A

Project Report

on

"Understanding the Effect of Remote Working on Employee Engagement"

Submitted by,

Miss Disha Lihine.

Under the Guidance of,

Prof. Dr. Poonam Vatharkar.

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Declaration by the student

I Disha Mohan Lihine, student of MBA second year, Seat number – 2019118 hereby declare that the project work title Report on Effect of Remote Working on Employee Engagement which has been submitted to Savitribai Phule Pune University is an original work of the undersigned and has not been produced from any other source I further declare that the material obtained from other sources has been duly acknowledged in the report.

Date:

Place:

Signature:

Name: Miss Disha Mohan Lihine.

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EXECUTIVE SUMMARY

Employee engagement is a well-known and well studies topic in human resource management. As we all know in the period of lockdown working methods and work environment changed drastically. This study tries to measure impact of this change from working in an office with colleagues to working from home in a different surrounding, while overcoming new challenges and coming up with innovative solutions.

Employee engagement is considered to be of crucial importance as it is directly proportional to performance of employees and hence growth of the organization. Employee engagement is affected by a lot of different factors like leadership, work culture, work environment etc. For this study total of 73 responses were collected from employees who were working from home but in different sectors.

It was observed that employees prefer to work from home occasionally but it does not indicate that they always prefer to work from home.

Questionnaire used for the purposes of this study was taken from previous studies. Reliability test were performed, Correlation, T test, and ANOVA tests were carried out in SPSS for analysis of collected data.

This study shows negative correlation in remote working and employee engagement i.e. they are not directly proportional to each other.

CHAPTER 1 - INTRODUCTION

INTRODUCTION TO EMPLOYEE ENGAGEMENT

The concept of Employee Engagement has multiple dimensions. It is a considered as motivational construct i.e. it is formed by bringing together multiple conceptual factors, that involves the investment of an individual's complete and full self into the performance of a role and completion of duties.

It has and continues to be an area of great interest to academics, practitioners, and organizations as the concept is proven to be in relation to success of the organisation. A huge part of research published is in the 21st century, but there are several books published on engagement, special journal issues devoted to engagement, and numerous review articles and meta-analyses before to that. However, there continues to be concerns about the meaning, definition, and measurement of employee engagement. Regardless of these concerns, it is now clear that employee engagement is an important predictor of individual and organizational outcomes and has implications for employee well-being and performance.

Employee engagement is about degree to which people feel passionate committed and put in additional effort in the job. These people are excited for the job, work hard and tend to stay with the organisation for longer period of time

Employee engagement is the emotional commitment employees feel towards their organisation and the actions they take to ensure the organisation's success; engaged employees demonstrate care, dedication, enthusiasm accountability and results focus.

When employees care - when they are 'engaged' they use discretionary effort. They stay behind to get a job done because they are committed and feel responsible, they pick up the cups left behind on the table in the meeting room or the rubbish that missed the bin because they care about their workplace. They stand up for their company because they are proud to be a part of it, they make efforts like because they care for the company, these employees tend to be solution finders and they come up with ways to get the job done, they are emotionally engaged with their organisation and they care. How an organisation and their superiors treat employees has a direct impact on its employees engagement. An engaged employee works with passion and feel an

emotional connection to their company. They drive innovation and help the organization move forward.

These individuals are loyal, they produce results and studies have observed that they tend to stay with the organization for longer duration.

On the other side a non-engaged employee will come to work and will just do what is asked to them without any passion or will to move further. Nor will they have any meaningful attachment to their job or company. They can easily be tempted by job vacancies elsewhere.

Another category considered for studies is actively disengaged employee they aren't just unhappy at work; they show their unhappiness. They show negative behaviour at workplace, instead of finding solutions they come up with illogical or fake excuses, and keep irresponsible attitude. They undermine their teams and their business.

Gallup research reveals that eliminating active disengagement from the workforce would result in.a significant increase in productivity per employee.

Engaged employees are more productive, more customer-focused and more loyal, all of these qualities are important for success of the firm and growth of an individual and companies, companies with high levels of employee engagement are more profitable, according to a number of studies over the past two decades.

As far as buzzwords go, employee engagement remains at the top of the list for any organization that depends on its staff to translate value to its customers. A recent Employee Engagement & Benefits report by Raconteur showcases that as baby boomers begin to retire, "ambitious millennials are demanding more in terms of employee engagement and benefits than any generation before them." In fact, in the same report, a not so surprising 60% of workers would be more productive if they felt happy at work.

<div align="center">Drivers of employee engagement are:</div>

1. Effective employee voice.
2. Employee want to be heard to clarity of vision and strategy.
3. Delegation and sense of empowerment which shows confidence in employee.
4. Organisations approach should be strength based of employees

(employee should be assign task based on their strength)

5. Leadership team which is a group of individuals, this group takes all important decisions at the firm, this team should be authentic and process integrity

 Process Integrity is the ability to conduct reliable business activity in a secure, scalable SOA environment with seamless synchronization between: Services, Human Tasks, Information.

6. Accountability and authoritative Framework at managerial level.

7. Sense of meaningful work that their contribution is important and is making some difference .

8 Feedback.

Indications for employee engagement and empowerment

When employees say the following or is agreeing with following -

1. I know what is expected from me

2. I have resources and competencies

3. I get to do what I am good at everyday

4. I am heard and valued

5. I trust my seniors

6. Clear objectives

7.Opportunities for growth are given here to me.

INTRODUCTION TO REMOTE WORKING

In the last decade, renewed interest has emerged in studying the effects of remote work due to the increase of technology and globalization (Caramela, 2017) In which major interest was taken due to COVID 19 pandemic. Technology is now making it easier to work anywhere in the world, as long as one is connected to the Internet (Hendricks, 2014).

Although it was difficult for companies to operate on this new normal in the beginning, by now, after being locked down for a while companies and individuals are getting used to this new normal and are coming up with different ideas and methods to cope up with the problem. According to a research-based consulting company, Global Workplace Analytics (GWA), 80% to 90% of the U.S. workforce said that they would like to work remotely on a part-time basis (Latest Telecommuting Statistics, 2017). Thus, the expectations of more flexible work arrangements are increasing, which may potentially impact employees' level of job satisfaction, overall job performance, work-family conflict levels, and/or turnover intention rates. In recent years, disagreement around the performance of remote employees has received wide attention in the media as some argue that working from home allows employees to be more productive due to fewer office distractions, while others argue that working from home is not the best environment because it allows for more home distractions (Fonner & Roloff, 2010).

In recent time this debate was observed between those who work from home with children around and others.

However, according to a Gallup report on the State American Workplace, "people who work remotely are more engaged, enthusiastic, and committed to their work — only if they work outside the office 20% of the time or less" (Gallup, 2017, p. 29).

OBJECTIVES

- To understand impact of remote working on employee engagement
- To suggest means to enhance employee engagement

IMPORTANCE

Employee engagement goes beyond activities, games, and events. Employee engagement drives performance. Engaged employees look at the whole of the company and understand their purpose, where, and how they fit in. This leads to better decision-making. Organizations with an engaged workforce outperform their competition. They have a higher earnings per share (EPS) and recover more quickly after recessions and financial setbacks. Engagement is a key differentiator when it comes to growth and innovation. To better understand the needs of your organization, administering an employee engagement survey is key. This is not the same as a satisfaction survey.

It is important to take note that employees engagement is a different concept than that of job satisfaction.

1. Bureaucracy is not effective on competitors, positive intent, monitory wisdom of employee at front line is needed.
   Bureaucracy does not hold the potential to induce engagement in the employees.
2. That's why employee engagement is the key source.
3. Engagement also allows people to collaborate in the better way engagement reduces absence and sabotage.
4. Only 30% employees have been observed to be engaged in work
5. Employee engagement is directly proportional to better results
6. More engaged employees mean better results. Engagement is affected by digitalization as well.
7. Engagement is for growth of individual and an organisation.

Locked down and working from home

This lockdown had major impact on employees working environment and work methodology. Different professionals are now working from home ranging from professor, scientist to artists. Working environment has changed drastically. When surveyed about working environment employees said that environment has changed drastically, and hence employees are not able to conduct their day to day work and roles like before. Some are now responsible for supporting their children while day-cares and schools are shut down. Others have to support family members through trying times of illness and uncertainty. While we rush to address the challenge at hand, we remember that this is not a normal time to be doing our work. We are all learning how to be resilient: to balance the real personal challenges that this current crisis creates with the needs of carrying out work.

"Timely communications with collaborators in multiple countries is essential but remains partially disrupted by the current changes to people's daily routines around the world."

—*Professor in Applied Computational Sciences / United States*

Some institutions are providing facilities like internet connectors and other devices to provide work like environment, some of them are granting access to research papers and authentic data available online this creates major change on how scientists, professors spend their time.

The COVID-19 crisis is disrupting the way individual works.

CHAPTER 2 - THEROTICAL BACKGROUND

THEROTICAL BACKGROUND

Definitions of employee engagement

William Kahn provided the first formal definition of personnel engagement as "the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. (wiki)

Schmidt et al. proposed a bridge between the pre-existing concept of 'job satisfaction' and employee engagement with the definition: "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention." This definition integrates the classic constructs of job satisfaction (*Smith et al., 1969*), and organizational commitment *(Meyer & Allen, 1991).*

Defining employee engagement remains problematic. In their review of the literature in 2011, Wollard and Shuck identify four main sub-concepts within the term:

"Needs satisfying" approach, in which engagement is the expression of one's preferred self in task behaviours.

"Burnout antithesis" approach, in which energy, involvement, efficacy is presented as the opposites of established "burnout" constructs: exhaustion, cynicism and lack of accomplishment.

Satisfaction-engagement approach, in which engagement is a more technical version of job satisfaction.

The multidimensional approach, in which a clear distinction is maintained between job and organisational engagement, usually with the primary focus on antecedents and consequents to role performance rather than organisational identification.

"The emotional commitment the employee has to the organization and its goals." Kevin Kruse, Forbes Contributor and NY Times Best Selling Author

"Emotional connection an employee feels toward his or her employment organization, which tends to influence his or her behaviours and level of effort in work-related activities." Business Dictionary

"A business management concept that describes the level of enthusiasm and dedication a worker feels toward his/her job. Engaged employees care about their work and about the performance of the company, and feel that their efforts make a difference." Investopedia

" Employee engagement is the emotional attachment employees feel towards their place of work, job role, position within the company, colleagues and culture and the affect this attachment has on wellbeing and productivity" HR ZONE

"An emergent and working condition as a positive cognitive, emotional, and behavioural state directed toward organizational outcomes." Michael Shuck and Karen Wallard

Employee Engagement:

Numerous definitions of engagement can be derived from the practice and research-driven literatures. Additional definitions can be attributed to folk theory: the common intuitive sense that people, and particularly leaders within organizations, have about work motivation.

If all these definitions are observed closely we can see that all of these suggest that engagement is a desirable condition and it involves organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioural components.

1. 1 The antecedents of such attitudes and behaviours are located in conditions under which people work, and the consequences are thought to be of value to organizational effectiveness (Erickson, 2005).

2. As a folk theory, engagement is used in a manner that implies the opposite of disengagement. For example, a number of popular views of engagement suggest that engaged employees not only contribute more but also are more loyal and therefore less likely to voluntarily leave the organization.

3. Harter, Schmidt and Hayes (2002) define Employee Engagement as ―individual 's satisfaction and involvement.

4. The International Survey Research (ISR) defines Employee Engagement as, ―a process by which an organization increases commitment and continuation of its employees to the achievement of superior results.

5. DDI (2005) uses the definition ―The extent to which people value, enjoy and believe in what they do. DDI also states that its measure is similar to employee satisfaction and loyalty.

6. Robinson, Perryman and Hayday (2004) define Engagement as ―a positive attitude held by the employee towards the organization and its values.

7. Kahn (1990) defined Engagement as, ―the harnessing of organization members' selves to their work roles.

<div align="center">Origin of concept</div>

- Kahn in1990 gave birth to this concept of Employee Engagement, as part of his research into identify theory.

  Kahn studied two organizations –

  One was very highly structured and formal architectural -firm,

  Second was a loose and casual summer camp.

  At the camp, Kahn observed a scuba instructor who spoke passionately about diving from his personal experiences. Drawing on these observations, Kahn concluded that the freedom to "bring oneself" into the work makes people more engaged with the work process. In short, engagement as originally de-nied was all about bringing one's personal skills and interests to the job.

  A lot has transpired since then. Today, engagement is less focused on the individual bringing his/her own interests and preferred roles to work, and more about "going above and beyond" to the benefi-t of the organization.

- The concept of employee engagement came into existence in 1990's and became a well knows managerial practice in 2000's, but it remains contested. It stands in an unspecified relationship to earlier constructs such as morale and job satisfaction. Despite academic critiques, employee engagement practices are well established in the management of human resources and of internal communications.
  (Wiki)

- We also found that the term employee engagement is coined by Gallup organizations, they are using and studying this term for past 30 years, they are collecting information through surveys of employers and employees as well and they have collected and maintained this data.

According to Gallup report, Employee Engagement has a direct relationship with productivity, profitability and employee retention (Buckingham Coffman & Gonzalez-Molina).

But there are no relationships with other elements like Job satisfaction (Fisher & Locke).

By using Gallup research most of the companies found Employee Engagement and also took certain measures to improve Employee Engagement. After a huge research, Gallup organization published a book ―First, Break all the Rules, and initiated some standard questions to find the level of Employee Engagement. Employees who score high in this Gallup questionnaire exhibit high level of Engagement whereas who score low exhibit low level of Engagement. Gallup research has also published second book ―Follow This Path‖ (Coffman & Gonzalez-Molina 2002) conclude that Engagement is how employee feel but not how employee think. According to this second book, Employees who are engaged in the organizations are fuel and also increases productivity and profitability.

- Gallup model of engagement

Harter, Schmidt and Keyes proposed a model of Engagement that is strongly influenced by Maslow 's hierarchy of needs. If the organization provides basic needs (i.e. facilities, materials and equipment) for the job obviously employees perform better in their job.

Even though even this is not always enough, because after this, employees must feel that they are contributing for the organization development, provide opportunities to utilize their skills, timely rewards and recognition and constructive feedback (Harter et al., 2003).

In the next level, employees need to feel a sense of belongingness by cordial relations, friendly relationships and participative decision making.

Finally, self-actualization can be attained their continuous growth and opportunity to utilize their skills. (Harter 2003) finally concludes that when all the above factors combine together, employees become highly engaged.
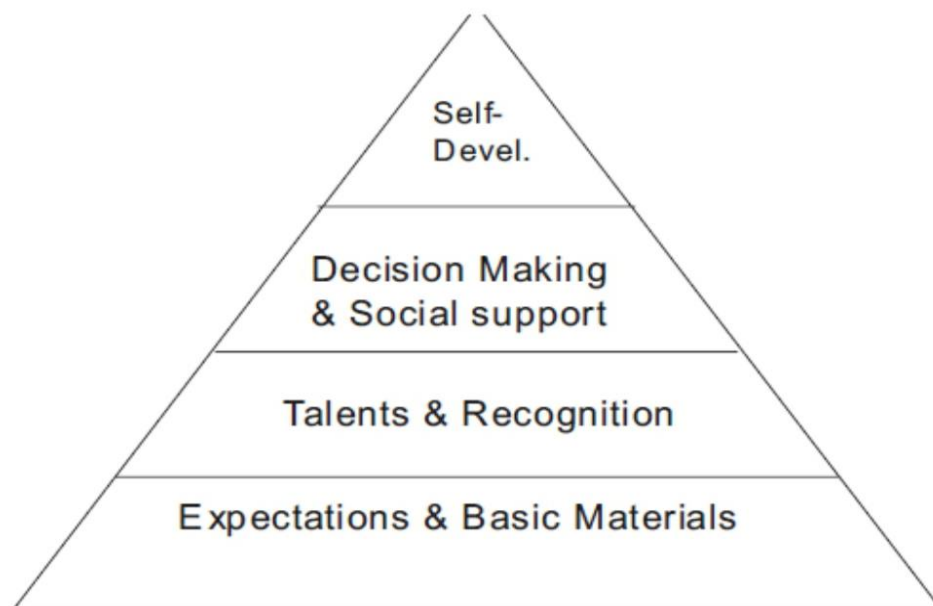

Fig 1. Gallup Model of Engagement (Based on Maslow' s Hierarchy of Needs.)

- Robinson et al (2004) model

Robinson et al (2004) model suggest that Performance Appraisal, Training, development, Equal opportunities, Communication, pay, fair treatment, friendly environment all these factors made employee involved and valued which ultimately leads to Employee Engagement.
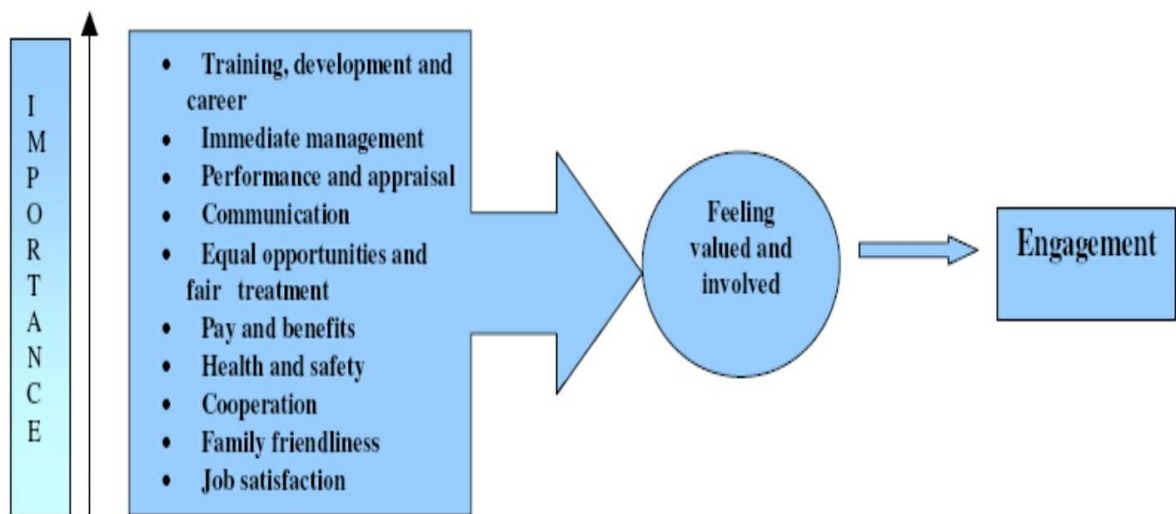

Fig 2. Robinson et al (2004)

- Kahn's model of Engagement (2004)

According to Kahn 's qualitative studies, examined the psychological conditions of personal Engagement and disengagement at work. Kahn identified that there are three psychological conditions that people experience at work, particularly, meaningfulness, safety, and availability. The below diagram confirms that work role fit, job enrichment, supervisor relations, co-worker relations, outside activities leads to three conditions i.e. meaningfulness, availability and safety which leads to Engagement.
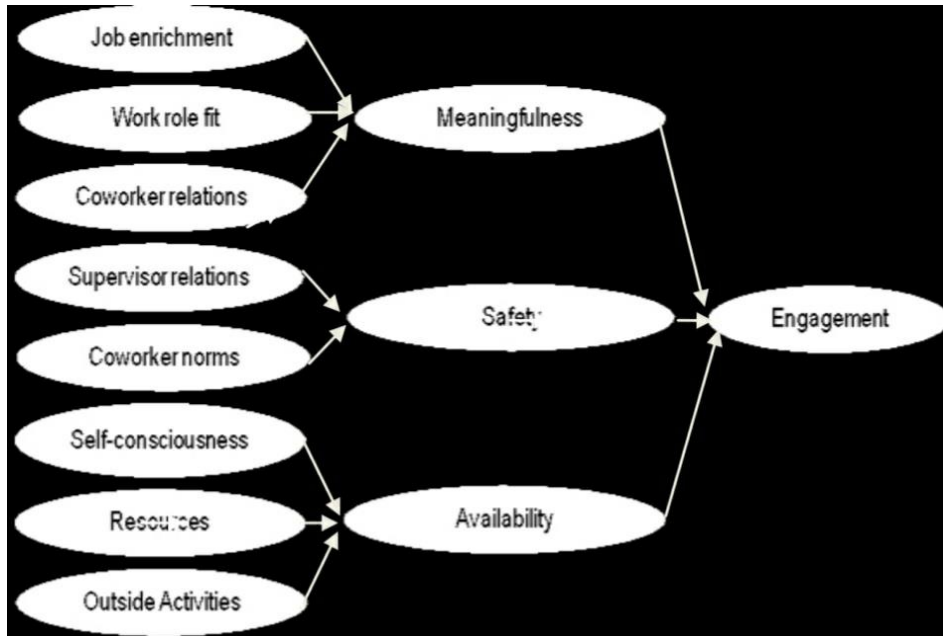
Fig. 3 Khan's model of engagement

About the questionnaire

- Further study on employee engagement in the lockdown period is based combination of two questionnaires where we use first questionnaire which had nine questions in it and the second had five questions in it.
- 1st was taken from new measurements scale for employee engagement scale development, pilot test and replication Christopher H. Thomas.

  Department of Management, Northern Illinois University, DeKalb, IL 60115.
- Second questionnaire was given by Mark A. Murphy, best-selling author and noted expert on organizational leadership and employee engagement. Murphy has authored or contributed to four books.

1) I am willing to push myself to reach challenging goal.
2) I am prepared to devote myself to performing my job duties.
3) I get excited thinking about the new ways to perform my job more effectively.
4) I am enthusiastic about providing the high quality product or service.
5) I am willing to go the extra mile to perform my job duties better.
6) Trying to constantly improve my job performance is very important to me.
7) My job is a source of personal Pride.
8) I am determined to be complete and thorough with all my job duties.
9) I am ready to put my heart and soul into work.
10) My boss takes an active role in helping me grow and develop my full potential.
11) When I share my work problem with my supervisor he / she respond constructively.
12) My boss encourages and recognises suggestions for improvement.
13) My boss recognises high and low performers.
14) My boss removes roadblocks to my success.

Difference between engagement and closely related terminology

Different between a satisfied and engaged employee?

Many leaders mistakenly think that increasing employee satisfaction will increase employee motivation and engagement. Satisfaction is transactional and contractual. In return for their work, you promise to provide employees with the basics: compensations, tools, and resources, physical safety, dignity, and respect. Both the organization and the employee must continue to make constant deposits in the relationship "bank account." Satisfied employees will put out as much effort as they are compensated for, and no more. They deliver what is asked of them, as long as you deliver on your part of the deal. They show up and do their work, but that doesn't necessarily mean they are going to say no to other offers.

Job Satisfaction and Employee Engagement

Job Satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one 's job or experience (Locke and Henne). It is positively related to organizational commitment, job-involvement, organizational citizenship behaviour and mental health. It is negatively related to turnover, perceived stress and pro-union voting (Kreitner and Kinicki) but the relationship of job - satisfaction with performance is weak. Describes Engagement —as a heightened emotional connection to a job and organization that goes beyond job- satisfaction. The Gallup survey items evaluative constructs traditionally conceptualized as satisfaction facets, including resource availability, opportunities for development, and clarity of expectations. Perhaps even more directly, some practitioners (e.g., Burke, 2005) measure Engagement as direct assessments of satisfaction with the company, manager, work group, job, and work environment characteristics. Although there may be room for satisfaction within the Engagement construct, Engagement connotes activation, whereas satisfaction connotes satiation. (Erickson) Generally researchers ask employees in—satisfaction surveys, to describe the working conditions which may be relevant for assessing the conditions that provide for Engagement, where we can't directly tap Engagement. According to Blessing White, Engagement is obtained by the maximum job contribution and maximum job satisfaction. Erickson, Macey and Schnieder defined Engagement is beyond satisfaction, commitment and loyalty towards employer.

Organizational Commitment and Employee Engagement

It refers to the degree to which an individual identifies with an organization and is committed to its goals. It is directly related to voluntary turnover. Researchers like Wellins and Concelman, explains that Engagement is a combination of loyalty, ownership, commitment, and productivity. McCashland found that both the terms Commitment and Engagement are interchangeably used. Most of the researchers defined Employee Engagement as an emotional and intellectual bonding with the organization. (BaumruK, Shaw, Richman). Joo and Shim have

identified the antecedents of organizational commitment as personal characteristics and job characteristics as well as organizational characteristics.

Organizational Citizenship Behaviour (OCB) and Employee Engagement

Organizational citizenship behaviour (OCB) is discretionary behaviour which is beyond formal obligations. It reduces friction, increase efficiency and effectiveness of the firm, and lubricate the social machinery of the organization (Podsakoff, Mac Kenzie and Bommer) Robinson, et al and Wellins & Concelman) explains that there are certain features of OCB which are part of the Employee Engagement.

Job Involvement and Employee Engagement

Lodahl & Kejner define job involvement as —the degree to which a person 's work performance affects his self-esteem. They also hire employees who are highly concerned about their jobs exhibit high involvement and commitment towards their organization. Bass defined Job involvement as where an employee vigorously participating in their job. Wellins and Concelman (2004) identified job involvement is a part of Employee Engagement. Engagement is closely related with Job involvement (Brown). Harter et al. found that Engagement is the combination of both involvement and satisfaction. Review of literature indicates that job-involvement is an integral part of Employee Engagement but not its complete synonymous, as an employee may be engaged due to reasons beyond one 's job and not merely because of it.

CHAPER 3 LITERATURE REVIEW

LITERATURE REVIEW

From the study of Drivers of Employee Engagement: The Role of Leadership Style by Sapna Popli, Irfan A. Rizvi. (2016) based on analysis conclusion can be drawn that transformational leadership style has a positive association with employee engagement. This method helps to motivate employee, inspire them and helps them to be more involved with their work and achieving organizational goals.

It was also found that leaders can get the best outcome form the subordinates by simply showing confidence in their abilities. The employees will take accountability for their own work. Transactional leadership style also has a positive association with employee engagement and using these style leaders motivate subordinates by rewarding and appreciating their followers in lieu of task accomplishment.

The study not only found support for previously established transformational leadership–employee engagement association but more crucially it establishes the transactional leadership–employee engagement association, especially during early stages of career and amongst young employees.

Another important finding of the study was that employees age has impact on employee engagement to certain extent. The engagement scores were higher for the employees in the age groups less than 25 (most of these employees were in their first jobs) as well as for those in the age group more than 30. The engagement level of employees in the age group 25–30 years was significantly lower than the other two age groups. The difference in engagement scores across age groups in this study was found to be significant and can be generalized; however, the findings about moderating influence of age need further exploration.

The employees with up to graduate level of education were more engaged when compared to employees with postgraduate education, implying that education level also impacts employee engagement. The possible reasons being, a higher education not only raises the aspirations of the employees in terms of their own careers but also raises their expectations from their existing employment. They expect a higher education to translate into getting a better treatment, appreciation, recognition and reward.

The negative influence of passive avoidant style was significant for those with higher education, meaning where employees have higher education their expectations of the leader are higher, a passive leader will fail to engage them.

Another research based on the topic of - Training, employee engagement and employee performance (2018) research findings show that there is a significant positive relationship between employee engagement and performance.

This research was based on: Evidence from uganda's health Sector by Kasimu Sendawula, Saadat Nakyejwe Kimuli,Juma Bananuka & Grace Najjemba Muganga.

This study suggested that managers should not develop policies, procedures and take decisions in isolation from employees but involve them, this will make them obliged to fulfil organizational goals through becoming dedicated.

On the job training is recommended to managers because this was found out to be more associated to employee performance as compared to off the job training. Therefore, in case managers wish to train employees they should give on the job training the first priority.

One particular study on Productive employment and decent work: The impact of AI adoption on psychological contracts, job engagement and employee trust by Braganza, A., Chen, W., Canhoto, A., & Sap, S. (2020)

Job engagement was observed to be of significance as a variable between psychological contracts and employee trust, this importance suggests that employee engagement continues to be a vital factor to gain employee trust. Higher levels of employee engagement and trust lead to positive outcomes in the era of AI technologies.

AI adoption weakens positive relationships between psychological contracts and job engagement. This means conventional relational and transactional contracts do not fully explain the interplay between AI technological advancements and psychological contracts.

The new concept of alienation psychological contracts, introduced in this paper, will play a bigger role in framing relationships between employers and workers as AI adoption spreads.

A study which was taken note by Maharashtra times online news (2020)
Said that most employees have been working from home since the lockdown began. But the picture is that the employees are now bored of work from home. LinkedIn interviewed 5,553 business people across the country between June 1 and July 26 to compile the report.
News Agency, Bangalore

According to a survey report, people working in the fields of logistics, information technology (IT) and the media are increasingly interested in working in real offices. The survey was conducted by LinkedIn.

LinkedIn has compiled the 'LinkedIn Workforce Confidence Index' report from its survey. This report is prepared every 15 days. According to the report, 46 per cent of the employees in the tourism and hospitality sector and 39 per cent of the employees in the consumer goods industry are eager to go to work as soon as they get permission.

But one of the two employees in the software and IT industries has said that he has now adopted the method of working from home. Therefore, we are ready to continue working in the same manner, said the employees.

Same repost suggested that, as a result, many employees showed willingness to go to the office and work. At the same time, many are cautious about going to the office.

It is clear from this survey that every respondent is aware of individual financial investments and savings. One in three employees say personal savings will increase over the next six months as they work from home, while three out of five employees say the savings will remain the same.

Findings from this report showed that,
- 65% of employees in software and IT sector expressed concern about going to the office if no one is safe in the office
- 61% of telecom and media employees are ready to go to the office only if everyone follows the safe working guidelines.
- 61% of employees in the transport and freight sector pointed out that everyone should be careful when it comes to going to the office.
- Due to lack of cleanliness and sanitation in the workplace, 33% of the employees in the freight sector and 25% in the IT sector say that they do not want to go to the office.

For the past four months, the country's largest working class has been working from home. While work-from-home may have seemed good at first, employees are now tired of working from home.

The lockdown was carried out to prevent the spread of the corona virus. A few things were allowed after that. Even so, a large section of the country is still working from home. When the lockdown began in March, many employees loved Work from Home. But now, four months later, things have changed. Moreover, employees are tired of work from home. Eighty-two per cent of the country's employees think that the office will start someday. A survey has revealed that those who work from home miss the office a lot.

In a study names as Achieving the Driving The Dream Through Screen: Exploring Employee Engagement and Commitment in Virtual Environments by Lacinda Benjamin, (2020) at university of Pennsylvania, data revealed that interpersonal relationships with co-workers, clearly stated team goals, and autonomy are three factors that increase employee engagement and commitment in virtual environments. Study findings suggest that effective management strategies can be implemented into organizations to reduce attrition rates and retain passionate employees.

When asked whether they feel more efficient working virtually or in a traditional office setting, 58% of survey participants reported feel that they work more efficiently in a virtual setting. When asked to elaborate on why that is, the top three reasons cited were: more flexibility with their schedule (10%), less distractions and more productivity overall (37%), and no time wasted commuting to an office (11%).

The top two reasons provided by the 42% who prefer a traditional office setting were: love having the chance to interact and connect with other coworkers (10%) and easier to collaborate with others and work out problems or issues (15%). Other single answers included a better focus in the office and better ability to use company systems. Two main takeaways from my findings are:

(1) Many participants felt that working virtually is more beneficial than working in an office. While there may be elements that they miss about working in a

traditional office setting (i.e., having the opportunity for in person social contact), the benefits that come with working virtually outweigh what they miss in a traditional setting.

(2) Most participants feel that nothing can replace the bonds and connections that take place when physically working with co-workers in the same space. Having access to video conferencing and other technology greatly helps, but building connections is easier when done in-person.

A research paper found out that, workplace design positively affects employee engagement, (2020) however, such relationship is said to be weak and collaboration operative capability of such relationship is said to be moderate. This study was about the Effect of Workplace Design on Employee Engagement, and it also studies Collaborative Capability, and on Perceived Work Performance in Coworking Spaces.

Employee engagement moderately affects perceived work performance and collaborative capability positively affects perceived work performance; however, the relationship is weak. Contrary to the hypothesized model the findings revealed that there is no direct relationship between workplace design and perceived work performance it was found that collaborative capabilities has a weak effect on employee engagement also found out that co-workers were committed to their job and to continuous improvement of their work while meeting their expectations has a strong positive effect for the mediator employee engagement Findings of the study confirmed that workplace design affects the employee engagement of the co-workers. This is brought by the conducive and flexible workplace design such as ergonomics of work surface, spaces for flexible equipment to sit or stand, and thermal comfort that can improve employee engagement.

The study on Impact of Covid-19 Pandemic on Working Culture: An Exploratory Research Among Information Technology (IT) (2020) Employees concluded that employees prefer to work from home with higher productivity: The work from home culture is gaining more acceptance due to pandemic caused by the Covid-19. The quantitative survey

results prove that over two-thirds of respondents prefers to work from home against one-third of employees who prefer to work from office. The statement further gains momentum as 7 out or 10 respondents mentioned that they are more productive while working from home compared to the office environment. Around one-thirds of the interviewees mentioned that there is also a need to increase employee engagement activities. The above findings further support the literature review and findings of the research conducted by Prithwiraj Choudhury in Harvard Business Review.z

The result of study on Competitive Advantage Mediating Role of Employee Engagement. The outcomes show that practices of HRM such as employees training, learning practices and employee selection increase the competitive advantage in the pharmacy companies of Thailand. The employee training increases the capability of human capital that improve the competitive advantage of the business. In addition, learning practices increase the learning of the employee of new technology in the market that also enhance the competitive advantage of the company. Moreover, effective and fair employee selection practices hire the trained and loyal employee that also increase the competitive advantage of the business.

Furthermore, all of these practices also enhance the engagement of the employees in the business that improve the output, quality and quantity of the business processes that also increase the competitive advantage. This study is helpful for the pharmacy business where they can increase the competitive advantage by using the healthy practices of HR that also increase the employee engagement of the business of Pharmacy in Thailand.

This paper suggested to the regulators that they enhance the best practices of HR that it engages the employees at workplace that improve the competitive advantage of the companies. The present study has some limitation such as it takes only three practices of HRM such as employees training, learning practices and employee selection and further study include more practices of HRM in the study. The current paper investigates only the business of pharmacy and prospective study add other businesses into consideration.

Dr. madhulika gupta in a study on employee perception towards employee engagement

(2015) found that engaged employees find a strong emotional connection with the organization.

This study concluded that majority of employees are not satisfied with employee Engagement systems at the workplace, this result hence suggests that a proper engagement system is of crucial importance.

To improve engagement employees in companywide initiative, educational policies, and most importantly open communication are helpful. To improve the engagement programs, the organization should offer more educational opportunities, employees said that career development can induce engagement, it is important of the firm to provide opportunities to individuals for personal growth as well hence it is important to provide opportunities for the achieving personal goals and personal development.

Richa Chaudhary, Santosh Rangnekar, Mukesh Barua , concluded that human resource development climate has a positive correlation with employee engagement, and hence to improve engagement level of employees hence it is important to improve human resource climate of the organization. Specially the support of line managers, top management, along with HRD practices like performance appraisal, training, job rotation etc are proven to be effective tools.

CHAPTER 4 RESEARCH METHODOLOGY

Research Design

Research design constitutes the blueprint for the collection, measurement and analysis of data. It is a set of methods used in collecting and analysing the data. This structure provides a framework within which data is collected and analysed.

Descriptive research is the type of research that describes the population, situation, or phenomenon that is being studied. Descriptive research can be used to investigate the background of a research problem and get the required information needed to carry out the further research.

Data Collection Design

Given the study objectives and proposed hypothesis it was decided to use a descriptive technique for data collection.

Current study is a descriptive study. Considering the research question and type of information needed for current study, the communication approach of data collection was used. The communication approach involves surveying or interviewing people and recording their responses for analysis (Cooper & Schindler, 2006).

To secure information from respondents, a self- administered survey /questionnaire was used in current study. A questionnaire is a reformulated written set of questions to which respondents record answers. Questionnaires can be administered personally, mailed to the respondents or electronically distributed (Sekaran & Bougie, 2012).

For this study the questionnaire was distributed using Google forms. Due to COVID 19 pandemic the physical distribution was not possible hence it was convenient to send the questionnaire via electronic medium.

Total 125 questionnaires were distributed electronically,
out of which 80 filled questionnaires were returned giving a total response rate of 64%

Out of these 80 responses eligible and validate responses were 73 in number which were coded and used for further analysis.

Sampling Design

Sampling method

In the current study, the entire population i.e. employees working from home in Pune city were not available for the study. And hence, non-probability sampling was the only feasible alternative.

Convenience sampling is non-probability sampling and involves the selection of sample members based on easy availability or accessibility. Hence, non-probability convenient sampling method was used to reach the respondents in this study.

Sample Size

Sample size for the current study is determined based on following criteria

1. Sample size in previous studies

Previous studies related to employee engagement used sample size as follows

Table 1: sample size

Sr. No.	Study	Sample Size
1	Achieving dream through screen	120 participants
2	Impact of CAOVID 19 on work culture	100 participants

3	Study on employee perception towards employee engagement	50 participants
4	Influence of servant leadership on restaurant's employee engagement	11 participants
5	Relationship between human resource development and employee engagement results from India	85 participants
6	Impact of demographic factors on employee engagement A study with reference to Vasan publication private limited, Chennai.	50 participants

Sample size for such studies ranged from 11 to 120.

2. Adequacy for statistical analysis-

The size of study sample is critical in producing meaningful results (High, 2000). If the sample size is too small, it might be difficult to detect the effect or phenomenon under study. Sample size (n = 70 to 100)

Thus various criteria such as sample size in previous studies and adequacy for statistical analysis suggest a minimum sample size of 70
And hence it was decided to keep 73 as minimum sample size.

Data Analysis Technique

Data collected was transformed into excel sheet using Google forms. This data was then checked for accuracy and imported into SPSS datasheet. This data sheet was used for coding, recording and preparing data for further analysis.

To ensure that the scale measured what they were expected to measure. Cronbach's alpha reliability test was used.

Details for sector of data collection

Total 73 responses were collected from different respondents. These respondents belong to variety of industries who were all working from home.

Table 2: details of sectors

Sr. No.	Sectors
1	Banking, Legal, Advocate, Finance, Insurance
2	Science, Engineer, Pharma, Environmental Science, Chemistry Researcher, Research, Microbiology
3	I.T., Software services
4	Human resource management, Consulting, Counselling, and marketing
5	Arts, Design, Business, Freelancer, Travel and tourism, Film and Television.
6	Telecom

7	Others

Data of 73 respondents was secured from sectors mentioned above.

CHAPTER 5 DATA ANALYSIS

Sample profile

Section A of the questionnaire contained demographic profile related information of respondents like gender, educational qualification, family type etc. The details of sample profile are given in the table.

Table 3.1:sample profile

Heading	Number	Percent
Gender		
Male	40	54.8%
Female	33	45.2%
Do you have children?		
Yes	15	20.5%
No	52	71.2%
N. A.	6	8.2%
Dependents		
Yes	22	69.86%
No	51	30.14%

	Average
Age (in yrs.)	28.63
Work Experience (yrs.)	6.41
Working with current organizations (in yrs.)	3.79

Table 3.2: sample profile

Sample constitutes of 54.8 % male and 45.2 % female respondents.

Approximately 20.5 % respondents had children and

69.86 % had dependent's care responsibilities.

On average respondents were of age 28.63 yrs.,

 with working experience of 6.41 yrs. And have been working with the current organization for 3.79 yrs.

Measures / Scales / Questionnaires

2 Scales are used in this study to measure the variables study such as Employee engagement and remote working. The following scales were included in the questionnaire to measure the study variables.

Employee engagement was measured using two scales,

One of which was of 9 question and other of 5 which were combined to form a total of 14 question.

1st was published in: "New Measurements Scale for Employee Engagement Scale Development, Pilot Test and Replication" by christopher H. Thomas.

Second questionnaire was given by Mark A. Murphy, best-selling author and noted expert on organizational leadership and employee engagement.

Respondents were asked to indicate their responses on a five-point Likert scale where

1 = Strongly disagree

2 = Disagree

3 = Neutral

4 = agree

5 = strongly agree

Where highest score represented more employee engaged while Lower score represent More employee disengagement.

Samples include:

My boss recognises high and low performers

My boss removes roadblocks to my success

I am willing to go the extra mile to perform my job duties better

I am enthusiastic about providing the high-quality product or service

Final survey questionnaire for employee engagement had 14 questions

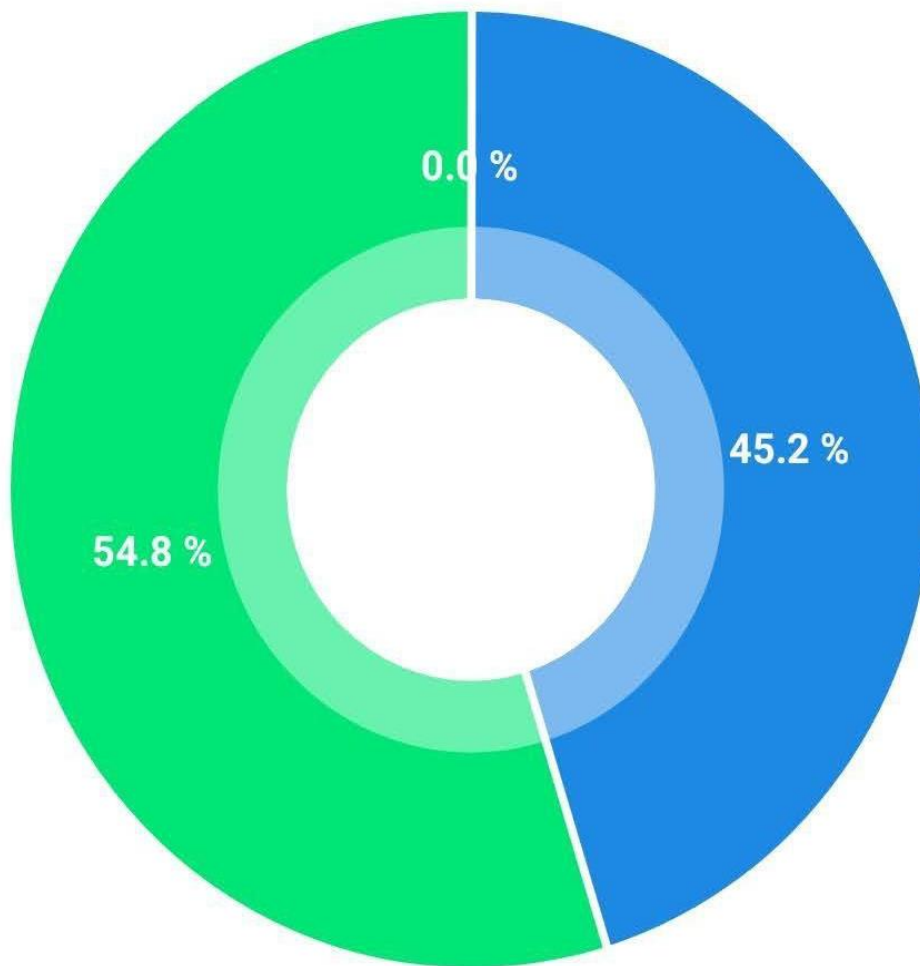Demographic data was collected on the following parameters:

Gender, Age, Educational qualification, Department, Work Experience, Marital status, Number of dependents, Number of children.
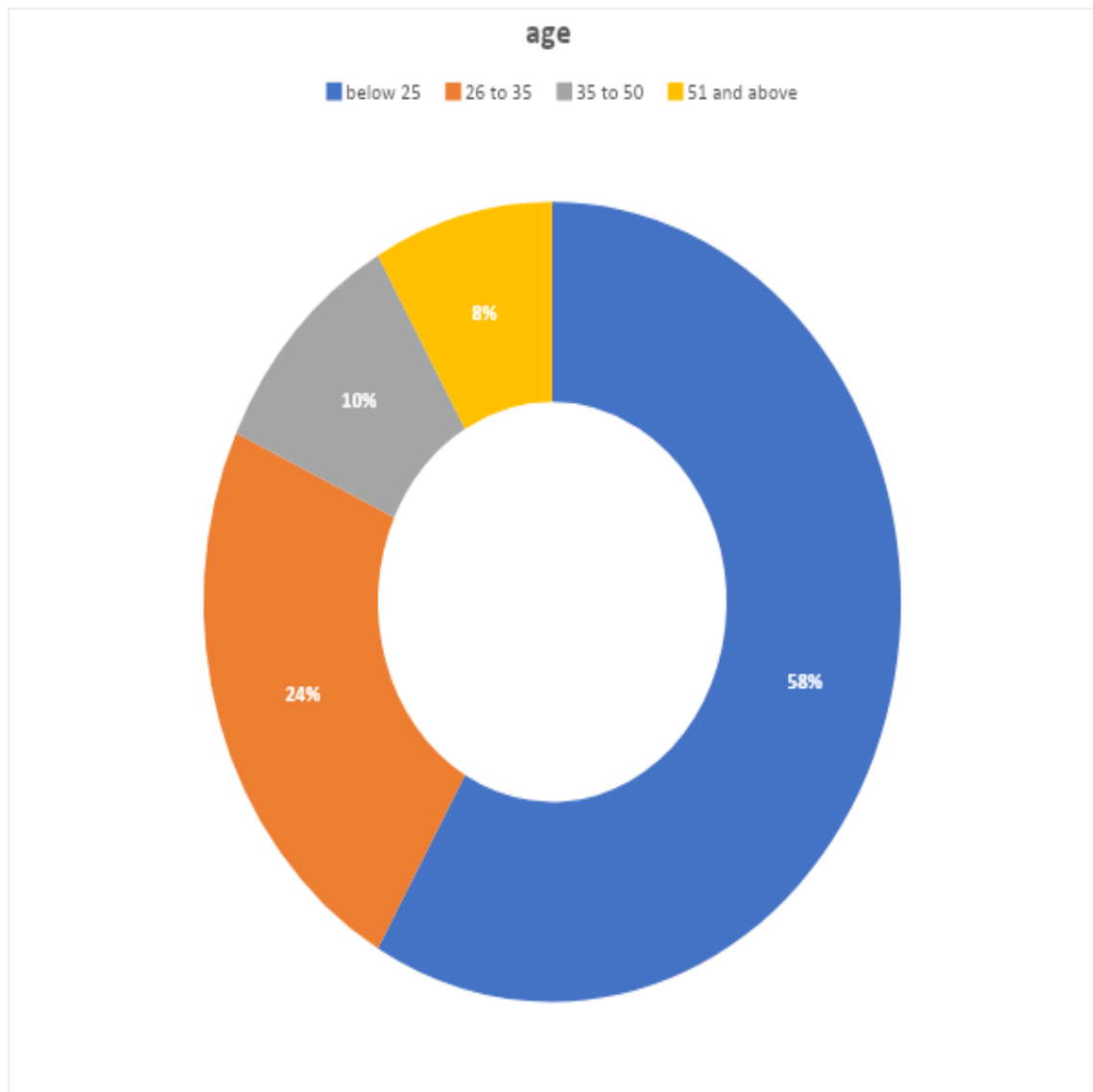
Demographic information

Gender

Graph 1. Gender

This study has 45.2% of female i.e. 33 out of 73 and 54.8% of male i.e. 40 out of 73 male population of total sample.

Graph 2: Age

Age distribution is as below

Population of age below 25 years was covering majority of 58% of whole population which means 42 out of 73 is of age below age 25 years.

Population between age group of 26 to 35 years is of 17 people i.e. 24%

People between 35 to 50 is seven which comes to be 10 % and age group above 51 yrs has 8% of population which comes to be 6 out of 73 people.

Average age of this study was 28.63 hence can be considered as 29 yrs.

Graph 3: Total work experience

total work experience

■ below 10 yrs   ■ below 20   ■ below 30   ■ more than 30
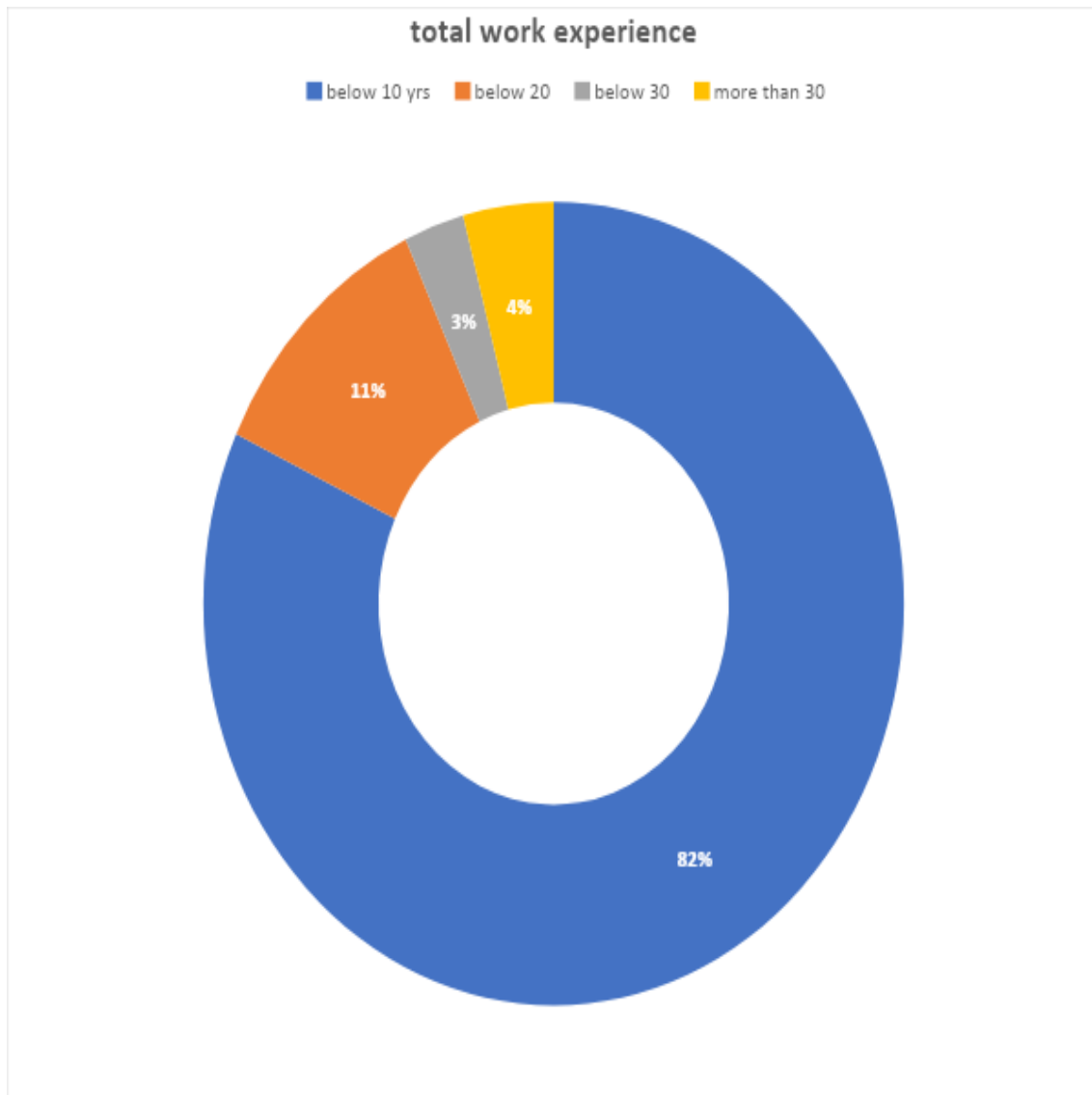
This study observed 82% of population which had work experience below 10 yrs.

Out of 73 total of 59 people had work experience below 10 yrs.

8 people had been working for less than 20 yrs. Which was 11% of total population 2 of them have been working for more than 20 but less than 30 yrs. They are of 3%

3 people are observed who have work experience of more than 30 yrs. They contributed 4% of the total study.

Average work experience is found to be of 6.41 yrs.

Graph 4: Working with current Organization

working with current organisation

■ less than 1 year ■ 2 to 5 years ■ 6 to 10 years ■ 10 to 20 years

38%

46%

8%

8%
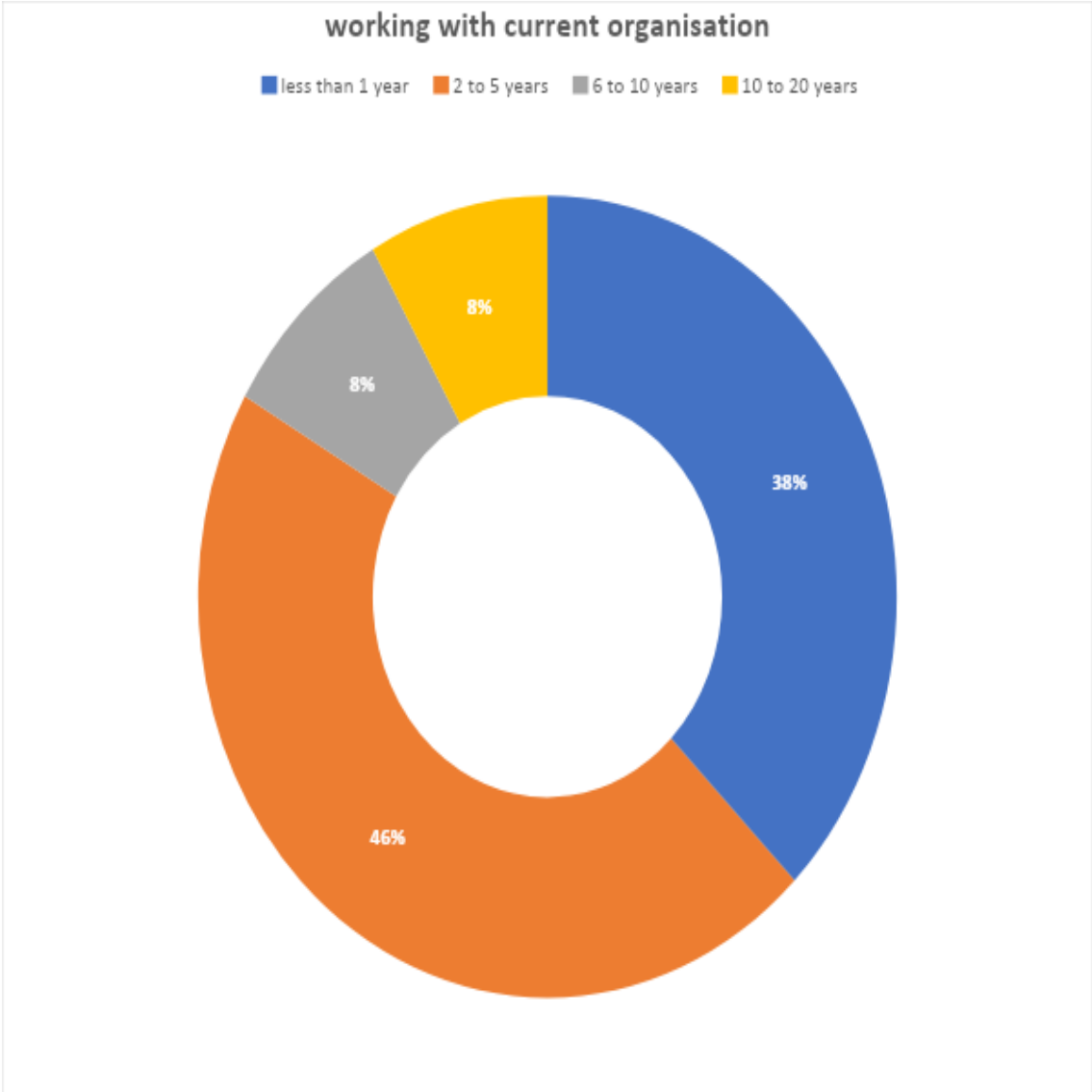
As we have now observed total work experience, this graph holds information about the time span of an employee which he has spent working with the current organization.

About 38% of employees have been working with the current organization for less than 1 yr. i.e. 27 people out of whole population.33 employees have been working with their current organisation for more than 1 but less than 5 yrs. time span.

Graph 5 : are you married?

are you married?

■ yes ■ no
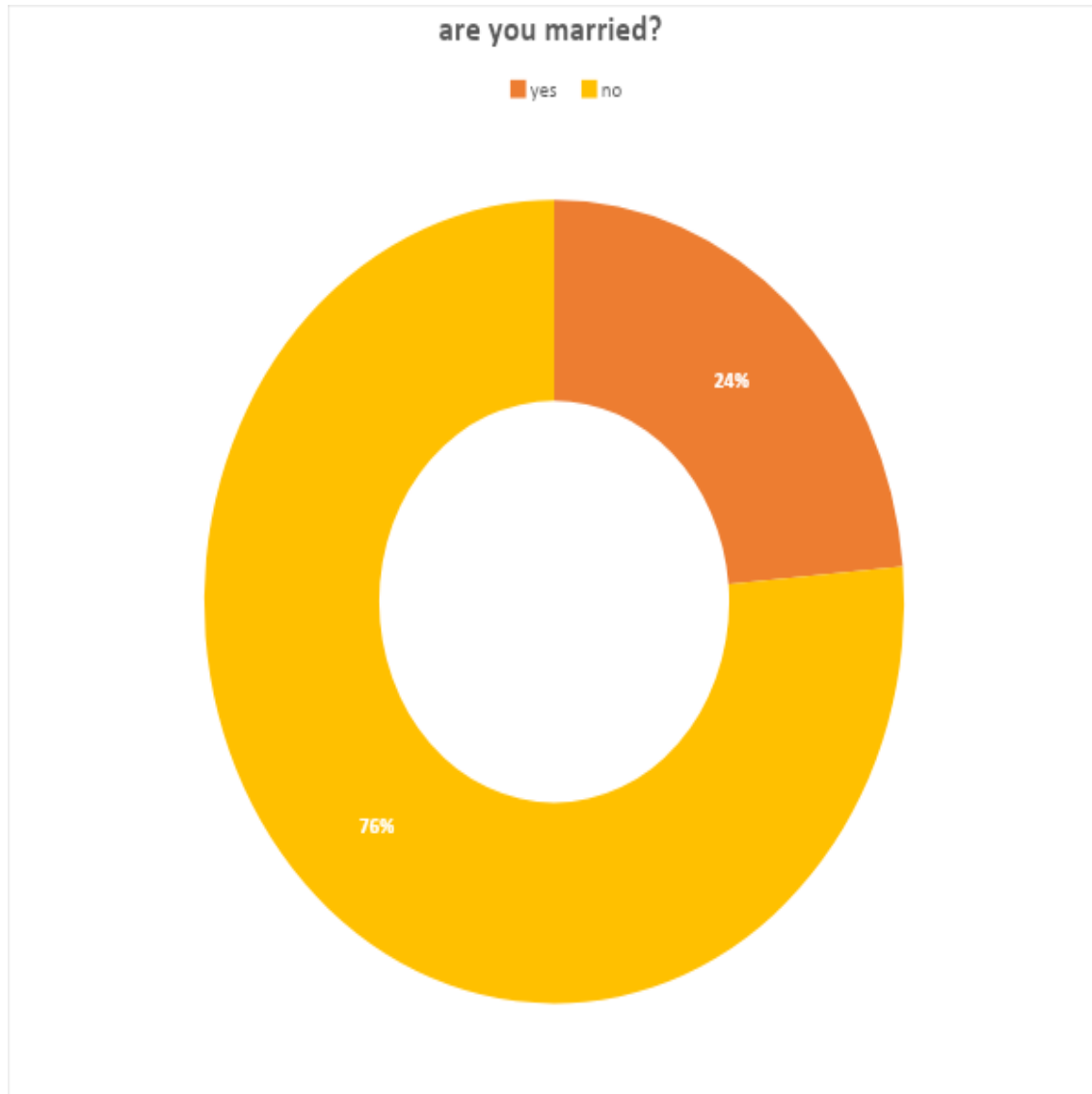
Majority of population was unmarried,

76% of total population was unmarried and only 24% was married

Out of population of 73, only 17 were married and 55 were unmarried.

6. Do you have children
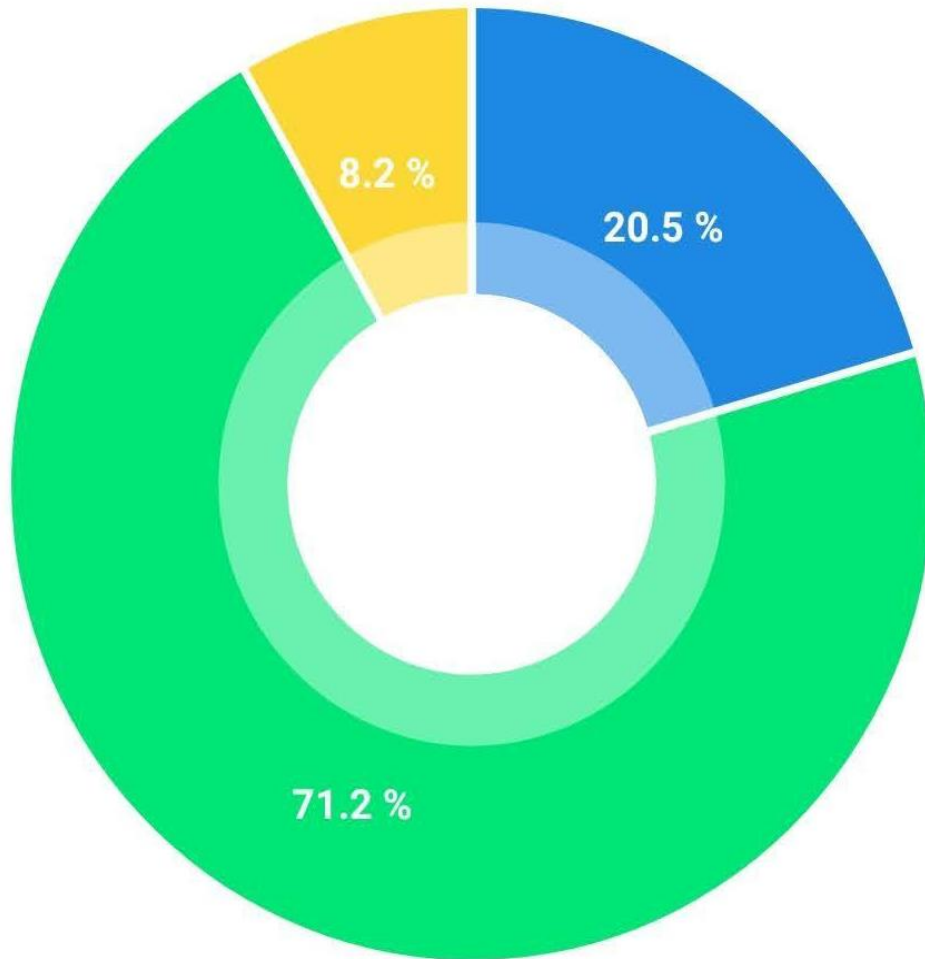
Graph 6: do you have children?

Living with children while working from home affects employee engagement,

Hence it was in important factor which was to be studied,

We observed a population of 71.2% was not living with children, this includes 52 employees out of 73

15 employees were living with children and made up to be 20.5% of employees

This question was not applicable to remaining 9 employees which was of 8% of total population

7. Number of dependents
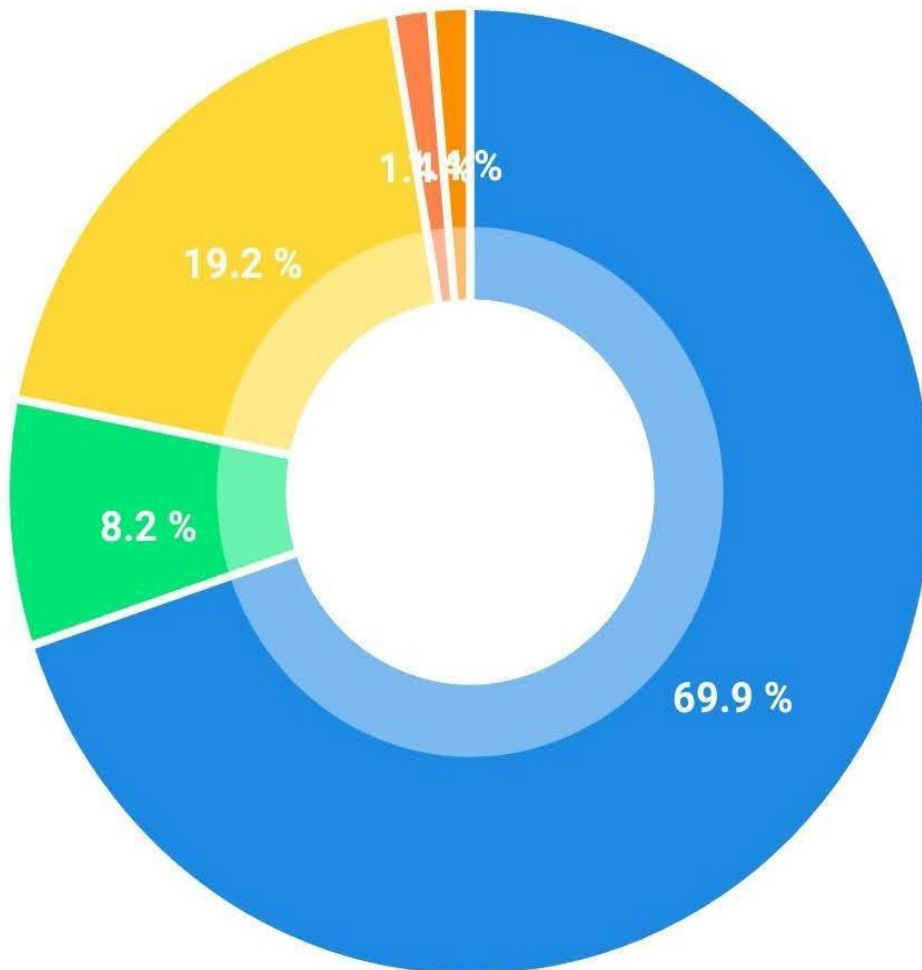
Graph 7: dependents

51 out of 73 employees do not have any dependent living with them

For this question we haven't considered spouse and children as dependents on an individual.

Therefore, we can say that 69.9% of employees do not have dependents.

6 individuals have 1 dependent living with them, i.e. 8.2% of total employees,

14 individuals have 2 dependents and contribute to be 19.2 %

3 individuals have 1 dependent

Only one individual have more than 3 dependents i.e. 1.3%

Remote working

Are you currently working from home or have you worked from home?

Graph 8: no of population working from home
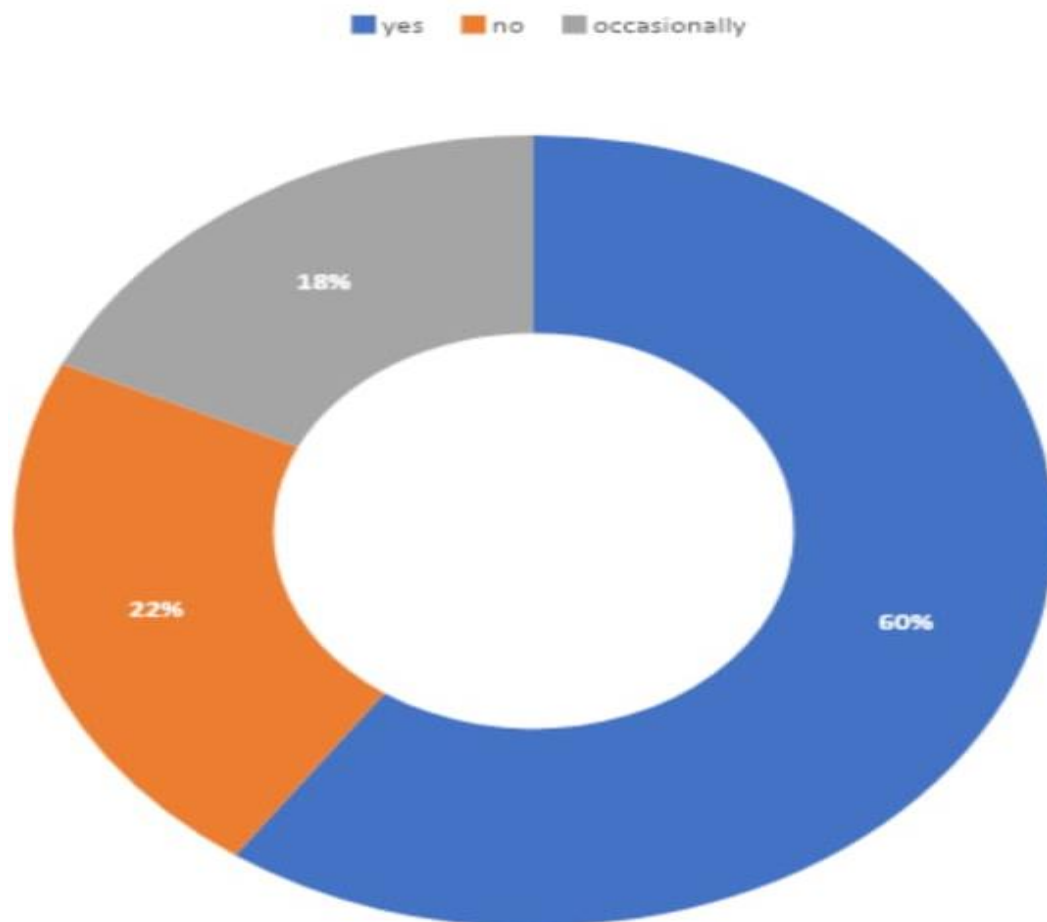
Since COVID 19 pandemic employees from all the sectors are working from home but a few professionals are working for more hours than before and haven't work from home since the pandemic

For example, doctors and medical industry related workers.

As this graph suggests, 60% of employees are working from home, 22% still have to perform onsite jobs and 18% of employees have to be on site occasionally and work from home for rest of the period.

How long have you been working from home?

Graph 9: duration of WFH
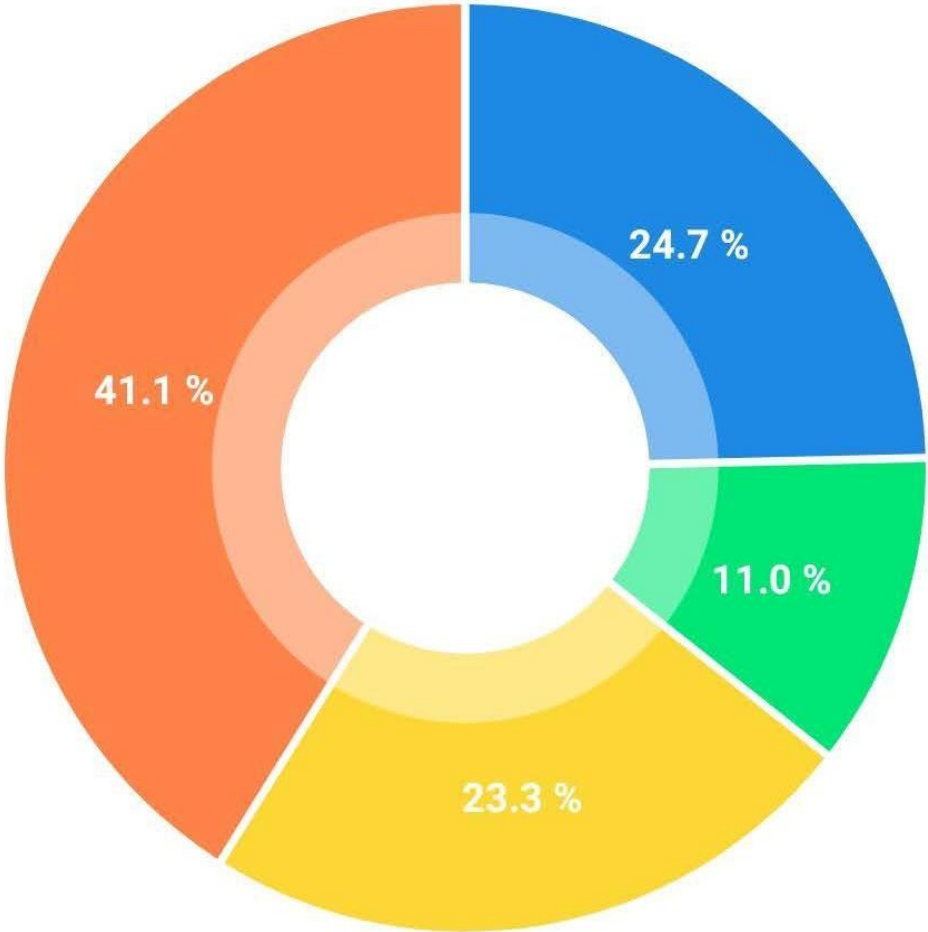
18 employees have been working from home since last 5 months – 24.75%

8 employees have been working from home since last 4 months – 11%

17 employees have been working from home since last 3 months – 23.3%

30 employees have been working from home for less 3 months - 41.1%

Do you have all the equipment necessary to work from home?

Graph 10: availability of quite place.

availability of QUITE place

■ yes ■ no

25%

75%
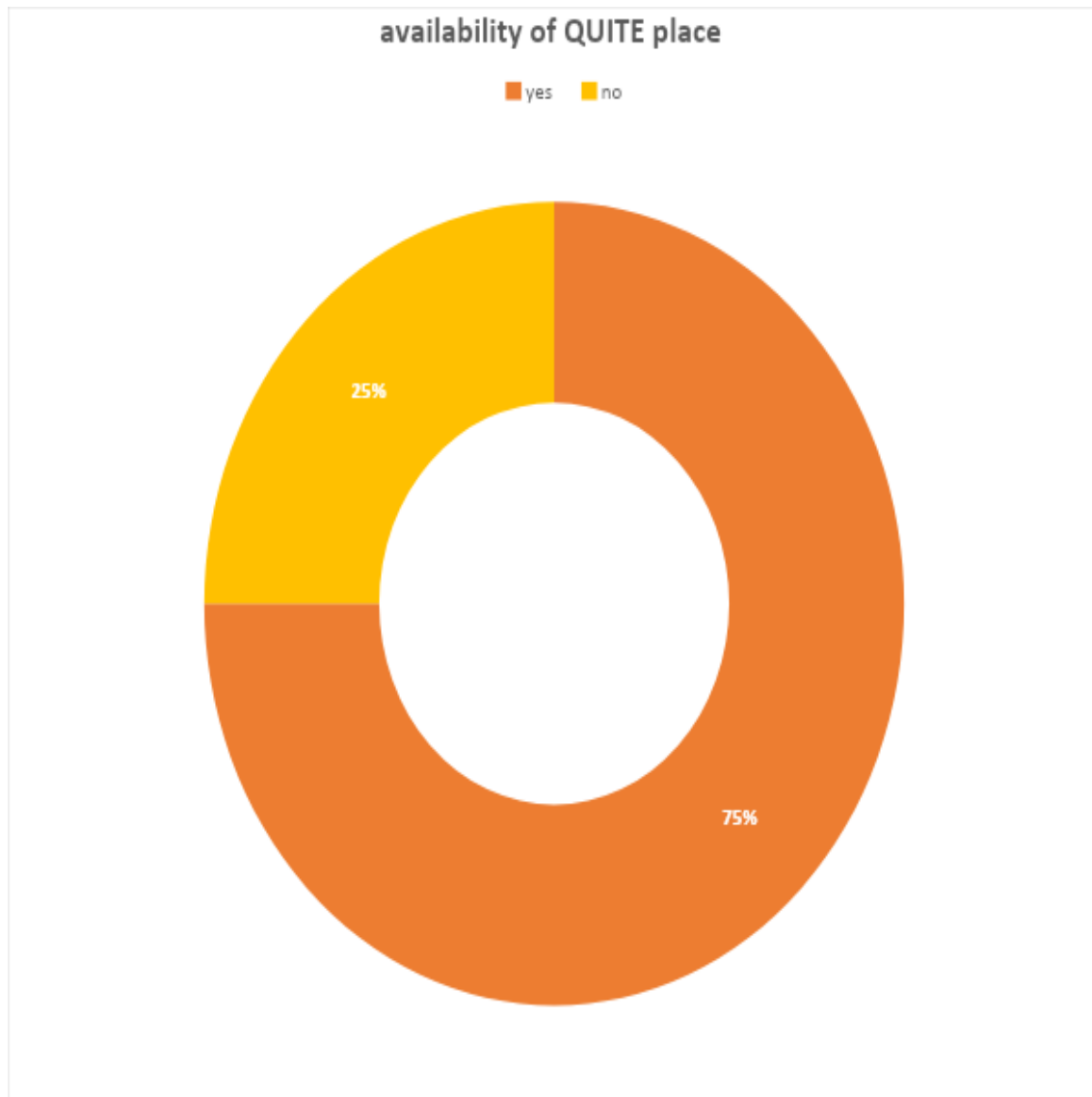
This graph shows 75 employees have separate working place to sit and concentrate on their work but 25% do not have a separate working place which makes it difficult for individuals to focus and creates distractions which employees are not used to in office

Working individuals have to face these challenges and come up with new and innovative solutions to cope with them.

Graph 11: availability of a good computer

A good computer/ laptop

■ yes   ■ no

18%

82%
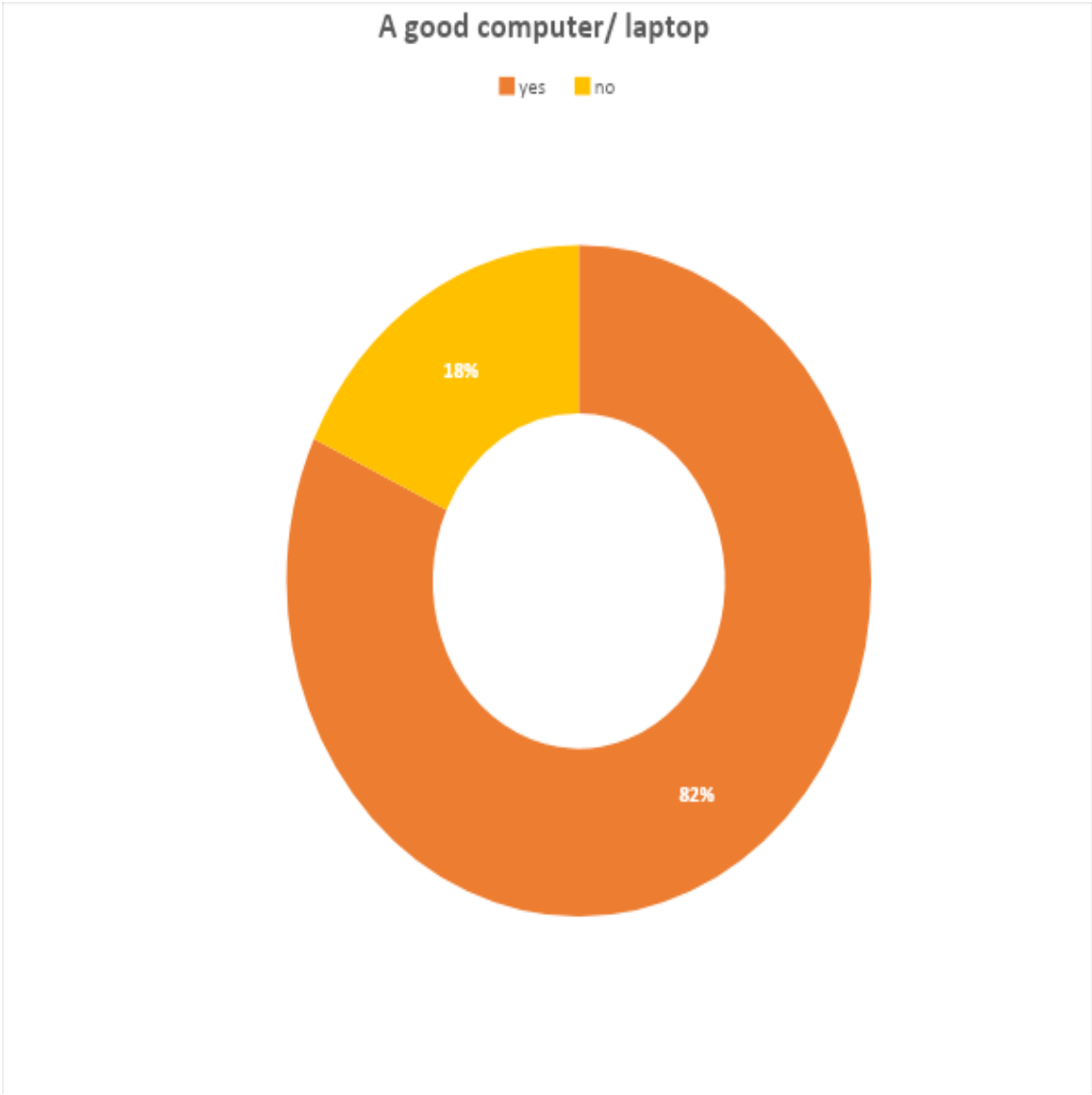
As much as a good working place, the availability of good laptop or PC is needed, 82% of employees have a good working device, a few companies have provided individuals all such facilities needed to perform their daily job and duties 18% of employees do not have a proper working device and hence have to face different challenges.

Graph 12: availability of a good Wi-Fi connection.

a good wifi connection

■ yes   ■ no

28%

72%
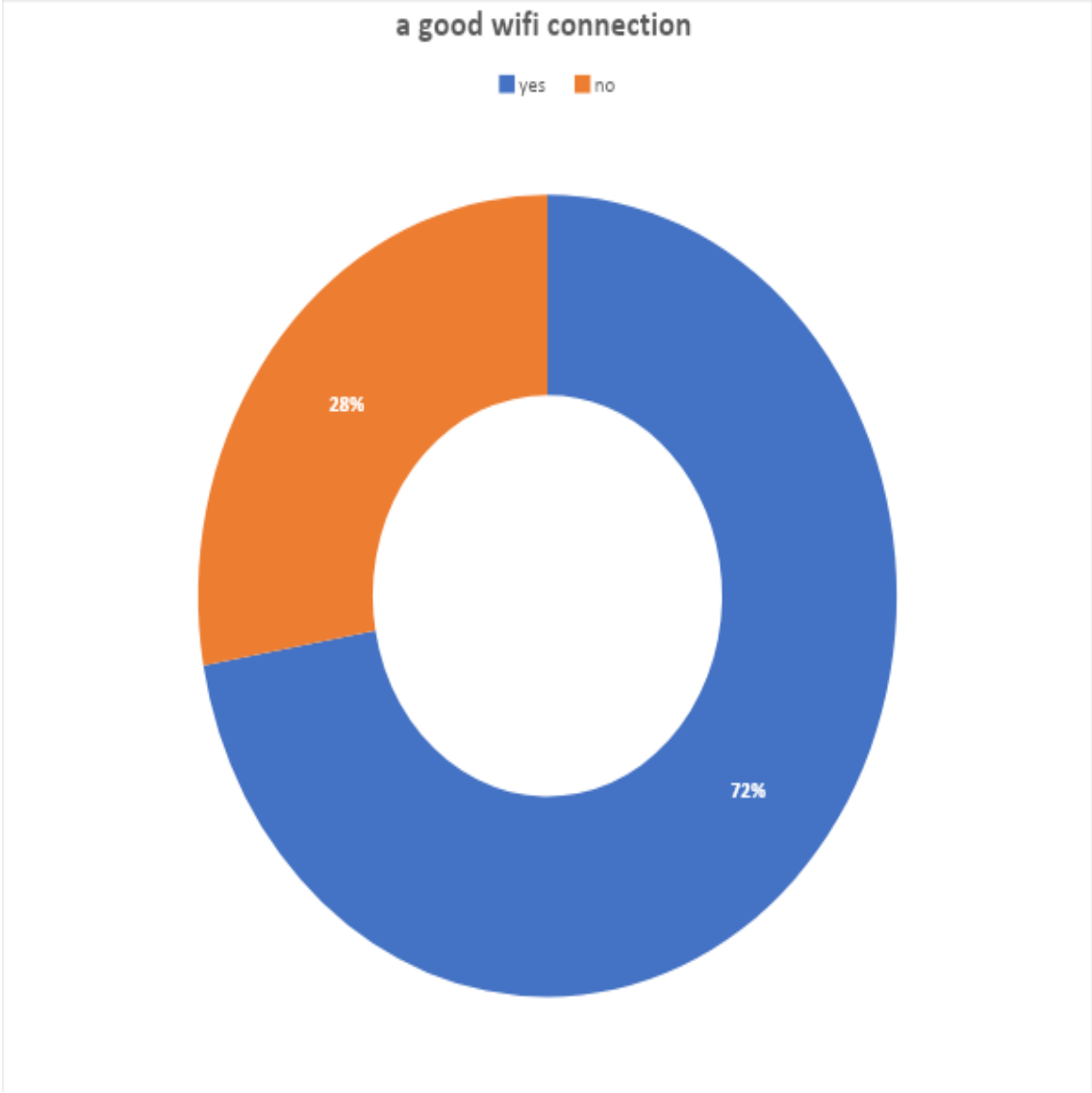
A strong internet connection is of crucial importance and unavailability of the same can cause frustration and irritation.

72% of employees have a network strong enough to perform their job duties.

28% do not have issues related to internet and devices.

Does remote working create any of the following feeling about your job?

Following four graphs show the frequency with which employee feel the Uncertainty, fear, stress, anxiety respectively towards their job, this study is based on impact of lockdown caused due to COVID 19 pandemic.

Graph 13: uncertainty
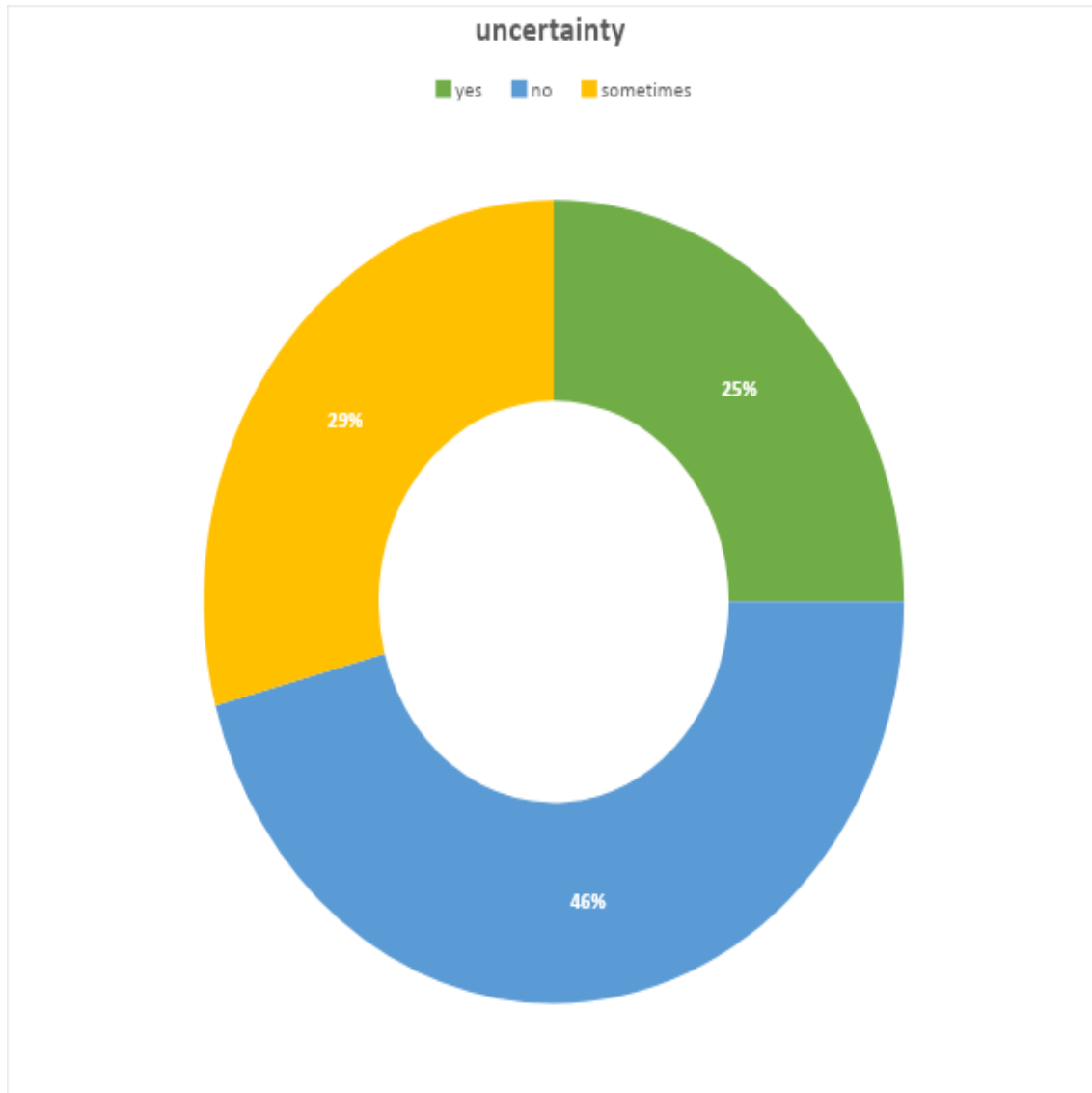
Due to COVID 19 and working from home employees feel uncertain about their job. Companies have been letting employees go at a rapid rate during this lockdown and hence creating uncertainty of job for employee. This can impact highly on engagement of an employee

Employee feel uncertain about their job which, this was also observed during the financial crisis of 2008.

We can see 25% of while population finds their job to be uncertain,

29% of employees say that they sometime face this emotion and remaining 46% do not find it relatable.

Graph 14: fear
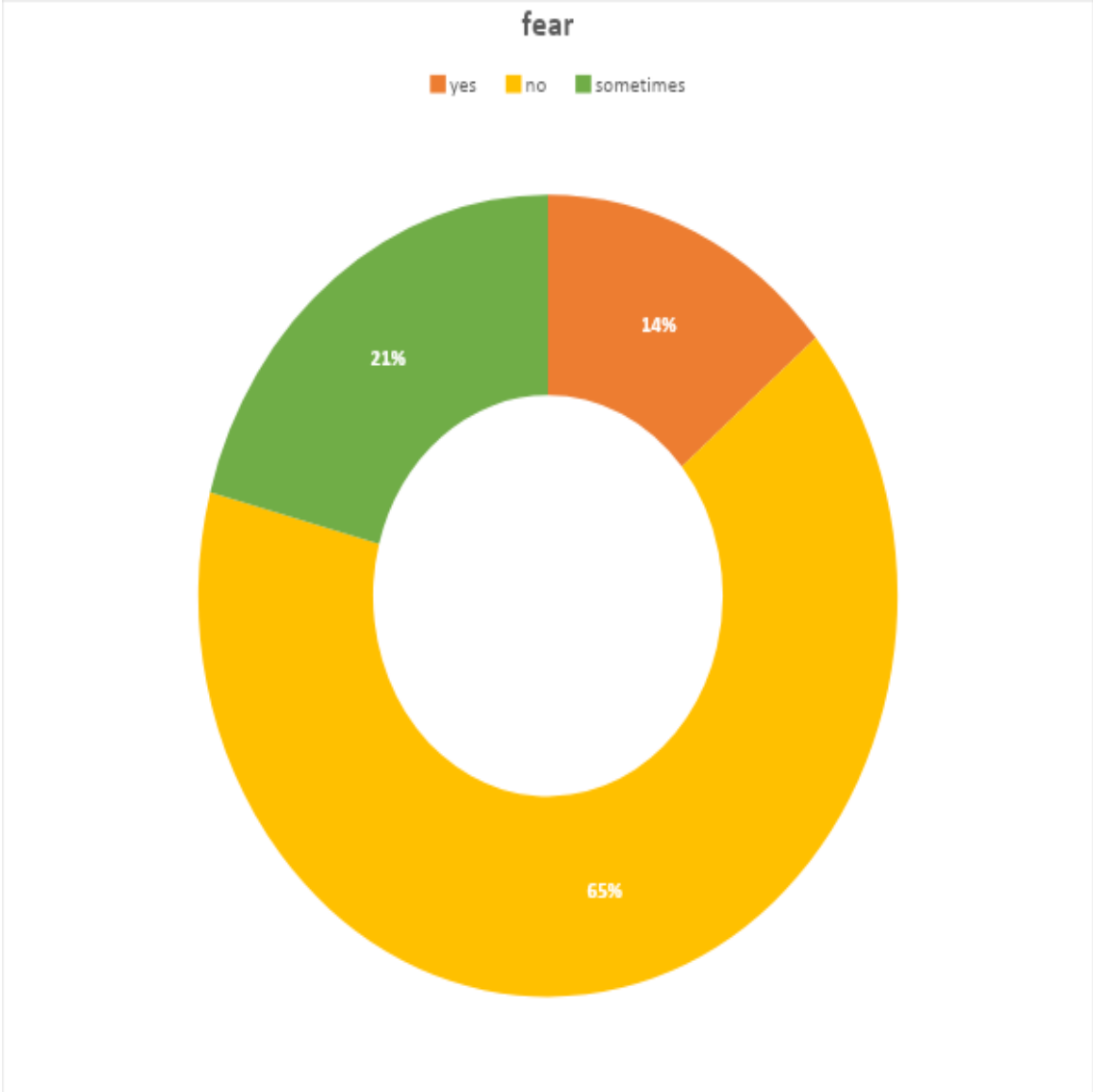
this graph suggest majority of employees do not feel any fear about their job, I.e. 65% of the sample of this study. Although 25% say that they feel some fewer about their job, and remaining 14% are not constantly in the feeling fear but it may have some effect on them, it can be observed consciously or felt subconsciously.

Graph 15: stress

stress

■ yes ■ no ■ sometimes

32% 32%

36%
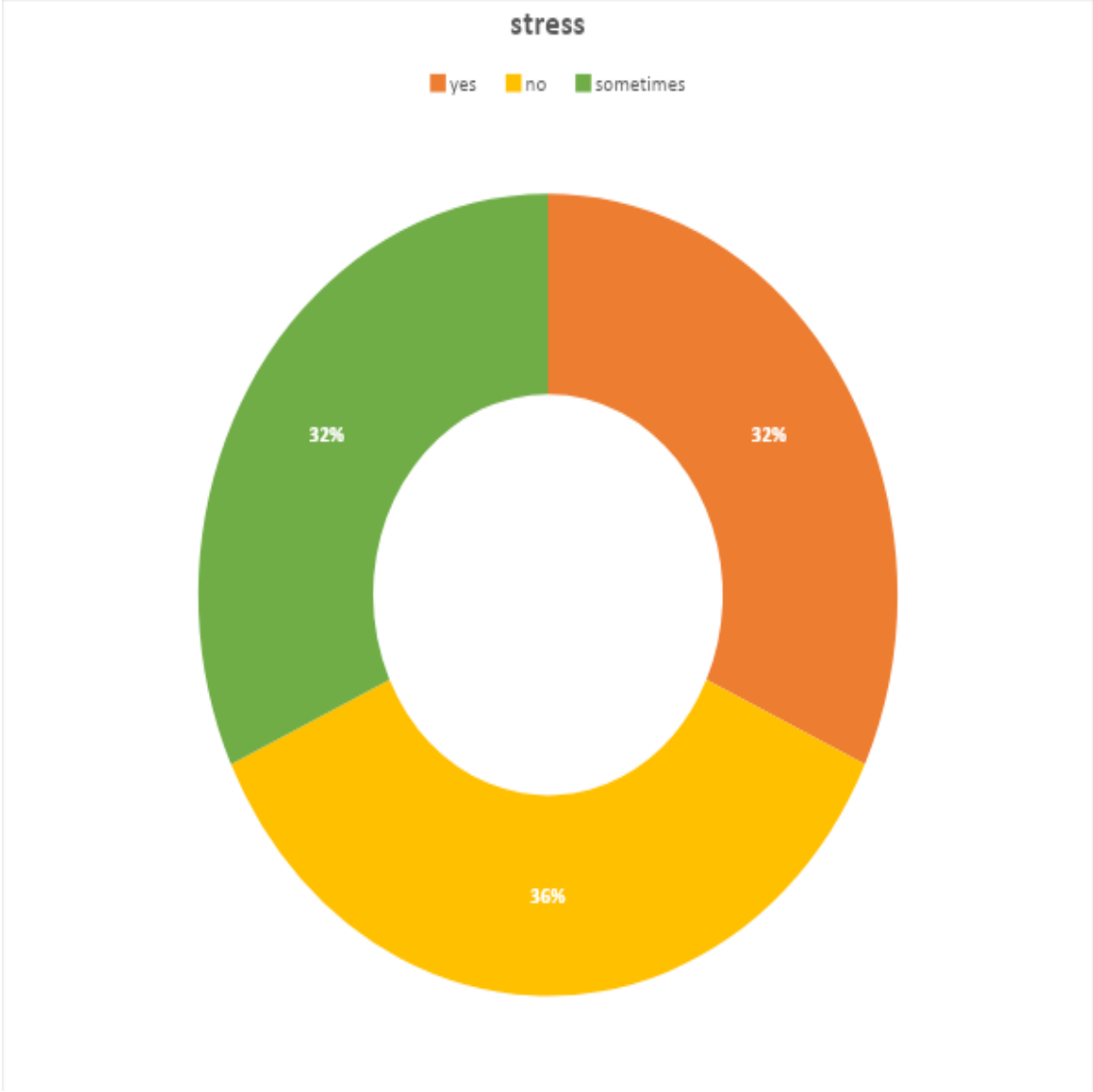
Employee have been adjusting to the changes in their working hours and working method in the lockdown. This may lead to more work load, more uncertainty and more distractions which in time can create stress.

As per this study, we can say that 32 percent of the whole population is under stress 36% of the whole population say that the condition can be stressful sometimes and remaining 32% of the population say that they there is no impact of stress due to long down.

Graph 16: Anxiety
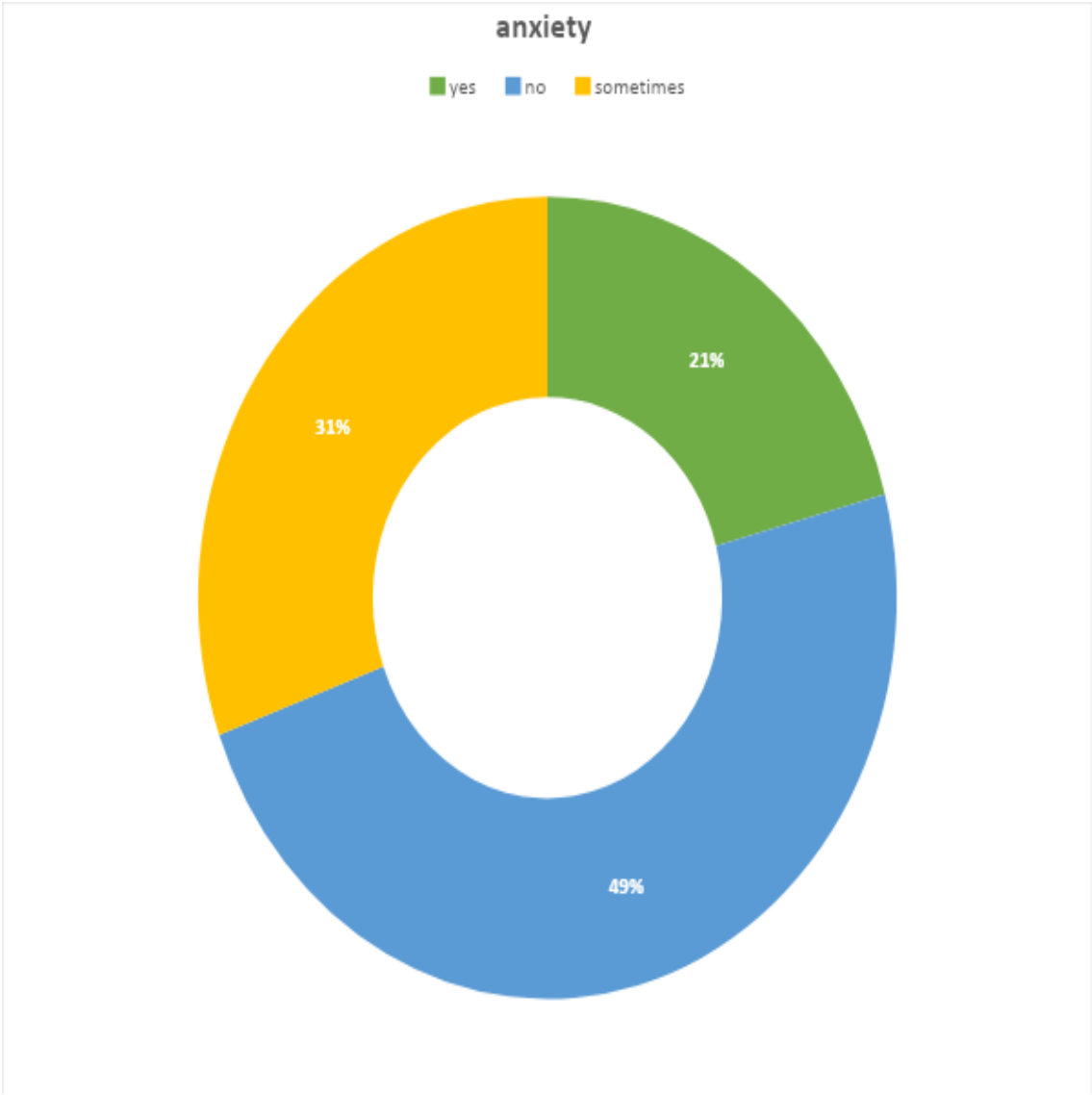
It was Observe that 21% of the whole population feel anxious about the job 49% of the valve operation said that they do not feel anxious about their job remaining 30% have said that job had some kind of effect on their. Anxiety in this lockdown anxiety can be triggered due to various reasons and this time period as help uncertainty of job.

Is working from home better than working from office?

Graph 17: is working from home better than onsite job.

Yes - 21
No - 48

30.4 %

69.6 %

When asked this question 30.4 % said yes, they find it easier to work from home but almost 70% people find in better to be on the job site.

If provided with all the good conditions like Wi-Fi ,a good computer etc. would you prefer working from home than working from office?
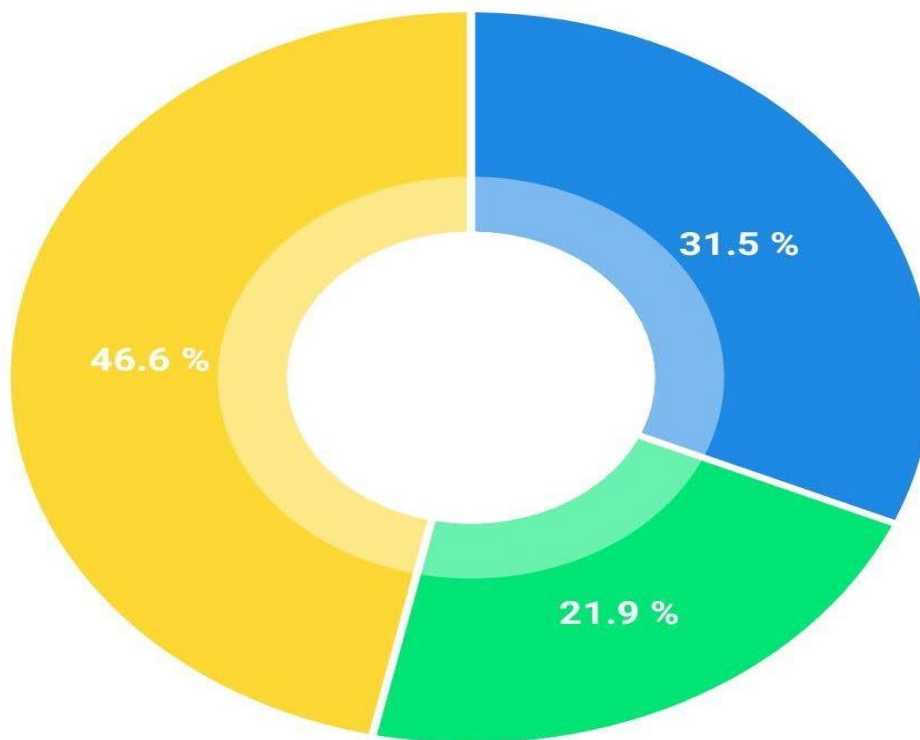
Graph 18: if provided with all the good conditions would you prefer to work from home.
31.5% Employee say that even if provided with all the good conditions at home like Wi-Fi, a good device etc. They would still prefer to be working onsite job but 21.9 percent of employees said that everything needed to get the job done perfectly is provided at home they are ready to and they prefer to work from home on the majority of 46.6 percent of employees said that they prefer to work from home occasionally which means they prefer to be at home if the work can be done efficiently from home but there are some kind of situations where an employee needs to be on side to get the work done hence employees should be e given permission to work from home

depending on the situation, this may bring is into their work and ID no engage as there is more freedom in this setting.

Are your working hours affected due to work from home?

Graph 19: are your working hours affected

Legend:
- Working less hours than before - 26
- Working more hours than before - 30
- Feels like working 24 by 7 now - 17

35.6 %
41.1 %
23.3 %
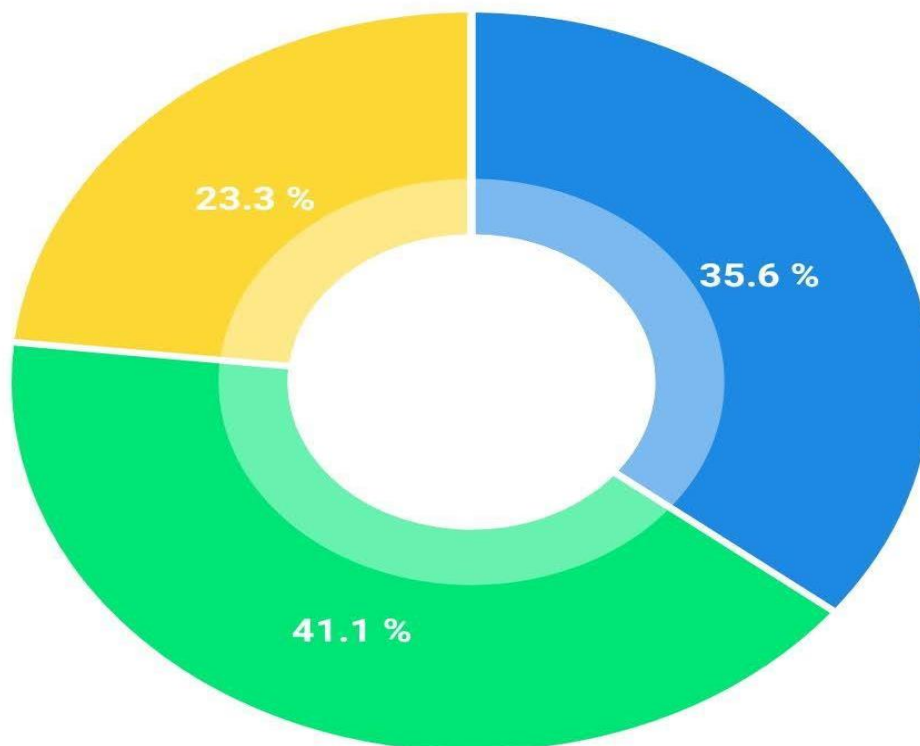
26 employees said that they are working lesson hours and their actual job working hours which makes up to be 35.6 percent of the whole population 30 out of 73 said that they are working for more hours than their usual working hours which makes of 240 1.1 % of the whole population and at last remaining 23.3% said that 8 they feel like they are working for 24 by 7 hours that is hold a loan which is used draw-back of working from home condition the company or the form

considered that the employee is available for work 24 by 7 just because they are connected with everyone through internet.

Limitations

As with every research, this study also has certain limitations. Limitations are mentioned below.

- This study is based on self-reported response of individuals as all responses were collected online via google form, respondents have given answ6as per their perception and their own understanding.
- For the purpose of study all sectors are not considered.
- For this research we have used the convenient sampling method to approach participants, this may lead to the question whether or not this will generalize the entire population.
- convenient sampling method is used hence the male female ratio is not equal.

DATA ANALYSIS

Data was analyses in SPSS using correlation, T test and ANOVA, for different factors

CORRELATION

Mean and Correlations for both variables are mentioned below in the table …….

Negative correlation was found between average remote working and average employee engagement. (-.023) this indicates that employee engagement will drop down with employees working from home.

Correlations		average_ee	average_remotworking
average_ee	Pearson Correlation	1	-.023
	Sig. (2-tailed)		.851
	N	72	72
average_remotworking	Pearson Correlation	-.023	1
	Sig. (2-tailed)	.851	
	N	72	72

RELIABLITY TEST

Reliability test was performed on 14 questions of questionnaire on employee engagement and the result was as follows: cronbach's alpha = .853

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.853	.858	14

T TEST

GENDER

Independent samples t test was conducted to compare if there is any significant difference in employee engagement based on gender.
Table 4 - denotes result of t test of effect on employee engagement based on gender of respondent.

This table shows average employee engagement of male was 3.89 (standard deviation = .452) for female respondents it was 3.97 (standard deviation =.568) effect of gender of respondent on on the engagement was found to be significant F= .719, P=.399

Table 4:

		Mean	SD	F	Sig.
Employee engagement	Female	3.97	.568	.719	.399
	Male	3.89	.452		

AGE

ANOVA

One-way ANOVA was conducted to compare if there is any significant difference between employee engagement based on age of respondents,

table 5 - shows results of One-way ANOVA analysis of employee engagement based on age of respondent.

analysis shows that

Average employee engagement for employees under age of 25 yrs. was 3.91

(Std. Deviation = .495)

Average employee engagement for employees in between 26 to 35 is 3.97

(Std. Deviation = .408)

Average employee engagement for employees in between 36 to 50 is 3.98

(Std. Deviation = .622)

Average employee engagement for employees in between above 51 & 51 is 3.88

(Std. Deviation = .790)

The effect of age of employees on employee engagement was found to be significant F = .106 and P=.957

Table 5:

		Mean	SD	F	Sig.
Employee engagement	Below 25 & 25	3.91	.495	.106	.957
	26 to 35	3.97	.408		
	36 to 50	3.98	.622		
	above 51 & 51	3.88	.790		

TOTAL WORK EXPERIENCE

One-way ANOVA was conducted to compare if there is any significant difference between
employee engagement based on total work experience of employees.
table 6, shows results of one-way ANOVA analysis of employee engagement based on total
work experience of employees.
analysis shows that
Average employee engagement for employees with work experience below 10 yrs. is 3.95
(Std. Deviation = .485)
Average employee engagement for employees in with work experience below 20 yrs. is 3.80
(Std. Deviation = .666)
 Average employee engagement for employees with work experience below 30 yrs. is 3.83
(Std. Deviation = .757)
Average employee engagement for employees with work experience more than 30 yrs. is 3.98
(Std. Deviation = .605)
The effect of total work experience of employees on employee engagement was found to be
significant F = .241 and P=868

ANOVA

Table 6:

		Mean	SD	F	Sig.
Employee engagement	below 10 yrs	3.95	.485	.214	.868
	below 20 yrs	3.80	.666		
	below 30 yrs	3.83	.757		
	more than 30 yrs	3.98	.605		

WORKING WITH CUREENT ORGANIZATION

ANOVA

One-way ANOVA was conducted to compare if there is any significant difference between employee engagement based on time spent working with the current organization,

table 7 shows results of one-way ANOVA analysis of employee engagement based on time spent working with the current organization.

analysis shows that

average employee engagement for employees working with current organization for less than 1 yr. is 3.98 (Std. Deviation = .375)

average employee engagement for employees working with current organization for 2 to 5 yrs. is 3.85 (Std. Deviation = .569)

average employee engagement for employees working with current organization for 6 to 10 yrs. is 4.24 (Std. Deviation = .605)

average employee engagement for employees working with current organization for 10 to 2 yrs. is 3.81 (Std. Deviation = .537)

the effect working with current organization of employees on employee engagement was found to be significant F = 1.204 and P=.315

Table 7:

		Mean	SD	F	Sig.
Employee engagement	less than 1 yrs.	3.98	.375	1.204	.315
	2 to 5 yrs.	3.85	.569		
	6 to 10 yrs.	4.24	.605		
	10 to 20 yrs.	3.98	.537		

ARE YOU MARRIED

Independent samples T test was conducted to compare if there is any significant difference in employee engagement based on marital status of the respondent.

Table 8 denotes result of t test of effect on employee engagement based on marital status of respondent.

This table shows average employee engagement of married respondents was 3.92 (standard deviation = .674) and that of unmarried respondents it was 3.93 (standard deviation =.450) effect of marital status of respondent on the engagement was found to be significant F= 9.941, P=.002

T test

Table 8:

		Mean	SD	F	Sig.
Employee engagement	Yes	3.92	.674	.9.941	.002
	no	3.93	.450		

DO YOU HAVE CHILDREN

Independent samples t test was conducted to compare if there is any significant difference in employee engagement based on having children to be taken care of.

Table 9 denotes result of t test of effect on employee engagement based on their having children to be taken care of.

This table shows average employee engagement of respondents having children was 3.89 (standard deviation = .715) and that of respondents without any children was 3.94 (standard deviation =.460) effect of

having children of respondent on the engagement was found to be significant F=12.948, P=.001

T Test

Table 9:

		Mean	SD	F	Sig.
Employee engagement	Yes	3.89	.715	12.948	.001
	no	3.94	.460		

ANOVA

One-way ANOVA was conducted to compare if there is any significant difference between employee engagement based on having children to be taken care of,

table 10 shows results of one-way ANOVA analysis of employee engagement based on respondents having children to be taken care of.

analysis shows that

 Average employee engagement for employees who had children is 3.89

 (Std. Deviation = .715)

 Average employee engagement for employees who did not had children is 3.94

(Std. Deviation = .460)

 Average employee engagement for employees who find this to be not applicable is 3.88

 (Std. Deviation = .293)

The effect working with current organization of employees on employee engagement was found to be significant F = .091 and P=.914

Table 10:

		Mean	SD	F	Sig.
Employee engagement	yes	3.89	.715	.091	.914
	no	3.94	.460		
	N.A.	3.88	.293		

NO OF DEPENDENTS

ANOVA

One-way ANOVA was conducted to compare if there is any significant difference between employee engagement based on number of dependents,

table 11 shows results of one-way ANOVA analysis of employee engagement based on number of dependents.

analysis shows that

Average employee engagement for employees with no dependent is 3.96
 (Std. Deviation = .495)
 Average employee engagement for employees with 1dependent is 3.75
(Std. Deviation = .415)
 Average employee engagement for employees with 2 dependents is 3.81
(Std. Deviation = .444)
average employee engagement for employees with 3 dependents is 4.07
average employee engagement for employees with more than 3 dependent is 4.93

the effect of age of employees on employee engagement was found to be significant F = 1.482 and P= .218

Table11:

		Mean	SD	F	Sig.
	none	3.96	.521		
Employee engagement	1	3.75	.415	1.482	.218
	2	3.81	.444		
	3	4.07	.		
	More than 3	3.93	.		

ARE YOU OR HAVE YOU BEEN WORKING FROM HOME

Table 12:

		Mean	SD	F	Sig.
Employee engagement	yes	3.96	.432	.304	.739
	no	3.85	.587		
	occasionally	3.91	.650		

HOW LONG HAVE YOU BEEN WORKING FROM HOME

One-way ANOVA was conducted to compare if there is any significant difference between employee engagement based on duration of working from home of respondents, table 11 shows results of one-way ANOVA analysis of employee engagement based on duration of working from home of respondents.

analysis shows that average employee engagement for employees who have been working from home for less than 3 months. was 3.9 (Std. Deviation = .605)

average employee engagement for employees who have been working from home since last 3 months. was 4.13 (Std. Deviation = .320)

average employee engagement for employees who have been working from home since last 4 months. was 3.71 (Std. Deviation = .366)

average employee engagement for employees who have been working from home since last 5 months. was 3.87 (Std. Deviation = .486)

the effect of age of employees on employee engagement was found to be significant F = 1.504 and P=.221

Table 13:

		Mean	SD	F	Sig.
Employee engagement	less than 3 months	3.90	.605	1.504	.221
	past 3 months	4.13	.320		
	past 4 months	3.71	.366		
	past 5 months	3.87	.487		

DO YOU HAVE A GOOD LAPTOP

Independent samples t test was conducted to compare if there is any significant difference in employee engagement based on employee having a good laptop to work on.

Table 14 denotes result of t test of effect on employee engagement based on having a good laptop to work on.

This table shows average employee engagement of respondents had a good laptop to work on was 3.93 (standard deviation = .507) and that those who don't have a good laptop to work on was 3.94

(standard deviation =.524) effect of

gender of respondent on the engagement was found to be significant F= .0.75 , P=.784

Table 14:

		Mean	SD	F	Sig.
Employee engagement	Yes	3.93	.507	.075	.784
	no	3.94	.524		

WORKABLE PLACE

Independent samples T test was conducted to compare if there is any significant difference in employee engagement based on employee having quiet place to work.

Table 15 denotes result of t test of effect on employee engagement based on having quiet place to work.

This table shows average employee engagement of respondents having quiet place to work was 3.95 (standard deviation = .478) and that those who don't have quiet place to work was 3.85 (standard deviation =.593) effect of employee having quiet place to work of respondent on the engagement was found to be significant F= 1.556 , P=.216

Table 15:

		Mean	SD	F	Sig.
Employee engagement	Yes	3.95	.670	1.556	.216
	no	3.86	.590		

WIFI

Independent samples T test was conducted to compare if there is any significant difference in employee engagement based on employee having strong WIFI.

Table 16 denotes result of t test of effect on employee engagement based on having strong WIFI to work.

This table shows average employee engagement of respondents having strong WIFI to work was 3.85 (standard deviation = .485) and that those who WIFI to work was 4.12 (standard deviation =.522) effect of having strong

WIFI of respondent on the engagement was found to be significant F= .267 , P=.607

Table 16:

		Mean	SD	F	Sig.
Employee engagement	Yes	3.85	.455	.267	.607
	no	4.12	.522		

DOES REMOTE WORKING CREATE ANY OF THE FOLLOWING FEELING IN YOUR MING

uncertainty

T test

Independent samples t test was conducted to compare if there is any significant difference in employee engagement based on the feeling of uncertainty towards their job.

table 17 denotes result of t test of effect on employee engagement based on their feeling of uncertainty towards their job.

This table shows average employee engagement of respondents who feel uncertain was 4.15 (standard deviation = .505) and that those who don't feel uncertain was 3.89 (standard deviation =.482) effect of

gender of respondent on on the engagement was found to be significant F= 0.15, P=.902

Table 17:

		Mean	SD	F	Sig.
Employee engagement	Yes	4.15	.505	.015	.902

	no	3.89	.482		

ANOVA

One-way ANOVA was conducted to compare if there is any significant difference between employee engagement based on the respondents feeling uncertainty towards their job,

table 18. shows results of one-way ANOVA analysis of employee engagement based on uncertainty of respondent.

analysis shows that

average employee engagement for employees feeling uncertainty towards their job was 4.15 (Std. Deviation = .505)

average employee engagement for employees who did not feel any uncertainty towards their job was 3.98 (Std. Deviation = .482)

average employee engagement for employees who sometimes felt uncertainty towards their job was 3.80 (Std. Deviation = .505)

the effect of uncertainty of employees on employee engagement was found to be significant F = 2.734 and P =.072

Table 18:

		Mean	SD	F	Sig.
Employee engagement	Yes	4.15	.505	2.734	0.72
	No	3.89	.482		
	sometimes	3.80	.505		

FEAR

one way ANOVA was conducted to compare if there is any significant difference between employee engagement based on the respondents feeling fear towards their job,

table 19 shows results of one way ANOVA analysis of employee engagement based on fear of respondent.

analysis shows that

average employee engagement for employees feeling fear towards their job was 4.11 (Std. Deviation = .623)

average employee engagement for employees who did not feel any fear towards their job was 3.91 (Std. Deviation = .447)

average employee engagement for employees who sometimes felt fear towards their job was 3.87 (Std. Deviation = .603)

the effect of fear of employees on employee engagement was found to be significant $F = .818$ and $P = .446$

Table 19:

		Mean	SD	F	Sig.
Employee engagement	Yes	4.11	.623	.818	.446
	No	3.91	.447		
	sometimes	3.87	.603		

Anxiety

one way ANOVA was conducted to compare if there is any significant difference between employee engagement based on the respondents feeling anxiety towards their job, table 20 shows results of one way ANOVA analysis of employee engagement based on anxiety of respondent.

analysis shows that

 average employee engagement for employees feeling anxiety towards their job was 4.03(Std. Deviation = .468)

 average employee engagement for employees who did not feel any feel anxiety towards their job was 3.95 (Std. Deviation = .530)

 average employee engagement for employees who sometimes felt anxiety towards their job was 3.80 (Std. Deviation = .512)

the effect of anxiety of employees on employee engagement was found to be significant F =1 .205 and P =.306

Table 20:

		Mean	SD	F	Sig.
Employee engagement	Yes	4.03	.468	1.205	.306
	No	3.95	.530		
	sometimes	3.80	.512		

STRESS

one way ANOVA was conducted to compare if there is any significant difference between employee engagement based on the respondents feeling stress towards their job,

table 21 shows results of one way ANOVA analysis of employee engagement based on stress of respondent.

analysis shows that

average employee engagement for employees feeling stress towards their job was 3.90 (Std. Deviation = .514)

average employee engagement for employees who did not feel any feel stress towards their job was 3.91 (Std. Deviation = .527)

average employee engagement for employees who sometimes felt stress towards their job was 3.98 (Std. Deviation = .488)

the effect of stress of employees on employee engagement was found to be significant F =.164 and P =.849

Table 21:

		Mean	SD	F	Sig.
Employee engagement	Yes	4.11	.623	.818	.446
	No	3.91	.447		
	sometimes	3.87	.603		

Is working from home better than onsite job

Independent samples t test was conducted to compare if there is any significant difference in employee engagement based on their preference in working from home and working on site job. Table 22 denotes result of t test of effect on employee engagement based on their preference in working from home and working on site job.

This table shows average employee engagement of respondents who prefer to be working from home was 3.93 (standard deviation = .440) and that those who prefer to

 be working on site was 3.94 (standard deviation =.553) effect of their preference in working from home and working on site job

of respondent on the engagement was found to be significant F= 1.696 , P=.197

Table 22:

		Mean	SD	F	Sig.
Employee engagement	Yes	3.93	.440	1.696	.197
	No	3.94	.553		

If provided with all the equipment would you prefer working from home or onsite job

one way ANOVA was conducted to compare if there is any significant difference between employee engagement based on the situation in which if employees are provided with

 all the needed equipment at home then what would they prefer, to work from home or be on site of the job.

Table shows results of one way ANOVA analysis of employee engagement based on employees preference between working from home or being on site of the job.

analysis shows that

average employee engagement for employees who preferred to be working fro home in the considered situation is 3.96 (Std. Deviation = .356)

average employee engagement for employees who did not preferred to be working fro home in the considered situation is 3.57 (Std. Deviation = .632)

average employee engagement for employees who sometimes preferred to be working fro home in the considered situation was 4.07 (Std. Deviation = .467)

the effect of employees preference between working from home or being on site of the job of employees on employee engagement was found to be significant F = 5.859 and P =.004

Table 23

		Mean	SD	F	Sig.
Employee engagement	Yes	3.96	.365	5.859	.004
	No	3.57	.632		
	sometimes	4.07	.467		

Are your working hours affected during lockdown

one way ANOVA was conducted to compare if there is any significant difference between employee engagement based effect on working hours of an employee.

Table 24 shows results of one way ANOVA analysis of employee engagement based on effect on working hours of an employee.

analysis shows that

average employee engagement for employees who were working less hours than before was 3.19 (Std. Deviation = .513)

average employee engagement for employees who were working more hours than before was 3.83 (Std. Deviation = .464)

average employee engagement for employees who felt as if they were working 24 by 7 was 4.15 (Std. Deviation = .534)

the effect of working hours of an employee on employee engagement was found to be significant F = 2.255 and P =.113

Table 24:

		Mean	SD	F	Sig.
Employee engagement	Working less hours than before	3.91	.513	2.255	.113
	Working More hours than before	3.83	.464		
	Feels like working 24 by 7	4.15	.534		

FINDINGS AND RECOMENDATION

Based on the findings of this study there is negative correlation between employee engagement and remote working. In previous time employee engagement was affected by different intrinsic and extrinsic factors. Engagement of an employee in the workplace and engagement of an employee in remote working that is why they are working from home is affected by different factors here we have studied a few of these factors for e.g. employee's marital status, whether or not employ have a dependent, whether or not they have a child to be taken care of as all of these factors need time and energy and can cause distractions while working.

In this study we have observed relation of different factors like marital status, employees is availability of devices like laptop a good strong Wi-Fi network an employee engagement

Based on this study we can conclude that occasionally working from home can induce employee engagement employees do not want to be working from home on regular basis not do they want to be onsite when they are needed by their family members. This lockdown and covid-19 pandemic has forced working from home on all of the employees the situation creates lack of collaboration, inefficiency in getting task done perfectly, fluctuation in working hours.

To induce engagement in previous times there were different techniques suggested by the specialist but now as the work environment is changing there is need to implement different engagement techniques to increase employee engagement.

CONCLUSION

Employee engagement is of crucial importance as we all know this factor is studied by a lot of different Specialists in different countries this paper contributes to study impact of lockdown of employee engagement   as employees are working from home.

In this study we found negative correlation between employee engagement and remote working this suggests that as the employee works from remote location, the engagement reduces, although some of papers studying the engagement of employee in the starting of the lockdown suggested that there was increase in the employee engagement like never before, additional 36.9 percent of employees where found to be engaged in in the starting period of this lockdown as the lockdown continued, at the end the employee engagement was observed to be reducing again, employees was missing their work culture and wanted to get back to office.

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Impact of Covid-19 Pandemic on Working Culture: An Exploratory Research Among Information Technology (IT) Professionals in Bengaluru, Karnataka (India)

Mithilesh Kumar Singh, PhD Research Scholar, Jain University and Marketing Manager - Caterpillar India Pvt. Ltd Bengaluru, Karnataka (India). DR. Vijay KumarAssistant Professor, Department of Journalism and Communication, School of Media and Communication

Manipal University Jaipur,Jaipur, Rajasthan (India).

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The Impact of Human Resource Management Practices on Competitive Advantage: Mediating Role of EmployeeEngagement in Thailand

Chayanan Kerdpitak 1, Kittisak Jermsittiparsert 2, 3*

Department for Management of Science and Technology Development, Ton Duc Thang University, Ho Chi Minh City, VietnamFaculty of Social Sciences and Humanities, Ton Duc Thang University, Ho Chi Minh City, Vietnam

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APPENDIX

Coding sheet

Sr. No.	Question	Variable	Coding information
1	Gender	female	0
		Male	1
2	age	below 25 and 25	1
		26 to 35	2
		36 to 50	3
		about 51 and 51	4
3	Dapartment/ industry	account ,banking legal advocate commerce finance insurance	0
		science engineering environment Chemistry research	1
		IT software services	2
		HR Consulting counselling, marketing	3
		arts design business freelancers travel and tourism, film and tv	4
		telecommunication	5
		government real estate others hospitality manufacturing	6
4	total work experience	below 10 years	0
		below 20	1
		below 30	2
		more than 30	3

5	working with current organization	less than 1 year	0
		2 to 5 years	1
		6 to 10 years	2
		10 to 20 years	3
6	marital status	Yes	0
		No	1
7	children	Yes	0
		No	1
		NA	2
8	number of dependents	None	0
		1	1
		2	2
		3	3
		4	4
9	are you working from home or have you worked from home	yes	0
		no	1
		occasionally	2
10	how long have you been working from home	less than 3 months	1
		3 months	2
		4 months	3

		5 months	4
11	do you have laptop quiet place and Wi-Fi	Yes	0
		No	1
12	does remote working create uncertainty fear stress about your job	Yes	0
		No	1
		Sometimes	2
13	is wfh better than onsite job	Yes	0
		No	1
14	provided with all the good conditions would you prefer working from home	Yes	0
		No	1
		Sometime	3
15	are you working fh or have you worked fh	yes	0
		no	1
		occasionally	2
16	how long have you been working from home	less than 3 months	1
		3 months	2
		4 months	3

		5 months	4
17	do you have laptop quiet place and Wi-Fi	Yes	0
		No	1
18	does remote working create uncertainty fear stress about your job	Yes	0
		No	1
		Sometimes	2
19	how long have you been working from home	less than 3 months	1
		3 months	2
		4 months	3
20	do you have laptop quiet place and Wi-Fi	Yes	0
		No	1
21	does remote working create uncertainty fear stress about your job	Yes	0
		No	1
		Sometimes	2
22	is wfh better than onsite job	Yes	0
		No	1

23	provided with all the good conditions would you prefer working from home	Yes	0
		No	1
		Sometime	3
24	are your working hours affected	working less than before	1
		working more than before	2
		feels like working 24 by 7	3
25	employee engagement questionnaire	strongly disagree	1
		Disagree	2
		Neutral	3
		Agree	4
		strongly agree	5

QUESTIONNAIRE

Section A - demographic information

Please provide the following information.

1. Name (optional)—
2. Gender – Male   / Female
3. Age (in years)—
4. Department/industry—
5. Total work experience in year—
6. How long have you been working with the current organisation.—

7. Are you married? -- Yes   / No

8. Do you have any children – Yes   / No

9. Number of dependents (if any) –

   - None,
   - 1,
   - 2,
   - 3,
   - more than 4

10. What type of flat do you own?

   - 1BHK,
   - 2BHK
   - 3BHK

Questions related to remote working

1. Are you working from home? – Yes / No

2. How long have you been working from home? –

   - Past 5 months
   - Past 4 months
   - Past 3 months
   - Less than 3 months

1. Do you have all the equipment needed?

   - Computer
   - Quiet space
   - Wi-Fi

1. Is remote working creating any uncertainty in your mind about the job —   Yes   / No   /
sometimes

1. Is remote working creating any stress in your mind about the job -- Yes   / No   /
sometimes

1. Is working from home better than working from office?
   Yes / no.

1.   If provided all the good conditions like Wi-Fi ,a good computer etc do you prefer to work from home or working from office?

1.   Are your working hours affected due to work from home?

Section B

Please indicate the frequency with which you have felt in the following way in the past three months.

- 1 – Strongly disagree
- 2—Disagree
- 3—neutral
- 4 –Agree
- 5—Strongly agree

No.	Statement	1	2	3	4	5
1	I am willing to push myself to reach challenging goals					
2	I am prepared to devote myself to performing my job duties					
3	I get excited thinking about the new ways to perform my job more effectively					
4	I am enthusiastic about providing the high quality product or service					
5	I am willing to go the extra mile to perform my job duties better.					
6	Trying to constantly improve my job performance is very important to me					
7	My job is a source of personal Pride					

8	I am determined to be complete and thorough with all my job duties					
9	I am ready to put my heart and soul into work					
10	My boss takes an active role in helping me grow and develop my full potential					
11	When I share my work problem with my supervisor he / she respond constructively.					
12	My boss encourages and recognises suggestions for improvement.					
13	My boss recognises high and low performers					
14	My boss removes roadblocks to my success					

THANK YOU