

Work-home interaction: a challenge to human resource management

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Abstract

Purpose – The main aim of the existing study is to assess work-home interaction which is a challenge to human resource management (HRM).

Design/methodology/approach – The existing research is primary in nature. The sample size of the study is 285. The responses obtained from structured questionnaire. The qualitative data collected from secondary sources. For quantitative analysis various statistical tools have been applied, namely, Cronbach Alpha test, Correlation analysis and Regression analysis. The variables under study was work environment, training opportunities, career opportunities, pay structure and technology factors.

Findings – As the recent pandemic continues to spread, all institutions should essentially remain alert and adaptable to new circumstances. HRM was essential throughout the pandemic, but now more than ever HR professionals must go above and beyond to meet the demands of organizations. The purpose of this study was to illuminate some of the most significant HR concerns that have surfaced in the aftermath of recent pandemics.

Social implications – Employees' perspectives on work and life have shifted as a result of the added stress brought on by pandemic. So, businesses should provide crucial care to their workers' spirits and also HR professionals should pay close attention to their concerns and address the same thoughtfully.

Originality/value – The research adds to the current literature by illuminating the additional HR difficulties that have emerged in the wake of the global epidemic. More research may reveal additional significant HR difficulties, but these are a good place to start.

Keywords Challenges, Factors, Human resource management, Work from home

Paper type Research paper

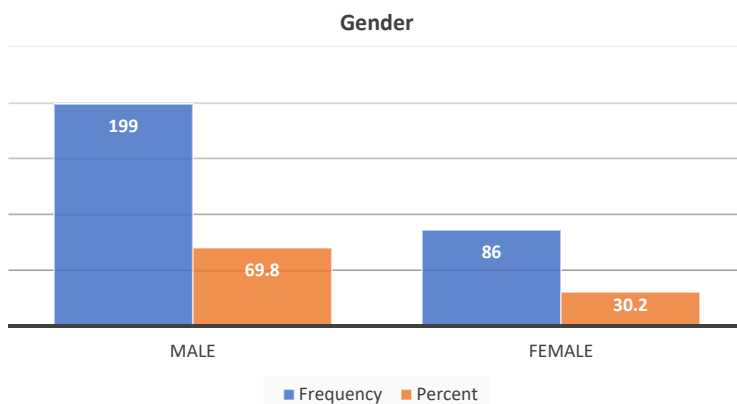


Introduction

The global population has shifted significantly due to the recent pandemic (Osborne & Hammoud, 2017). It has impacted almost every industry on the planet, and the unforeseen shifts have made things very tough for firms. However, the HR field has been hit the worst by the alterations brought about by the recent pandemic (Alzyoud, 2018). Pandemic compelled businesses to alter their methods of operation and encourage more online engagement. Companies modified their policies to accommodate employees' requests for flexible work arrangements, including telecommuting, shortened workdays, postponed business trips and virtual seminars (Vandana & Murthy, 2022). As a result of the epidemic, companies are paying more attention to their workers' personal lives. The economic crisis has prompted an increase in businesses' focus on their workers' physical, emotional and financial health. To keep employees engaged and increase remote teamwork, several companies have instituted a variety of supplementary activities (Pandita & Ray, 2018). Facilities for extended time off, financial aid, adaptable scheduling, reimbursement for child care, etc. are all examples of this kind of help. Human resources will play an increasingly important role in the aftermath of the epidemic (Purushothaman & Kaviya, 2020) (see Figures 1–6).

There will be much unpredictability in the external world, in people's thinking, and in the future of enterprises after the recent pandemic (Al Mehrzi & Singh, 2016). It will be difficult to keep operations operating smoothly after the epidemic, and the huge alteration brought on by the virus will alter the course of people's careers in unpredictable ways. Human resources departments are battling to get things back in order as workers worry about their jobs in this time of societal upheaval. Most companies lack a clear idea of what they will do next, putting their staff and customers in the dark. Human resource management (HRM) has a huge difficulty in this context, since it is difficult to determine what actions are essential for maintaining organizational operations. As a result, in the wake of the global pandemic, HR innovation has become critically important to businesses (Chandani, Mehta, Mall, & Khokhar, 2016).

HR managers will need to rethink workforce planning, performance evaluation, and other workplace rules in light of the COVID-19 pandemic's impact on the modern workplace. As a result, businesses need to be ready for the changes that are coming. Human resources experts have a crucial role in supporting workers in adapting to the challenges posed by rapid societal and economic changes (Osborne & Hammoud, 2017). When dealing with the public face-to-face is an essential aspect of many jobs, some companies have begun remodeling their



Source(s): Created by authors

Figure 1.
Demographic respondents By Gender

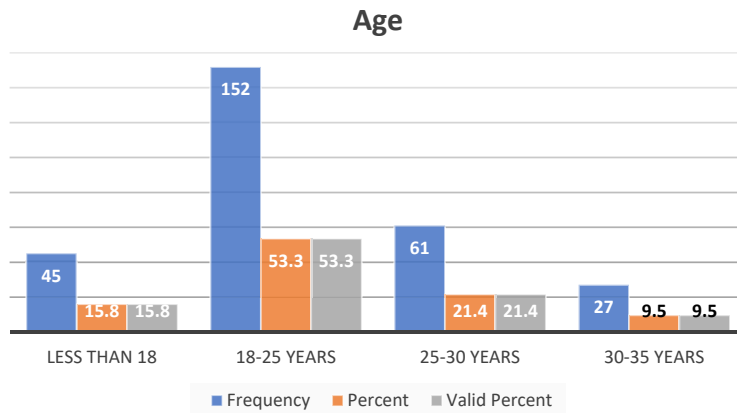


Figure 2.
Demographic
respondents By Age

Source(s): Created by authors

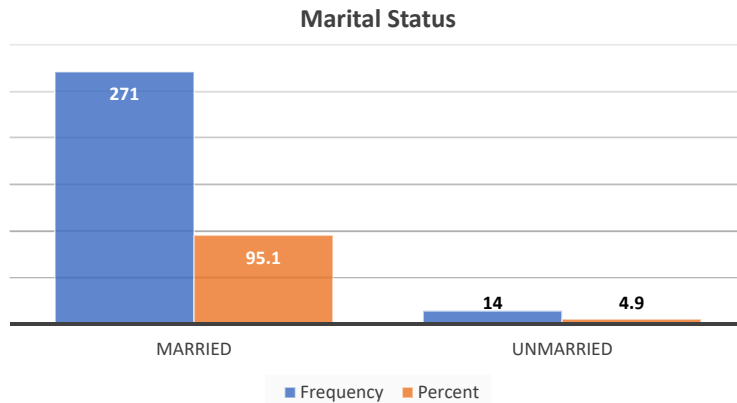
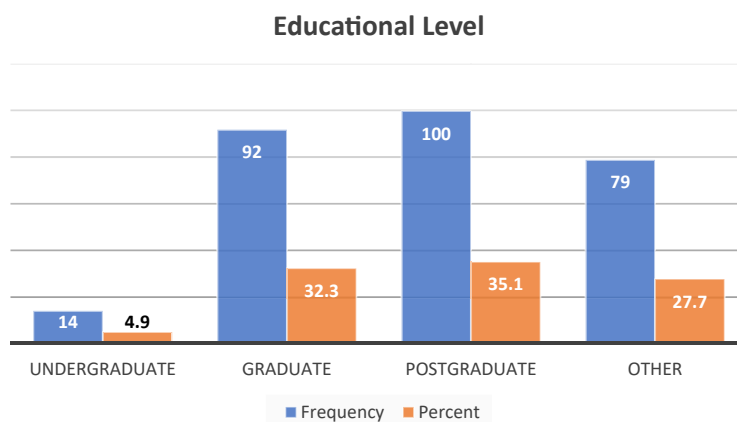


Figure 3.
Demographic
respondents By
Marital Status

Source(s): Created by authors

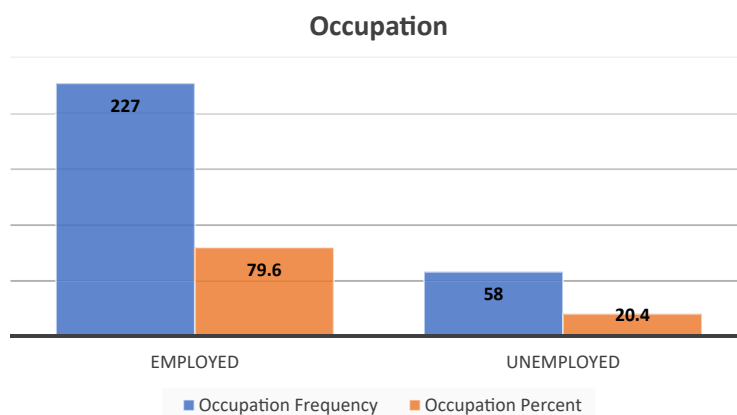
interiors to create a more distant atmosphere. Therefore, making sure workers are safe and healthy should be a top focus. Taking care of their mental health and boosting morale will be crucial as they emerge from a time of acute stress. Consequently, HRM should focus on maintaining an engaged workforce by fostering a resilient and empathetic work environment. To increase productivity and better weather the unknowns, businesses must also invest in their workers' personal growth and development. In addition, prioritizing employee requirements, promoting a healthy work-life balance and providing enough opportunities for personal development are also top priorities (Sarangi & Nayak, 2016).

Responding and adapting to the changes brought about by the pandemic is essential if businesses are to maintain their competitive advantage in the face of such massive disruption. Therefore, they need to make sure that their workforce is well-versed in cutting-edge practises and technology in order to adapt to these shifts. Employers and workers alike will need to be resilient in the face of change if they are to achieve their goals. That's why it's up to HR experts to meet the direct challenges of the modern workplace (Al Mehrzi &



Source(s): Created by authors

Figure 4. Demographic respondents By Educational Level



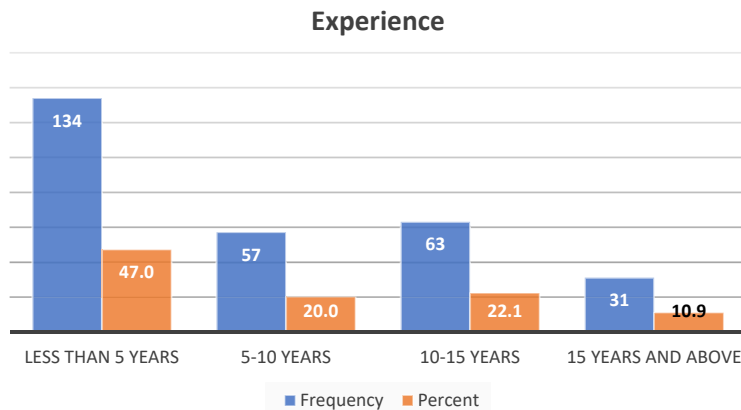
Source(s): Created by authors

Figure 5. Demographic respondents Occupation

Singh, 2016). HR's top priorities in the post-COVID era are now the topic of much debate. In order to recuperate and establish workplaces that are better equipped to cope with future catastrophes, this essay underlines the key HR challenges that need to be addressed in the post-pandemic 'new normal' environment (Horvathova, Mikusova, & Kashi, 2019).

Review of literature

Vandana and Murthy (2022): The focus of this study is on how the COVID-19 pandemic is influencing the lives and careers of HR managers. This study intends to provide a comprehensive analysis of how the spread of SARS-CoV-2 impacts HR functions. The researchers combed through Scopus, Google Scholar, JSTOR and Semantic Scholar databases as well as a number of other online resources by hand between December 2019 and July 2021. Biomedical and epidemiological research studies were excluded, whereas publications meeting the inclusion criteria of scope, area and variable were admitted

Figure 6.
Demographic
respondents
Experience

Source(s): Created by authors

(Singh & Madaan, 2022). It is no secret that HRM has had to contend with a number of hidden challenges, but COVID-19 brought them to a whole new level.

Rao, Narayana, and Niranjan (2021): There has been a rise in the number of people choosing to work from home since the outbreak of the pandemic (WFH). Limitations of this approach in relation to more traditional work patterns have had far-reaching implications on both employers and workers. It also makes the work of HR specialists more complex. Strategic HRM players like HR managers need to leverage crisis-era management innovations like telecommuting and working from home to provide employees more leeway in their schedules. This study was inspired by the COVID-19 crisis and its consequences on WFH work patterns; it seeks to address the HRM concern for employee skill development, psychological stress reduction, work-family balance and firm culture reinforcement.

T.Gowri (2020): The purpose of this study was to investigate the impact of the 2019 coronavirus pandemic on HR policies and procedures governing faculty members' remote work options and productivity (COVID-19). The study's participants were higher education faculty in Sialkot, Pakistan. This study filled a gap in our understanding by demonstrating the efficacy of many HR strategies used by HR administrators from afar during lockdowns to contain the COVID-19 outbreak. Many HR policies (including training, performance evaluation, career planning, employee engagement, job description, remuneration and selection) are shown to have a significant influence on faculty performance using reinforcement theory in this article. And it demonstrates a very high degree of association between the two. Improving HR practices in the higher education sector to better support educators working in WFH settings is the focus of this research.

Rama Devi (2019): As a consequence of the COVID-19, managers and HRM professionals are in a precarious position, one that necessitates the development of creative strategies for the survival of firms and the support of employees in the face of an unprecedented crisis. How this crisis could affect HRM has received surprisingly little attention. With the COVID-19 having had such a profound impact on HRM, this literature review aims to fill a gap in the field of management research. It describes the most pressing challenges and opportunities posed by this new pandemic, and offers managers and HRM experts a glimpse into the potential futures their organizations may face as a consequence of these possibilities.

According to (Gierszon, 2021; Pokojski, Kister, & Lipowski, 2022) when an employee engages in telework, the employer is obligated to supply the worker with the necessary tools, as well as insurance, training and help with technical issues. During this time, in the year 2020, rules were put in place concerning “home offices,” or remote work. While the introduction of new laws in this area is to be expected, it is customarily up to HR to carry out activities related to the promotion of suitable working conditions in the home. Since there could be arguments about discrimination, infringement of human rights, and breach of contract claims in home-working systems, employers should implement policies to uphold non-discriminatory practices (Macke *et al.*'s 2022). This study found that when preparing for hybrid work, organizations (including managers, HR professionals and staff members) must consider the prospect of introducing inequalities in the visibility of employees, which could have repercussions for the assignments made to each group.

It has been observed that tasks are complex and challenging to implement because of the many factors that need to be considered, such as the industry, the specifics of the job position, the effectiveness of the performance (Aslan, Yaman, Aksu, & Güngör, 2022), and the characteristics of the employees, such as their gender, position and age (Wong, Cheung, & Chen, 2021; Murphy, 2021). The majority of workers, according to studies (Diab-Bahman and Al-Enzi, 2020), want more freedom in their working arrangements and favor a hybrid model. These workers value this perk because they believe it will help them strike a better balance between their personal and professional lives. Telecommuting and other hybrid work models have an impact, reducing building occupancy and posing new questions about the optimal use of office space and the associated environmental impacts, as reported by (Duarte and Cortiços, 2022).

Students who were offered internships through online or e-learning platforms by their companies during the COVID pandemic gave overwhelmingly positive reviews of the experience (Grzeszczak, 2021). HR, however, would need to design and implement new online training courses that meet the needs of both applicants and employers (AlGhamdi, 2022). Another potential issue is the onboarding of new employees, which can be complicated by the lack of contact between workers and the office. This is a serious problem because it could make it harder for people to feel connected to the company. Nonetheless, HR experts need to craft the procedure so it can adapt to workers' new demands for a more customized, digital, timely and satisfying encounter (Jeske & Olson, 2021). It is possible that offering candidates flexible and hybrid work plans will necessitate a new approach based on bi-level modeling during the hiring process.

Research Gap: There is comprehensive gap found after review of previous research articles published in the similar context and found that there is no study conducted on work-home interaction which is a challenge to HRM. Therefore, present research made an effort and tried to develop an article that will quantitatively analyze the work-home interaction which is a challenge to HRM.

There is still a significant research gap in the particular area of work-home interaction, despite the growing interest in remote work and its impact on HRM. This is due to the fact that there are fewer people working from home. The term “work-home interaction” refers to the ways in which an individual's professional and personal lives influence and engage with one another. Because of the rise of remote work, the lines between an employee's personal life and professional life have become increasingly blurry, making it difficult for employees to maintain a healthy balance between the two.

There is a need for additional research to be conducted in order to understand the challenges of work-home interaction, particularly in terms of how it affects employee well-being, job performance and retention. In addition, there is a need for research to identify effective strategies that HRM can use to support employees in managing work-home interaction and achieving work-life balance. These strategies can be used by HRM.

In addition, there is a demand for research on the impact of the work-home interaction on different demographic groups, such as women, parents and caregivers, who may face particular difficulties in balancing their personal and professional responsibilities. This type of research can assist HRM in the process of developing specific interventions and policies to assist the aforementioned employee groups.

Objectives of the study

- (1) To study the impact of various HR practices on employee performance during work from home.
- (2) To measure the impact of training on employee performance during work from home.
- (3) To measure the impact of performance appraisal on employee performance during work from home.

Hypothesis of the study:

- H1.* There is a significant relationship between training and the performance of employees working from home.
- H2.* There is a significant relationship between performance appraisal and the performance of employees working from home.
- H3.* There is a significant relationship between employees' participation and the performance of employees working from home.

Research methodology:

Surveys and questionnaires have been used to collect data on the work-home interaction experiences of employees. The survey questions has been designed to collect information on employee demographics, work environment, training opportunities, career opportunities, pay structure and technology factors. The data collected has been analyzed by using statistical tools to identify the patterns as well as relationships between the sampled variables. The existing research is primary in nature. The sample size of the study is 285. The responses obtained from structured questionnaire. The qualitative data collected from secondary sources. For quantitative analysis various statistical tools have been applied, namely, Cronbach alpha test, correlation analysis and regression analysis. The variables understudy was work environment, training opportunities, career opportunities, pay structure and technology factors.

Result and discussion

[Table 1](#), majority of the respondents were male (n = 199, 69.8%). Whereas women in the study were n = 86, 30.2%. The sample size of women respondents was less as compared to male respondents as men represented a large sample in the study.

[Table 2](#), The demographic profile of those who engaged in the analysis is shown. Age wise, the bulk of respondents were between 18 and 25 years of age (n = 152, 53.3%), The age range is therefore 25 to 30 years (n = 61, 21.4%). 9.5% (n = 27) were between 30 and 35 years old 15.8% (n = 45) below 18 years of age. Age wise, there was also enough amount of respondents between 18 and 25 as the sample size was statistically adequate between 18 and 25 years.

Table 3, majority of the respondents were married ($n = 271, 95.1\%$). Whereas unmarried in the study were $n = 14, 4.9\%$. The sample size of unmarried respondents was less as compared to married respondents as married represented a large sample in the study.

Table 4, Education wise, the majority of the respondents were postgraduate ($n = 100, 35.1\%$) or have studied only at graduate level ($n = 92, 32.3\%$). Also, 79 respondents (27.7%) were having other degree. Only few were undergraduate ($n = 14, 4.9\%$).

Table 5, Majority of the respondents are employed ($n = 227, 79.6\%$) and only $n = 58, 20.4\%$ of respondents were unemployed.

Table 6, majority of the respondents ($n = 134, 47\%$) having less than five years of experience, followed by 10-15 years of the experience in second position.

Gender	Frequency	Percent
Male	199	69.8
Female	86	30.2
Total	285	100.0

Source(s): Created by authors

Table 1.
Gender

Age	Frequency	Percent
Less than 18	45	15.8
18-25 years	152	53.3
25-30 years	61	21.4
30-35 years	27	9.5
Total	285	100.0

Source(s): Created by authors

Table 2.
Age

Marital status	Frequency	Percent
Married	271	95.1
Unmarried	14	4.9
Total	285	100.0

Source(s): Created by authors

Table 3.
Marital status

Education level	Frequency	Percent
Undergraduate	14	4.9
Graduate	92	32.3
Postgraduate	100	35.1
Other	79	27.7
Total	285	100.0

Source(s): Created by authors

Table 4.
Education level

Table 7 analyzed the reliability statistics and documented that internal consistency among the variables are present as estimated value of Cronbach Alpha is 0.812 (N = 5). Therefore, further statistical tools can be performed.

Table 8 analyzed the correlation analysis of the study and stated that all the variables understudy are positively correlated with each other as in all cases of factors estimated value of correlation analysis is 0.000. Therefore, all variables understudy is positive influence each other. Hence, all factors of work from home have strong influence on the productivity of employees.

Table 9 analyzed the regression analysis for assessing the satisfaction level in relation to work from home in the organization and documented that the estimated value of r is 0.904 which is near to the adjusted R square and significance value is also 0.000 and also the estimated value is greater than 30%. Therefore, all the independent variables strongly influence the dependent variable.

Table 10 analyzed the ANOVA analysis for assessing the satisfaction level in relation to work from home in the organization and documented that the estimated value of significance is 0.000. Therefore, all the independent variables strongly influence the dependent variable.

Hypothesis testing:

After applying correlation and regression analysis, the findings of the existing research documented that null hypotheses, which are "H1: There is no significant relationship between training and the performance of employees working from home. H2: There is no significant

Table 5.
Occupation

Occupation	Frequency	Percent
Employed	227	79.6
Unemployed	58	20.4
Total	285	100.0

Source(s): Created by authors

Table 6.
Experience

Experience	Frequency	Percent
Less than five years	134	47.0
5-10 years	57	20.0
10-15 years	63	22.1
15 years and above	31	10.9
Total	285	100.0

Source(s): Created by authors

Table 7.
Reliability statistics

Reliability statistics	N of items
Cronbach's alpha	5

0.812
Source(s): Created by authors

Correlation analysis		Work environment	Training opportunities	Career opportunities	Pay structure	Technology factors
Work environment	Pearson	1	0.943**	0.979**	0.897**	0.878**
	Correlation					
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
Training opportunities	N	285	285	285	285	285
	Pearson	0.943**	1	0.950**	0.947**	0.882**
	Correlation					
Career opportunities	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	285	285	285	285	285
	Pearson	0.979**	0.950**	1	0.886**	0.890**
Pay structure	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	285	285	285	285	285
Technology factors	Pearson	0.878**	0.882**	0.890**	0.876**	1
	Correlation					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	285	285	285	285	285

Note(s): **. Correlation is significant at the 0.01 level (2-tailed)
Source(s): Created by authors

Table 8.
Correlation analysis

Model summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1	df2	Sig. F Change
1	0.904a	0.817	0.812	0.636	0.817	161.383	4	280	0.000

Note(s): a. Predictors: (Constant), Impact of work from home on productivity work environment, training opportunities, career opportunities, pay structure and technology factors
Source(s): Created by authors

Table 9.
Model summary

ANOVA ^a						
Model		Sum of squares	df	Mean square	F	Sig
1	Regression	261.463	4	65.366	161.383	0.000 ^b
	Residual	58.730	280	0.405		
	Total	320.193	284			

Note(s): a. Dependent Variable: Impact of work from home on productivity
b. Predictors: (Constant), work environment, training opportunities, career opportunities, pay structure and technology factors
Source(s): Created by authors

Table 10.
ANOVA^a

relationship between performance appraisal and the performance of employees working from home. H3: There is no significant relationship between employees' participation and the performance of employees working from home.", are rejected and alternative hypotheses which are "H1: There is a significant relationship between training and the performance of employees working from home. H2: There is a significant relationship between performance appraisal and the performance of employees working from home. H3: There is a significant relationship between employees' participation and the performance of employees working from home" are accepted.

Conclusion:

The widespread spread of COVID-19 has made it essential for all organizations to be on high alert and ready to adapt quickly to new circumstances. HRM was essential throughout the outbreak, but in the wake of it, HR specialists will have to go above and beyond to meet the demands of companies. The purpose of this study was to illuminate some of the most significant HR concerns that have surfaced in the aftermath of recent pandemics (Madaan, Swapna, Kumar, Singh, & David, 2021). In the not-too-distant future, HR experts will have to pay close attention to all of the issues discussed here. It might be difficult to adjust to working remotely if you have only ever worked in a traditional office. Workplace policies, such as those pertaining to hours worked, paid time off, benefits and evaluations of employees' performance, may need to be revised as companies adapt to the proliferation of digital tools. Second, it stands to reason that in a remote workforce, fewer employees would be in close proximity to one another during the day. A widespread workforce poses challenges for encouraging collaboration, inspiration and dedication. This is why it is so important to keep lines of communication open, address employee issues and coordinate activities. Because of the additional pressure COVID-19 has put on workers, their outlook on work and life has changed. It is thus essential for firms to consider the emotional well-being of their employees. In order to make their employees feel safe, HR experts should listen carefully to their worries and provide considerate solutions. Concerns have been raised by HR managers regarding their capacity to maintain employee morale and productivity in the face of the COVID-19 pandemic.

As a result, when businesses reopen, employees will discover that the barriers between work and family have blurred, increasing the likelihood of friction in both realms. There will be a demand from workers for more flexibility in scheduling, remote work and job assignments. More freedom at work may have unforeseen repercussions, therefore it is important for companies to create settings that accommodate both employees and upper management. At the end of the day, businesses should put a lot of money into employee education and development. After such a horrific occurrence, the HR team must decide what employees need to know to return to work efficiently. It is also important to equip employees with the knowledge and abilities they will need to thrive in the wake of the epidemic. HRM has to motivate, involve, educate and appreciate the opinions of their employees to successfully navigate the changes necessitated by the COVID-19 problem. Workers who feel like they belong at the firm are more likely to put in long hours and remain dedicated to the company's goals. Therefore, the new HR rules should encourage employees to stretch themselves in both their professional and personal lives. According to studies conducted in this field, HR managers may confront a number of significant challenges in the not-too-distant future. Therefore, this study has significant consequences for HR experts and policymakers. The information gleaned here will be useful in preparing for the management of HR in the wake of the pandemic caused by the COVID-19 virus. HR managers may utilize the study's results to develop policies and programs that boost morale and productivity in the office, assure workers are fully engaged in their job, rethink how training is delivered and keep employees

from leaving for more desirable places. It will help policymakers meet the changing demands of companies and maintain international competitiveness. This study fills a gap in the existing literature by shedding light on new HR challenges that have surfaced as a result of the worldwide pandemic. These are only some of the most pressing HR issues, but more investigation may find others.

Research implications and contribution to research

The study of the interaction between work and home can have multiple repercussions for the field of HRM. Here are some examples:

Developing policies and programs that are targeted at: The research can assist HRM in the process of developing targeted policies and programs to assist employees in managing the interaction between their work and home lives. It may involve, for instance, the implementation of flexible work arrangements, the provision of benefits for child and elder care, the offering of mental health and wellness programs and the provision of other support initiatives.

Research on work-home interaction can help HRM identify the specific challenges employees face when trying to strike a balance between their personal and professional lives and develop strategies for overcoming those challenges. This, in turn, can enhance employee well-being and job satisfaction. Through the provision of support and assistance, HRM is able to assist employees in achieving a work-life balance, which in turn can improve the employees' overall well-being as well as their job satisfaction and overall productivity.

Work-home interaction research can assist HRM in better understanding the impact that remote work has on the overall performance of an organization. This can help improve organizational performance. HRM can create a work environment that fosters employee engagement, satisfaction and productivity, ultimately leading to improved organizational performance by identifying the challenges of remote work and developing strategies to mitigate them. This can be done by identifying the challenges of remote work and developing strategies to mitigate them.

The ability of an employer to successfully manage the interaction between work and home life is becoming an increasingly important factor for employees to consider when making employment decisions. By creating policies and programs that encourage a healthy balance between work and personal life, HRM can improve an organization's overall competitiveness in the labor market, as well as attract and keep top talent.

In a nutshell, research on work-home interaction can assist HRM in the development of effective strategies and policies that enhance employee well-being, job satisfaction, organizational performance and the attraction and retention of talent.

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