of the Study:

The 17-items Employee engagement Scale (UWES) and 7-items Outlook of Work From home were subjected to Principal Components Analysis (PCA) using SPSS version 21. Prior to performing PCA, the suitability of data for factor analysis was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of 0.3 and above in both scales.

**Table No. 4: Validity of Instrument - Factor Analysis**

Variables N=287	KMO Measures of Sampling Adequacy with P Value	No. New Components	Eigen Values	Total Variance Explained %	New Factors
Vigour (Item -6)	0.764 P = 000	2	2.949 1.040	49.15 17.33	Decided to Retain one factor only - Vigour
Dedication (Item -5)	0.832 P = 000	1	3.170	63.40	Dedication
Absorption (Item -6)	0.836 P = 000	1	3.156	52.60	Absorption
Outlook for WFH (Item -7)	0.765 P =000	1	3.359	47.98	Outlook for WFH

Source: Prepared

For all the variables The Kaiser-Meyer-Olkin values were exceeding the recommended value 0.6 (Kaiser 1970, 1974 & Bartlett's Test of Sphericity (Bartlett 1954) reached to the statistical significance, supporting the factorability of the correlation matrix. Principal components



analysis by using Varimax rotation revealed the presence of one component for all the variables with eigenvalues exceeding 1, explaining variances in percentage shown in above table. The rotated solution revealed the presence of simple structure and loaded two components for Vigour. However, in the light of previous literature, it was decided to keep only one factor as 'Vigour' for further analysis.

## 4. Data Analysis

### 4.1 Demographic Profile:

Although, the respondents of the study were selected from Mumbai but due to lockdown in India, few of them were located at their hometown (out of Mumbai). Out of 287 respondents 270 possessed Bachelor or Master degree. All these respondents were working in various functional areas, however, 22% were belonging from IT department or IT company. 69% respondents have less than 5 years' work experience and 72% were falling in the age group of 21 to 30 years. The proportion of female respondents was 46% and 66% out of total respondents have unmarried status. Almost 61% respondents were staying with more than 4 family members.

### 4.2 Descriptive and Inferential Statistics

To measure the level of employee engagement and outlook for work from home the mean and standard deviation were computed.

**Table No. 5: Descriptive Statistics**

Variables	Sum	Mean	Std. Deviation	Level
Vigour (6 Items)	6675.00	23.2578	3.39009	Higher Level
Dedication (5 Items)	5943.00	20.7073	3.06310	Higher Level
Absorption (6 Items)	6659.00	23.2021	3.70422	Higher Level
Outlook for WFH (7 Items)	7369.00	25.6760	4.84330	Higher Level

The interpretation of level of variables determined by using sum and mean values. The categorization was done at three levels namely; low level, moderate level and higher level. It is observed that the white-collar employees indicated higher level Vigour, Dedication and Absorption during lockdown of 2020. Moreover, respondents have positive attitude while working from home which is indicated by higher level mean.

For testing the hypotheses, the correlation coefficient was computed by using Pearson Correlation technique. The 'r' values and 'p' (Sig.) values are presented in tabular form. The retention and rejection of the various hypotheses have led for further analysis.

**Table No. 6: Pearson Correlation**

Dependent Variable N = 287	Independent Variables	r	p value	Significant / No Significant
Outlook for WFH	Vigour	0.246	0.00	Significant Correlation
	Dedication	0.3.22	0.00	Significant Correlation
	Absorption	0.314	0.00	Significant Correlation

Note: Correlation is significant at the 0.01 level (2-tailed).

### 4.3 Analysis

The relationship among Vigour, Dedication, Absorption and Outlook for WFH were investigated by using Pearson Product Moment Correlation Coefficient. There is a positive and significant correlation among dependent variables and three independent variables as p value is less than 0.05. Hence, the all three null hypotheses were rejected.

**Table No.7: Hypotheses Rejected/Accepted**

SR. No.	Hypotheses	Rejected/Accepted
1	There is no significant correlation between the level of Vigour and employees' outlook while working from home.	Rejected
2	There is no significant correlation between the level of Dedication and employees' outlook while working from home.	Rejected
3	There is no significant correlation between the level of Absorption and employees' outlook while working from home.	Rejected

### 4.4 Predictive Statistics: Multiple Regression

The Multiple Regression technique used to explore the relationship between one continuous dependent variable (O-WFH) and three independent variables or predictors namely Vigour, Dedication and Absorption.

From above findings of Correlation analysis, two further questions have emerged as follows-

1. How well do the three measures of Vigour, Dedication and Absorption predict outlook of employees while working from home? How much variance in Outlook for Working from Home (O-WFH) scores can be explained by scores on these three scales (Vigour, Dedication and Absorption)?
2. Which is the best predictor of Outlook for Working from Home (O-WFH): 'Vigour, Dedication and Absorption'?

### 4.5 Analysis

To counter the above questions, the multiple regression technique was used with the help of SPSS (21) package. **The preliminary analyses were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity, and homoscedasticity.** The following table presents the R and R Square value.

**Table No.8: Model Summary**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.343 <sup>a</sup>	.118	.108	4.57392
a. Predictors: (Constant), Total Absorption, Total Dedication, Total Vigour				
b. Dependent Variable: Outlook for Work from Home				

(R Square = 0.118\*100)

The model of Vigour, Dedication and Absorption explains 12% of the variance in Outlook for Work from Home.

The following ANOVA table shows the F value and statistical significance-

**Table No.8: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	788.293	3	262.764	12.560	.000 <sup>b</sup>
	Residual	5920.571	283	20.921		
	Total	6708.864	286			
a. Dependent Variable: Outlook Work from Home						
b. Predictors: (Constant), Total Absorption, Total Dedication, Total Vigour						

The ANOVA table indicated the significance value is less than 0.05 therefore; the above model reaches to statistical significance.

The following table of coefficient explained the variables included in the model contributed to the prediction of the dependent variable.

**Table No. 9: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.529	2.013		7.217	.000		
	Vigour	-.083	.131	-.058	-.633	.527	.373	2.680
	Dedication	.343	.141	.217	2.441	.015	.395	2.533
	Absorption	.257	.126	.197	2.042	.042	.336	2.973
a. Dependent Variable: Outlook Work from Home								

The Dedication and Absorption (IV) shown Beta coefficient 0.217 and 0.197 with less than 0.05 p value. Therefore, Dedication and Absorption of white-collar employees make the significant unique contribution to explain Outlook for Work from Home compare to the variance explained by other variable in the model is controlled for.

The Beta value for Vigour is -0.058 which is lower than other variables with more than 0.05 p value. There is no statistically significant contribution to the prediction of the Outlook for Work from Home (Dependent Variable).

By using Unstandardized Coefficients, the following Regression Equation emerges—

$$(Y = b_0 + b_1x_1 + b_2x_2)$$

$$\text{O-WFH} = 14.529 + (-0.083) * x_1 (\text{Vigour}) + (0.343) * x_2 (\text{Dedication}) + (0.257) * x_3 (\text{Absorption})$$

#### 4.6 Results of Multiple Regression

The model, which includes three independent variables like Vigour, Dedication and Absorption explained 12% of the variance in Outlook for Work from Home (Answer to Question 1). Dedication and Absorption (Beta 0.217 and 0.197) is making a statistically significant unique contribution to the prediction of the Outlook for Work from Home (Answer to Question No. 2).

#### 5. Discussion

This research conducted during the lockdown started in March 2020 and ended in June 2021. The study sample was composed only of white-collar employees who worked at home because of government restrictions. The employee engagement in terms of Vigour, Dedication and Absorption measured during the lockdown imposed by Government of India.

It was observed that most white-collar employees were completely disoriented within the first month of lockdown. However, as of the second month, around April 15, 2020, most of the organization has introduced online work technology for its employees. Learning through new technology, Zoom or Google Meet with colleague was a new experience for many employees, which added to the "Vigour" dimension of employees. Respondents were busy throughout the day and even at night learning about new technologies and the new normal.

Most white collar employees go through a sequential or network process where they receive information from team members and transfer certain information to other departments. Moreover, on the basis of information, some employees must carry out the physical task. As a result of working from home and increased reliance on technology, there were few unanticipated challenges. Accumulating all these new work styles and challenges increases the Dedication of employees.

Most respondents indicated higher scores for Absorption, the reason may be that family members and children gave them support while working from home. There was no interruption by family members.

During the lockdown, there were no family or social reunions, no social life such as parties, picnics or any other event. As a result, all employees did not have a social obligation. This might affect the level of absorption.

The mean of the Positive Outlook for Work from Home was higher as it was a completely new experience for most of the respondents while working remotely.

Most of the white-collar employees indicated Positive Outlook for Work from Home. The reason may be that they were trained by the organization to use the technology. There was constant online access with the members of the organization. Most of them enjoyed working online as a result of the freedom of time and space.

Although, Vigour, Dedication and Absorption significantly related with Outlook for Work from Home but Multiple Regression indicates that 'Vigour' did not provide a statistically significant contribution to the prediction of the Outlook for Work from Home (Dependent Variable). The reason can be during the lockdown respondents worked at home and the higher level of Vigour was due to learning of new technologies. But in the long run, staying at home does not require high levels of energy and mental resilience to work. He/she cannot invest large amounts of effort in work activities.

## **6. Conclusion of the Study**

The results of the study counter the question that, what was the level of employees engagement while working from home during lockdown from March 2020 onwards. The findings of the study indicated that there was a high level employee engagement in terms of Vigour, Absorption and Dedication. Moreover, respondents indicated Positive Outlook for Work from Home. Although this study was conducted during the imposed lockdown, the results of the study were nevertheless useful for senior management and other stakeholders. The study demonstrated that employees can be fully engaged in work even when working from home.

## **7. Implication of the Study**

This study strongly recommends that HR managers in organizations consider working from home as a worthwhile concept. In Mumbai, there was extreme pressure on public and private transportation because of daily commutes to the office. Moreover, due to the excessive use of private vehicles impacting India's economy and contributing to environmental pollution. If employees can be fully engaged in the work while working at home, business leaders and decision makers can introduce the policy of 1 or 2 days working from home.

The results of the study cannot be generalized because it is limited to white collar employees in Mumbai and was conducted on a very small sample. Secondly, in the current study, all variables were rated by employees themselves. This may result in a problem of common method variance. Furthermore, the precision of the study has been maintained at a moderate level as this is an attitudinal survey.

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