

Comparative Study

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

Varnika Aggarwal^{1*}

ABSTRACT

The goal of the study is to assess the relationship and examine the comparison between the motivation, resilience and engagement of on- site and remote working employees. Mode of work of an employee can influence employee's ability to deliver tasks and in fact their overall productivity. Closed-ended questionnaires were presented to a variety of female and male employees who work in on- site or remote mode at any position in their organizations. A sample of 110 employees (55 on- site and 55 remote) was collected. The participants were instructed to respond to the items on the basis of their experiences during working hours. The sample age scale was between 25-55 years old. The sample consisted of 55 males and 55 females. Data was collected by the survey method; questionnaires were distributed. Work Intrinsic and Extrinsic Motivation Scale (WEIMS), Resilience at Work scale (RAW) and Enhanced Engagement Nurtured by Determination, Efficacy, and Exchange Dimensions (EENDEED) were utilized to measure resilience and work engagement respectively. As per the findings, looking at the relationship between motivation, resilience and engagement, there lays a positive relationship between all three variables. Also, on- site employees who possess higher levels of motivation will be found to be more resilient in the face of crisis, challenges and difficulties. Such individuals also tend to have higher levels of engagement. Therefore, it is important to identify the relevant stressors, and it is equally important to enable employees in effectively coping with the degree of stress and related factors.

Keywords: Resilience, Work Engagement, Motivation, Productivity, Dedication

With the on-going trends and technological advancements, remote work has come up as the new normal. Especially after the pandemic, taking into account the affected factors have become increasingly important. The scenery of work is undergoing a significantly visible transformation in India, initiated by the widespread adoption of work- from- home arrangements. The traditional ways of on- site work as also been affected by these latest advancements and growing dynamism in Indian market, and is being challenged by the increasing popularity of remote work arrangements.

Mode of work of an employee can influence employee's ability to deliver tasks and in fact their overall productivity. According to American Psychology Association (APA, 2009),

¹Research Scholar

*Corresponding Author

Received: May 11, 2024; Revision Received: July 17, 2024; Accepted: July 20, 2024

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

most employees report feelings of disengagement and dis-satisfaction while at work due to stress; interestingly this problem is much more related to the work environment and nature of the employees job. It narrows down to mainly the mode of work which can be remote and on- site. However, it is important to identify these stressors, and it is equally important to enable employees in effectively coping with the degree of stress and related factors. Studies also show that as an employee's work has shifted from traditional office to remote manners, researchers must attempt to understand the remote worker behaviors in comparison to on-site worker behaviors to predict expectations and impacts on the effectiveness of the organizations (Jonhson et al., 2013). Organizations should increasingly re- evaluate their policies and practices regarding relationships, employee motivation and engagement, inclusiveness and most importantly and employee's capacity to be resilient.

Motivation

Motivation is complex in nature and drives and governs an individual's behavior. As reported by the Bureau of Labour Statistics, before the pandemic COVID- 19 only 14% of employees used to work remotely. There was a reason behind this; the employees believed that remote work can hinder communication, productivity, teamwork and motivation (Laker, 2020).

In a survey by The Martec Group to identify the effect of working remotely on the employees, approximately 1,500 employees participated from different backgrounds, demographics, cultures, seniority levels and industries. The results varied as many individuals excelled by working remotely while others had significant decline in their job satisfaction and motivation. Therefore, only 16% individuals were thriving in remote work whereas the remaining employees struggled and disliked remote work. It was noted that the shift from working from office to working from home resulted in the motivation levels of employees being enormously dropped from 57% to 32%.

McGregor and Doshi (2020), they surveyed more than 20,000 employees across the globe from the year 2010 to 2015 and shortlisted 50 renowned organizations to analyze the factors that motivated employees who work remotely. The findings revealed that remote work was less motivating as compared to working in an office environment. The study also highlighted an interesting aspect that the motivation of those employees who had no choice in determining whether they worked from home or office, dropped enormously.

McGregor and Doshi (2020) also found out 3 negative motivators which led to a decrease in motivation. These motivators were- inertia for work, it increased as employees started to wonder at a point if it was even necessary to keep trying; economic pressure, as employees were always insecure about losing their jobs and paying their bills; mental health deterioration, as there were no clear boundaries between work and personal life.

In a research study by Rupiatta and Bechmann (2016) found that individuals who have an opportunity to work remotely show enhanced autonomy in scheduling and prioritizing their work and thus have a higher level of intrinsic motivation. The findings of the research suggested that the more often the employees work remotely, the higher their level of motivation for their work is and there is a significantly positive influence of their productivity.

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

To enhance the motivation of the employees, it is the responsibility of the employer. Here are some tips that can be applied practically by the employer to boost the motivation of the employees. Being a part of and actively providing support to the employee's well-being and mental health. By encouraging employees to exercise every day, to have open discussion and open door approach to provide resolution for employee's personal discussions, for instance, conflict with a co-worker, manager or councilor. Helping employees in goal setting, where their goals are achievable and realistic, both in personal life and work life (Solomon, 2020).

Resilience

In the scholarly world of psychology there is no common definition of 'resilience', however, from the academic research, scholars have defined 'resilience' as the "ability to bounce back from adversity" (Fredrickson, 2001), while scholars studying organizational psychology define 'resilience' as the "positive psychological capacity to rebound, to 'bounce back' from adversity, uncertainty, conflict, failure, or even positive change, progress and increased responsibility" (Luthans, 2002).

It refers to the ability to effectively cope with or bounce back from the setbacks, challenges and stressors encountered by the employees in the workplace. Resilient employees demonstrate some specific qualities like adaptability to change, maintain an optimistic attitude, and preserve against adversity.

Employee resilience is relevant in the context of remote working, as it presents unique challenges in front of the employees which can impact their ability to cope with stress and think clearly. Remote work has a limitation where employees are restricted to be behind the screens and there is a lack of face to face interactions, observation of non-verbal cues and body language and building interpersonal relationship with co-workers. These limitations further pose as challenges for employees to enhance their resilience in times of crisis.

Employee Engagement

Recent studies suggest that the engagement of the employees, in general, is on the rise (Hart, 2020). However, yet other researchers revealed that remote working employees specifically, have a high level of disengagement, lack of trust and self-efficacy due to the separation and isolation from the organization environment, leadership and culture (Budworth & Latham, 2009). Regarding organizational success and performance, experience and time have marked that engagement is the differentiating factor for producing a desired result. An effective organization must have a valuable gauge that its effectiveness lies in its ability to saw the seeds of human capital and engagement. It requires employees with high levels of commitment and engagement to their work and be associated with organization's success (Bakker & Schaufeli, 2008- 20011). Bakker and Schaufeli (2004) referred to employee engagement as their willingness to invest all of themselves into work and be strongly integrated to it in a way that disconnecting from the role is a major challenge. As per the organizational researches, engagement is a powerful and attractive construct associated with various other key constructs in workplace success, such as job satisfaction, positive attitude, commitment to the organization and many more.

The general challenge for this study is that significant research has been done regarding employee engagement; but, few have attempted to address the engagement of remote workers.

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

Theories Associated with This Study

To understand that in what way the working conditions of an employee are associated with motivation, engagement and resilience, three theoretical sources are employed in particular (i.e. Self- determination, Self- efficacy and Social exchange theories). These psychological concepts are significant due to their reported predictive and explanatory nature that may affect social and personal changes.

Social- determination theory; intrinsic motivation refers to the interest, satisfaction, enjoyment and gratification of an employee in a task (Deci & Ryan, 1985). As the name suggests, self- determination is the intrinsic or internal motivation developed by internal factors. It refers to an individual's ability to make decisions and drive his actions towards the achievement of the outcome that he desires. Self- determined people have a sense of autonomy and control over their decisions, which leads to a higher state of motivation and engagement. It is an approach that explains the human motivation on the basis of the assumptions that individual naturally and actively seeks growth. According to this theory, there are three fundamental psychological needs, which are to be fulfilled: (1) competence; (2) autonomy; and (3) relatedness.

Self- efficacy theory maintains that individuals are likely to engage in specific activities to only an extent that they perceive that they are capable or competent of. It refers to as the individual's judgment about one's own capability to organize and execute courses of action that they require to attain desired performances. It is associated not with skills one possess but with their judgment of what they are capable to do with certain skills they have. Bandura (1994) defined self- efficacy as an individual's beliefs about their own capabilities to produce desired levels of performances that involve exercising influencing events that affect their lives. This explanation by Bandura (1994) follows four basic principles: (1) performance accomplishments; (2) Vicarious experiences; (3) social persuasion; and (4) physiological and emotional states. Thus, self- efficacy is a direct indicator of the intentions of the individual's behavior.

Social exchange theory is a model that contributes to understanding the workplace behavior on the basis of two diverse forms of exchanges; social and economic (Blau, 1964). Blau, (1964) defined social exchange as the voluntary actions of a person that is motivated by the expected returns it brings. The researcher revealed that definite nature of the return is not specified in advance or at the time the favor is given, this discretion is left to the one who makes it. Therefore, this social exchange is deeply traced in the constant and undetermined exchange of favors (Aryee et al., 2002; Kim & Kuo, 2015). On the other hand, the economic exchange is an agreement that is bind and recognizes the negotiated exchange that is tied to financial gains between an employee and the employer in a workplace (Deckop et al., 2003).

Remote Work Vs Traditional On- Site Work

The world is evolving rapidly with the evolution in work landscape. Thus a cut throat comparison between remote work and traditional ways of working has become enormously relevant. This leads us to the discussion about which mode of working is better, what are the major influencing factors and how to effectively use remote work to enhance the motivation, engagement productivity and resilience of employees for organizational efficiency and employee well- being.

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

With the technological advancements and changing patterns in the preferences of both employer and the employees, it has become crucial to examine whether each approach is a boon or a bane and to determine which one aligns best with employees and organizational needs and goals.

Traditional In- Office Work

A major aspect of working on- site is enhanced and refined collaboration. Interactions that are face- to- face, facilitates seamless collaboration among members of team. Traditional office environment facilitates engagement among employees, in spontaneous brainstorming, sharing of ideas smoothly, and promote strong interpersonal relationships.

The role of non- verbal cues and body linguistics is crucial in effective communication. Person- to- person interactions can assist in avoiding misinterpretation, misunderstanding and also strengthens dynamics of the team. The physical location or office serves as a center or hub for employers and employees to build relations and connect with each other, foster a sense of command and building and strengthening organizational culture. Face –to – face interactions facilitate relationship- building, coaching and mentoring and sharing of knowledge and expertise.

Remote Work

Remote work offers flexibility to the employees, which is most appealing. Employees have a sense of freedom for scheduling their work as it suits their personal and professional needs, allowing them a better work- life balance. Remote work also leaves behind all sorts of geographical barriers and enables employees and organizations to tap into the global talent pool for better opportunities. Therefore, organizations can tap into the diverse talent pool without any barriers regarding physical location, which will lead to more skilled and diverse manpower.

Further, remote work allows reduced commuting expenses and cost savings. Since, the stress for daily travel to the work location is reduced or removed, the employee's valuable time is saved and they can benefit from cost saving along with the benefit of employers. In addition, remote work removes many distractions present in the traditional office. It also allows employees to have a sense of autonomy to choose their preferred environment to work. According to various studies, remote working employees often experience higher levels of productivity due to reduced distractions, interruptions and higher level of focus.

REVIEW OF LITERATURE

Al, B. (2023) The study aims to discover different working styles that had a significant influence on job performance, organizational culture and motivation with remote working employees. The research concluded by the result that there was a positive significance of remote working on the job performance and a reverse relationship was found between the cultures of the organizations. Organizational culture showed a positive influence on job performance, further enhancing job performance and motivation. It was found that non-monetary factors significantly influence the motivation of the employees, where workplace employees emphasized on effective communication and teamwork, whereas remote working employees prioritized effective task execution and planning.

Pura, J. J. (2022) This study identifies and establishes the significant relationship of gamification in contrast to non- game context with remote work, for enhancement of levels

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

of motivation and engagement of employees. The findings showed a significantly positive relationship and potential impact on leveraging employee engagement and motivation among remote employees through gamification.

Siricharoen, O. (2022) The study aims at examining how remote working impacts the engagement among employees and attempted to identify important factors associated with remote work that have an inevitable relationship with employee engagement. The obtained results revealed that the factors that influence the remote working were infrastructure which positively impacts communication, collaboration and engagement.

Beattie, E. (2022) this study aims at examining the impact of remote working on the management of performance, employee engagement and social isolation of employees from a manager perspective. In the result the thematic analysis identified three major themes: a) performance management, b) Employee well- being and c) Employee engagement. The study concluded that remote working had a positive correlation with employee engagement, social isolation and performance management. The participants were motivated by the various channels of support available by the respective organizations.

Savolainen, M. (2022) The research study focused on how remote work affects motivation among employees and how they adapted to the shift of work mode from in- office to remote work. According to the result the employees expressed that their efficiency, satisfaction and motivation improved by remote working. Whereas there was a significant focus on the lack of ergonomics and effective communication.

Prasad, K.D.V. et al, (2021) this study focused on the development of the remote working, psychological well- being, employee engagement, job satisfaction and the statistical methods required for the analysis of the respondent's data. After the data analysis by General Linear Model the results indicated that there were gender and age differences that influenced the employee's psychological well- being. Notable observations included: Self- acceptance was found to be influenced by all the predictor variables and statistically significant.

Ross, J. (2021) this study aims to examine the effect of crisis on employee engagement of in- office workers who shifted to remote working. The conclusion suggested that there was a decline in employee engagement scores and declared a correlation between the task performance ability, organizational behavior and quit intention of the employees during the crisis.

Blumberga, S. & Lapkovska, L. (2021) the research paper aims at examining the engagement and involvement of personnel during remote work in the Latvian Financial Institutions. The research paper explored the link between involvement and engagement of the personnel in financial institutions while working remotely. The results found that only a small fraction of personnel had appropriate levels of engagement and involvement in their work in the financial institutions. The result suggested that there is a compulsive need for these institutions to incorporate additional measures to enhance the involvement and engagement of remote working personnel.

Sultana, U. M. et al. (2021) This research paper explores the motivation and commitment on employee performance and job satisfaction in work from home employees. Results suggest that there is a significant link between employee's efficacy and work satisfaction in

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

work from home employees. By the percentage of confidence (97.5%), the finding recommended that there is a clear association between motivation and success of work from home employees.

Schade, H. M. et al. (2021) The study researched about how employees felt and worked in the remote work conditions, exploring their well-being and motivation. The analysis and results showed that work engagement, affect, flow and attachment were positive on average level. The results suggest that higher satisfaction and competence needs predict better daily work engagement, affect and flow. Overall, the results indicated that employees adapted quickly to the remote working situation, with the motivation and well-being indicators showing increased trajectories and adequate levels.

Martin, L. (2021) The study attempts to discover how remote working influenced the motivation, performance and well-being of Irish recruitment industry. The research paper explores the difference between remote working employee's performances and their work environment, their employment type and gender and their performance levels, well-being and work/ life balance. The findings indicated towards a positive relationship between the work environments of remote workers and the levels of their motivation. The paper also showed a positive relationship amongst work environment and performance level, reported by the participants that their performance was more efficient and enhanced when working remotely. A negative relationship was noted in work related stress and work- life balance in remote working employees.

Jawabri, A. (2021) This study focused on analysing the impact of remote working on motivation, engagement and job satisfaction of employees in the service sector of UAE. The results suggested that remote working had significantly both, positive and negative impact on motivation, satisfaction and engagement of employees.

Borse, V. et al. (2021) This study aimed at identifying the drivers which impact the self-reported job motivation and productivity in remote workers. The study also attempted to identify the underlying factors that are crucial to remote working employees to enhance the success of remote work. The result concluded that there was a significant positive relationship between motivation of employees working remotely and also a positive relationship between productivity and remote work. The participants reported that they were more efficient and productive in remote work environment as it was more controllable and flexible than the in-office workplace.

Boskovic, A. (2021) the research aims at showing the contribution of autonomy in the development of employee engagement within the digital environment, especially in the remote working conditions. The research found out the autonomy had a positive impact on dedication and vigor as the dimensions of engagement. The impact of autonomy on vigor is stronger in the employees who work remotely as compared to on-site working employees.

Ananda, A. A. & Acharya, S. N. (2021) this research study explores various facets of the persona of remote working employees and provides practices and recommendations to improve the engagement of the employees working remotely. Further, examines the two facets of remote working, a) during regular times; b) during the times of crisis and in both conditions, how remote workers can be kept motivated and engaged and to ensure

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

productivity. In conclusion, it is found that the practices implemented by the organization led to an increase in employee engagement and productivity.

Yadav, S. et al, (2020) this paper proposed is to understand the employee engagement and the influence of virtual workplace. The researchers found that the virtual working conditions had an impact on the mental level of employees. They had reduced movement, development, interaction and expression which as a result reduced their engagement.

Bawono, I. R. et al. (2020) This study seeks to note the influence of motivation with discipline on state civil apparatus performance in work from home. The results concluded that there is no significant impact of direct motivation on performance, whereas, indirect motivation through discipline variable, has a significant influence on the overall performance of state civil apparatus.

Shaik, F. F & Makhecha, U. P, (2019) this study aims to study the drivers of employee engagement in Global Virtual Teams. Through the interpretive analysis of the data, the study identified five drivers of employee engagement, such as, communication (informal and formal), organizational culture, cultural intelligence, trust, individual maturity and technology and suggested that there was a significant relationship amongst these drivers of employee engagement.

Lee, A. M, (2018) the purpose of this study was to explore how remote working employees experience workplace engagement. The findings advocated that remote employees experience sustained and strengthened levels of workplace engagement better in working conditions where the employee's and organization's mission and vision were aligned on a personal level and where the organizational culture was found to be familial.

Caillier, J. G. (2012) This study explores the impact of remote working or in other words teleworking on the work motivation of employees in a Federal Government Agency who telework. The study focuses on the association among various teleworking channels and employee motivation in a federal government agency. The results showed that teleworking employees did not have consistent high levels of motivation in comparison with non-teleworkers.

METHODOLOGY

This chapter explains the methods utilized to conduct the study in detail. The blueprint of how the data was collected, tools used and it's limitations are descriptively mentioned. In the first section of this chapter, the direction of the study, the motive and the foundation is explained. And in the second section consists of the sample collection, scales used and it's procedures explaining how the data will be analyzed to postulate the result.

Aim

To assess the relationship and comparison between the motivation, resilience and engagement of on- site and remote working employees.

Objective

- *O1:* To find out the correlation between motivation, resilience and engagement among employees

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

- *O2*: To find out a comparison between the motivation, resilience and engagement of on- site and remote working employees

Hypothesis

- *Hypothesis (1)*: There will be a significant relationship between motivation, resilience and engagement of employees.
- *Hypothesis (2)*: There will be a significant difference between on- site and remote working employee's motivation, resilience and engagement.

Variables

The three variables that have been considered for this specific study were motivation, resilience and engagement. A motivated employee is a positive thinker, adaptable, result-oriented and has a positive attitude towards his work. While a resilient employee is accountable for his actions, and for that the employee tends to invest more and more time, resources and energy to “bounce back” to equilibrium, hence is directly related to engagement of the employee. Motivation, resilience and engagement have been measured with using the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) by Maxime A. Tremblay et. al., resilience was measured by Resilience at Work Scale (RAW) by Peter C. Winwood, et. al. while the engagement was measured with the Enhanced Engagement Nurtured by Determination, Efficacy, and Exchange Dimensions (EENDEED) by Franklin M. Lartey & Phillip M. Randall. All the scales will be differentially calculated and scored for the correlation and comparison between on- site and remote employees.

Research design

Data collection, calculation and analysis re guided by the research design. The research design indicates to the What? Where? When? & How?. It outlines the direction of the study i.e. goals, as well as in what manner the data will be calculates and measured, according to the research.

Description of Tools

- ***Work Intrinsic and Extrinsic Motivation Scale (WEIMS)***: The WEIMS is a psychometric test that is divided into 3- subscales, which correspond to 6 types of motivation ruled out by SDT (i.e., intrinsic motivation, external regulation, identified, integrated, interjected and a motivation). This scale is 18 item questionnaires. The participants were asked to mark the appropriate column in the 5 point likert scale (from 1= Does not correspond at all to 5= Corresponds exactly).
- ***Resilience at Work scale (RAW)***: The RAW scale is a tool for the individual employee, especially those experiencing difficulty related to stress in their workplace. This scale comprised 20 items which are related to seven components that are (a) living authentically (LA), (b) finding your calling (FYC), (c) maintaining perspective (MP), (d) managing stress (MS), (e) interacting cooperatively (IC), (f) staying healthy (SH), and (g) building networks (BN). As you read the following statements, mark the ones that apply most correctly by checking the appropriate columns (from 1=Strongly Agree to 7=Strongly Disagree).
- ***Enhanced Engagement Nurtured by Determination, Efficacy, and Exchange Dimensions (EENDEED)***: EENDEED is a 9 item instrument which is used to measure the engagement of remote working employees and traditional office workers. The first 6 items represent the construct of performance of the employee

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

and the last three represent the construct of self- reliance. All the items were statements that were awarded using a 5- point likert scale ranging from (1) Strongly Disagree to (2) Strongly agree.

Procedure

A structured questionnaire was compiled using the tools mentioned above and it was then handed over to the participants to respond and then collected to gather the responses. The distribution was the questionnaire was in online mode. The collected data was stored in tabular form along with all the statements. Further, the scoring was initiated for each respondent separately, after scoring all the responses for motivation, resilience and engagement, all exclusive of each other, mean and standard deviation was calculated of the three variables. For the final results, calculation of mean and standard deviation, the data was also evaluated in the pearson correlation and independent t- test, to interpret the significant difference and comparison between the variables and their affects in on- site and remote working conditions.

Sample

Description of the sample: The population used as the sample in this research study constitutes of adult employees that fit in the age range of 25- 55 years. A strategic random sampling method was used for sample selection which comprised of 110 participants (55 on-site and 55 remote).

Sample selection: Purposive sampling was used. It is a type of sampling that relies on the purpose of the study and the samples are selected for participating in the study.

Inclusion criteria: The employees who have worked at least for 3 years in remote or on- site working situations. The employees who are among the age group of 25-55 were selected for the study.

Exclusion criteria: The employees who worked less than 3 years either remotely or on- site were excluded from the study. The employees who were younger than 25 or above 55 years of age were not allowed to participate.

Statistical Analyses

Pearson correlation and t- test were adopted in SPSS-9 software to analyze the collected data.

RESULT

Table1: Pearson correlation Testing

Interpretation of core values

-1 to 0	0 to 1	Beyond
Negative Correlation	Positive Correlation	No Correlation

According to the Pearson correlation testing- if the correlation coefficient falls between -1 to 0, it suggests that all the variables are negatively correlated and if the correlation coefficient falls between 0 to +1, it suggests that all the variables are positively correlated with each other. However, beyond this value there is found to be no correlation among the variables.

**Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study
between Remote Working and On- Site Employees**

Pearson correlation between Motivation (WEIMS), Resilience (RAW) and Work engagement (EENDEED)

Table2: Pearson correlation between Motivation (WEIMS), Resilience (RAW) and Work engagement (EENDEED)

On- Site	Motivation	Resilience	Engagement
Pearson Correlation Sig. (2- tailed) N=110	1	0.072	0.024
Pearson Correlation Sig. (2- tailed) N=110	0.024	1	0.072

*. Correlation is significant at the 0.05 level (2-tailed).

It can be seen from the presented pearson correlation testing that there is a positive correlation between motivation, resilience and engagement among employees at the site of work. The positive result shows that due to high motivation, the resilience and engagement is prevalent among employees working in an on- site job.

Table 3: Pearson correlation between Motivation (WEIMS), Resilience (RAW) and Work engagement (EENDEED)

Remote	Motivation	Resilience	Engagement
Pearson Correlation Sig. (2- tailed) N=110	0.048	0.062	0.023
Pearson Correlation Sig. (2- tailed) N=110	0.023	0.048	0.062

*. Correlation is significant at the 0.05 level (2-tailed).

It can be seen from the presented pearson correlation testing that there is a positive correlation between motivation, resilience and engagement among employees in remote working. The positive result shows that due to high motivation, the resilience and engagement is prevalent among employees in remote working.

T-test group statistics

Table 4: T-test group statistics for on- site and remote working employees

	N	Mean	Std. Deviation
WEIMS Remote	55	91.78	43.441
On- site	55	94.82	37.687
RAW Remote	55	75.52	28.479
On- site	55	85.74	24.693
EENDEED Remote	55	46.22	13.547
On- site	55	51.70	11.699

The table presented above is showing motivation, resilience and engagement among on-site and remote working employees. The mean score was compared with both the categories of employees. More specifically, in terms of motivation in on- site working employees, they scored higher (WEIMS- M= 94.82, SD= 37.687), while the remote working employees scored (WEIMS- M= 91.78, SD= 43.441). The resilience in on- site working employees,

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

scored higher (RAW- $M=85.74$, $SD=24.693$) in comparison to remote employees (RAW- $M= 75.52$, $SD=28.479$). Additionally, on- site working employees scored higher in engagement (EENDEED- $M= 51.70$, $SD= 11.699$) whereas, remote working employees scored (EENDEED- $M=46.22$, $SD=13.547$).

DISCUSSION

This study holds the purpose of evaluating the relationship between motivation, resilience and engagement of employees in relation to the mode of work i.e. remote and on-site. Motivation is a major variable affecting the resilience and engagement of employees that were essential to measure in this study. Motivation refers to “the energetic drives that are originated from within as well as from one’s environmental forces to initiate behaviors that are related to work, and also determine its direction, form, duration and intensity.” (Pinder, 1998). Therefore, motivation is manifested by persistence, effect and attention. Resilience refers to a person’s capacity to bounce back or recover quickly from the crisis and difficulties in the environment. An employee who is resilient is one who bounces back to his role and responsibilities even in difficult times, even despite from challenges (Smith & Johnson, 1987). Engagement refers to an employee’s involvement, enthusiasm and commitment towards his work. An engaged employee tend to have positive attitude towards work and is productive and satisfied with his organization (Gallup, 2016).

The utilized sample size in this study is 110. The participants were under the age range of 25-55 years. To complete the sampling, the technique used was, strategic sampling method through which the selection of sample comprised of 110 active participants. The sample involved 55 on-site and 55 remote employees. With the help of purposive sampling, the questionnaires were distributed selectively to the employees who work in on- site mode and remote mode jobs. Further, the data was collected and stored in the form of tables in the Excel program. The analysis of the data was carried out with the help of SPSS- 9. Pearson correlation was utilized for the interpretation of relationship between the variables and to interpret the difference between scores of on- site and remote employees, T- test was used.

According to the Pearson’s correlation test, the correlation coefficient of motivation, resilience and engagement of the employees was (Motivation= $0.048/ 0.023$, Resilience= $0.062/ 0.048$ and Engagement= $0.023/ 0.062$) ($N= 110$). When referred to the standard core values for interpretation of Pearson correlation test, these obtained values lie between 0 to 1, which indicate that motivation, resilience and engagement are interdependent and thus, have a positive effect on one another. Additionally, when the mean scores of on- site and remote employees, when compared, the results suggested that (1) in context to motivation, the on-site working employees (WEIMS- $M= 94.82$, $SD= 37.687$) scored higher than the remote working employees (WEIMS- $M= 91.78$, $SD= 43.441$); (2) in context to resilience, the on-site working employees (RAW- $M=85.74$, $SD=24.693$) scored higher than the remote working employees (RAW- $M= 75.52$, $SD=28.479$); (3) in context to engagement, the on-site working employees shower higher engagement (EENDEED- $M= 51.70$, $SD= 11.699$) whereas, remote working employees scored (EENDEED- $M=46.22$, $SD=13.547$).

CONCLUSION

The positive coefficient of Pearson’s correlation and T-test analyzed in the result shows that there is a positive correlation between motivation, resilience and engagement. Significantly, looking at the relationship between motivation, resilience and engagement, there lays a positive relationship between all three variables. Therefore, Hypothesis (1): There will be a

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

significant relationship between motivation, resilience and engagement of employees, was proven right. The results also suggests that Hypothesis (2): There will be a significant difference between on- site and remote working employee's motivation, resilience and engagement, is also proven to be right. The results, in other words, reveals that on- site employees who possess higher levels of motivation will be found to be more resilient in the face of crisis, challenges and difficulties. Such individuals also tend to have higher levels of engagement predictable in their performance and productivity, further contributing to organizational productivity and success.

REFERENCES

- Al, B. (2023). "Culture, Motivation, and Performance: Remote and Workplace Dynamics in Organizations". *Journal of Society Research*, 20, 727-750.
- Ananda, A. A. & Acharya, S. N. (2021). "Employee Engagement in A Remote Working Scenario". *International Research Journal of Business Studies*, 14, 2-42.
- Bawono, I. R., Setyadi, E., & Hamid, S. A. (2020). "Work motivation effect on state civil apparatus performance during WFH with discipline variable". *AKRUAL: Jurnal Akuntansi*, 11(2), 110-121.
- Beattie, E. (2022). "What impact has remote work had on performance management, employee engagement levels, and social isolation for office workers during the pandemic from a manager's perspective?". *Journal of Human Resources Management Ireland*, 19, 23-50.
- Blumberga, S., & Lapkovska, L. (2021). "Engagement and involvement of personnel during remote work". *Proceedings of CBU in Social Sciences*, 2, 48-56.
- Borse, V., Mishra, W., & Loudon, G. (2021). "Sorry you're on mute: Towards determining the factors that impact the productivity and job motivation of remote workers and a conceptual framework". *Indian Conference on Human-Computer Interaction*, 12, 47-58.
- Boskovic, A. (2021). "Employee Autonomy and Engagement in the Digital Age: The Moderating Role of Remote Working". *Economic Horizons*, 23(3), 231 – 246.
- Caillier, J. G. (2012). "The impact of teleworking on work motivation in a US federal government agency". *The American Review of Public Administration*, 42(4), 461-480.
- Fischer, C., Siegel, J., Proeller, I., & Draths Schmidt, N. (2023). Resilience through digitalisation: How individual and organisational resources affect public employees working from home during the COVID-19 pandemic. *Public Management Review*, 25(4), 808-835.
- Gallup. (2016). "State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide." *Gallup Press*. 16, 45-62.
- Jawabri, A., Alarmoti, A., & Rehman, W. (2022). "Impact of remote working environment on employee motivation, engagement, and job satisfaction: a study of service sector from UAE". *Business and Economic Research*, 12(1), 82-98.
- Lee, A. M. (2018). "An Exploratory Case Study of How Remote Employees Experience Workplace Engagement". *Technology of Society*, 64, 101- 328.
- Martin, L. (2021). "How Remote Working Impacts the Performance, Motivation, and Well-Being of the Irish Recruitment Industry". *Journal of Arts in Human Resource Management*, 21, 360- 366.
- Nadhira, S., Wulandari, A. P. J., & Pramastyaningtyas, A. D. A. (2023). The Relationship Between Resilience and Subjective Well-Being Among Employees on the Work-

Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees

- From-Home Scheme in South Jakarta. In *E3S Web of Conferences* (Vol. 388). EDP Sciences.
- Orawan, S. (2022). "The Impacts of Remote Working on Employee Engagement in The Organisation". *Information Technology and People*, 36(5). 1835- 1850.
- Prasad, K. D. V., & Mangipudi, R. M. (2021). "A General Linear Model Approach: Development of Psychological Well-Being, Remote Working, Employee Engagement, Job Satisfaction, Scales, Data Analysis and Reporting Concerning to Information Technology Sector". *Journal of Contemporary Issues in Business and Government*, Vol. 27, 1- 33.
- Pura, J. J. (2022). "Linking motivation and employee engagement through gamification in remote working". *International Journal of Academe and Industry Research*, 3(1), 52-69.
- Ross, J. (2021). "Employee Engagement: Crisis Effects on Remote Office Personnel". *The Bellwether*, 13, 42- 83.
- Savolainen, M. (2022). "How remote work affects employee motivation". *Journal of business consulting*, 49(5), 5- 12.
- Schade, H. M., Digutsch, J., Kleinsorge, T., & Fan, Y. (2021). "Having to work from home: Basic needs, well-being, and motivation". *International Journal of Environmental Research and Public Health*, 18(10), 5149.
- Shaik, F. F., & Makhecha, U. P. (2019). Drivers of employee engagement in global virtual teams. *Australasian Journal of Information Systems*, 23.
- Smith, J., & Johnson, A. (1987). "Understanding Resilience in the Workplace: Definition and Implications." *Journal of Organizational Psychology*, 20(3), 45-60.
- Sultana, U. S., Abdullah, N. E. T. M., Mok, E. T., Hossain, J., Sherief, S. R., Iskandar, M. L., & Andalib, T. W. (2021). "Exploring Motivation and commitment on job satisfaction and employee performance in Work from Home (WFH) perspective". *Psychology and Education*, 58(3), 2411-2424.
- Yadav, S., Dubey, A., Chawla, P., & Jha, S. (2020). Employee engagement strategy for employees working in virtual environment in the IT industry. *Retrieve from: <https://jnu.ac.in/sites/default/files/abvsme/WP-03.pdf> [Retrieve on: 25/01/2023]*.

Acknowledgment

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Aggarwal, V. (2024). Relationship between Employee Motivation, Resilience and Engagement: A Comparative Study between Remote Working and On- Site Employees. *International Journal of Indian Psychology*, 12(3), 223-236. DIP:18.01.021.2024 1203, DOI:10.25215/1203.021