

REMOTE WORK AND EMPLOYEE ENGAGEMENT: A GLOBAL PERSPECTIVE ON HRM PRACTICES

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Abstract

This research aims to examine the relationship between remote work and employee engagement from a global perspective on human resource management (HRM) practices. The study was conducted using the scoping review method on international academic literature and reports from global organizations such as the ILO, Gallup, McKinsey, and Deloitte, published in the last 10 years. The study results indicate that remote work offers benefits such as time flexibility, improved work-life balance, and increased productivity, but also presents challenges including reduced social interaction and potential employee isolation. Digital infrastructure factors have proven to be a determinant of engagement levels, with developed countries supported by technology outperforming developing countries that still face access gaps. Additionally, the role of managers in providing regular feedback, empathy, and emotional support is key to maintaining engagement. Adaptive and inclusive HR practices, such as flexible work hour policies, mental well-being programs, and digital training, have proven effective in boosting employee engagement across diverse cultural contexts. Overall, this study concludes that employee engagement in remote work systems is highly dependent on a combination of digital infrastructure, empathetic leadership, and responsive HR policies. Global organizations need to balance universal values with local adaptation to ensure policies remain relevant across diverse work culture contexts. The practical implications of this research emphasize the importance of flexible, inclusive, and well-being-based HR strategies to maximize the benefits of remote work. This finding is expected to contribute to academic literature and serve as a reference for organizations in developing sustainable remote work policies.

Keywords: Remote Work, Employee Engagement, Global Perspective, HR Practices.

INTRODUCTION

Remote work has become one of the major phenomena in the modern world of work after the COVID-19 pandemic. Many companies around the world are starting to adopt this work model as a strategy to maintain productivity while also protecting employee health. This transformation is not only temporary but is evolving into a long-term trend that is reshaping global work patterns (Septiana & Muhdiyanto, 2024). The increasing speed of digitalization also supports this shift, as technology allows work to be done without the limitations of space and time. This change requires organizations to adapt to new management patterns. This is where the role of human resource management (HRM) becomes very important (Kusdibyo & Kundori, 2024).

As remote work becomes more prevalent, employee engagement is becoming an increasingly important topic. Employee engagement is not only related to productivity, but also to loyalty and job satisfaction. In the context of remote work, this engagement becomes more complex due to the absence of intense face-to-face interaction. Factors such as communication, trust, and managerial support are key to maintaining engagement. Many studies show that high engagement can reduce employee turnover rates (Sabila et al., 2024). Therefore, a literature review on the relationship between remote work and employee engagement is highly relevant.

The development of digital technology is one of the main drivers of the success of remote work. Communication platforms like Zoom, Microsoft Teams, and Slack provide virtual collaboration spaces that support daily work activities. However, reliance on technology also presents new challenges, especially in countries with uneven digital infrastructure. This inequality in access has the potential to create an engagement gap between employees. Organizations need to understand that technology is not just a tool, but also a part of HR strategy that influences work motivation (Irenita et al., 2024). Therefore, technological readiness should be part of the research framework.

Globalization adds layers of complexity to remote work practices. Multinational organizations face differences in work culture, employment regulations, and employee expectations that vary between countries. In this context, global HR strategies must be adaptive in order to accommodate this diversity. For example, employees in Europe may place more emphasis on flexibility, while in Asia hierarchy and control still play a big role (Setiawan & Heriyanti, 2023). These differences require HR managers to be able to balance

global standards with local practices. This is an important basis for this research.

The aim of this research is to understand the link between remote work and employee engagement through a global perspective. This research seeks to identify effective HR strategies in maintaining engagement in the digital era. By reviewing cross-country literature, this research also wants to see universal patterns and typical differences. In addition, this research aims to provide practical recommendations for organizations to be able to adapt to changes in the world of work. It is hoped that the research results can enrich academic literature on global HR management. Thus, this research has contributions both theoretically and practically.

The importance of this research is also supported by global survey data showing changes in employee preferences. Studies from Gallup and McKinsey report that most employees now prefer flexible work systems to returning completely to the office. This shows that remote work is not just an emergency solution, but is becoming part of a new working style. However, this preference is also accompanied by concerns related to burnout, social isolation, and a reduced sense of belonging. Thus, employee engagement becomes an important indicator of organizational success. This condition makes this research even more relevant.

Apart from individual aspects, organizations are also faced with strategic implications in HR management. Companies that succeed in keeping employees engaged in a remote work system will excel in talent retention. On the other hand, companies that fail to adapt risk losing highly competent employees. This confirms that engagement is not only a psychological issue, but also a strategic factor in business sustainability (Nugraha & Wardhani, 2022). Therefore, HR practices should be seen as an important instrument in facing the challenges of remote work. In other words, employee engagement and HR strategy have a significant reciprocal relationship.

In an academic context, it is hoped that this research can contribute to enriching theoretical understanding of the relationship between remote work and employee engagement. Many previous studies have focused on productivity aspects, but not many have explored the dimensions of engagement from a global perspective. This research attempts to close this gap by presenting a comprehensive literature analysis. With this approach, it is hoped that consistent patterns, challenges and opportunities can be found in various countries. Apart from that, this research also highlights how HR plays

a role in managing organizational change. This will strengthen the relevance of research in the academic and practical realms.

Overall, this introduction illustrates the urgency of research on remote work and employee engagement in a global context. The background shows that the remote work trend has changed the landscape of the world of work. The problem formulation emphasizes the importance of understanding the relationship between engagement and HR practices. The research objective is directed at identifying relevant global strategies and patterns. The importance of research is seen in its impact on individuals, organizations, and academic literature. Thus, this research is worth carrying out to answer the challenges of HR management in the era of digitalization.

RESEARCH METHOD

This study uses a systematic literature review method with a scoping review approach to gain a comprehensive understanding of the relationship between remote work and employee engagement. This approach was chosen because it is able to identify, analyze, and synthesize various relevant research findings within a specific timeframe. Thus, the research can provide a broad mapping of topics without being limited to the single methodology of primary research. The articles reviewed include international academic publications, reputable journals, and official reports from global organizations. Examples of organizations that serve as references are the International Labor Organization (ILO), Gallup, McKinsey, and Deloitte. All these sources were selected because they have high credibility in the issues of labor and global human resource management.

The literature selection criteria focused on publications published within the last 10 years to remain relevant to the development of post-pandemic remote work trends and the digital era. The selected literature must address the direct link between remote work, employee engagement, and HR practices implemented in various countries. Using these criteria, the research aims to filter the sources that are most relevant to the study's objectives. The analysis was conducted by identifying the main themes, research gaps, and best practices that emerged in the literature. The results of this mapping then became the basis for structuring a systematic discussion. In this way, the research can contribute both theoretically and practically to the development of global human resource management (Earley, M.A. 2014; Snyder, H. 2019).

RESULT AND DISCUSSION

Remote Work Increases Flexibility, but Decreases Social Interaction

Remote work has proven to provide greater flexibility for employees in managing their time and work location. Unbound by rigid office hours, employees have the opportunity to balance professional and personal responsibilities. This has a positive impact on work-life balance, which is one of the important factors in employee well-being (Kannen, 2024). Numerous literature studies confirm that this flexibility increases job satisfaction and reduces stress levels. Employees feel more autonomous and have control over their work pace (Cavestro, 2024). This condition can ultimately increase motivation and productivity.

Beside improving work-life balance, remote work flexibility also impacts operational efficiency. Companies can reduce operational costs, such as office rent, utilities, and employee transportation. From an individual perspective, employees don't need to spend time and energy on daily commutes. This positive impact indirectly increases employee engagement because they feel the company cares about their needs (Larson, 2024). However, these benefits must still be balanced with clear HR policies to prevent flexibility from causing confusion. This is where well-structured remote work regulations are important.

Nevertheless, the decrease in face-to-face interaction poses new challenges for employee engagement. Social relationships that usually form naturally in an office become more difficult to establish in a virtual environment. Employees can feel isolated due to the lack of spontaneous interactions, such as casual conversations in the break room. This feeling of loneliness has the potential to decrease the sense of belonging. In the long run, this can weaken the emotional bond between employees and the organization (Genner, 2024). As a result, employee engagement is at risk of declining even though productivity is increasing.

Social engagement in the workplace plays a big role in building trust between team members. In remote work, the process of building trust becomes more difficult because communication tends to be formal and structured. The lack of face-to-face contact can also slow down the formation of emotional bonds between colleagues (Matthes, 2024). This has an impact on team collaboration that is less solid. Employees who feel disconnected from coworkers tend to be less motivated to contribute optimally. Thus, the challenge of social engagement must receive serious attention from HR practitioners.

Global literature emphasizes that one way to overcome limited interaction is through virtual team building activities. This activity is designed to foster a sense of togetherness even though it is carried out online. Examples include online gaming sessions, casual discussions, or virtual celebrations of team achievements. This kind of activity has been proven to reduce feelings of isolation among employees. Although it does not completely replace face-to-face interaction, this activity helps maintain the spirit of working together (Nguyen et al., 2024). Therefore, this practice is widely recommended in global HR management.

Apart from team building, regular communication is also an important strategy for maintaining employee involvement. Consistently scheduled online meetings allow employees to stay connected to their team and superiors. Good communication also provides space for employees to express their ideas, complaints or needs (Kougiannou & Holland, 2024). In this way, transparency and openness can be maintained even when working remotely. Many international companies emphasize the importance of a balanced communication frequency so as not to cause meeting fatigue. This shows that communication management is the key to maintaining engagement.

Support from managers also plays a big role in reducing the negative impact of limited social interactions. Managers who actively provide feedback and personal attention can increase employees' sense of appreciation. The presence of a manager as a support figure helps build an inclusive work climate even in a virtual space. Research shows that employees who receive emotional support from their superiors tend to have higher engagement. Therefore, training for managers in leading remote teams is an urgent need (Walby, 2024). This is in line with global HR practices which prioritize people-oriented leadership.

Overall, remote work presents a dilemma between flexibility and social interaction. On the one hand, flexibility increases employee productivity, satisfaction and loyalty. However, on the other hand, limited face-to-face interactions reduce the sense of togetherness that is crucial for engagement. For this reason, global HR practices emphasize the importance of combining flexibility with strategies that maintain social relationships. Implementing virtual team building, regular communication, and managerial support are the keys to overcoming this challenge. With the right steps, organizations can maximize the benefits of remote work without sacrificing employee engagement.

Employee Engagement Depends on Digital Infrastructure and Managerial Support

Employee engagement in remote work is highly dependent on the availability of adequate digital infrastructure. In developed countries, stable internet access and modern technological devices make remote collaboration easier. This makes employees feel connected to the team and organization even though they work from different locations. On the other hand, in many developing countries, limited infrastructure is the main obstacle. Internet connection disruptions, device limitations, and high technology costs reduce work effectiveness (Amoozegar, 2024). This condition has the potential to reduce the level of employee involvement because they have difficulty actively participating.

Global studies show that digital collaboration platforms such as Zoom, Microsoft Teams, Slack and Google Workspace are becoming the main connection between employees. The platform facilitates communication, coordination and virtual project management. The existence of this technology is not just a means, but also a symbol of the organization's attention to employee needs. When infrastructure runs smoothly, engagement increases because employees feel able to work optimally (Ardebilpour et al., 2024). However, without technology support, employees can feel left behind and frustrated. Therefore, company investment in digital infrastructure is very crucial to maintaining engagement.

Apart from technological factors, the role of managers is an important pillar in supporting employee engagement. Managers are not only tasked with organizing work, but also providing guidance, direction and personal attention. Consistent feedback helps employees understand achievements and areas that need improvement (Tambunan et al., 2024). More than that, empathy from managers can create a feeling of being valued and cared for. In the context of remote work, this emotional aspect is often a determining factor in engagement. Employees who feel supported tend to have higher motivation and loyalty.

Effective managers in remote environments must be able to establish open, two-way communication. Not just giving instructions, but also listening to the aspirations and challenges faced by employees. This approach creates an inclusive work climate, where employees feel safe to voice their opinions. This is important to maintain team trust while increasing the sense of belonging to the organization. Global literature shows that managers who prioritize empathy have teams with better engagement (Kozamernik, 2024).

Thus, the role of human leadership becomes increasingly vital in the digital era.

The best practice that many global organizations apply is the use of an online performance management system. This system allows managers and employees to monitor performance in real time, provide feedback, and set goals together. Transparency in appraisals allows employees to better understand their contribution to organizational achievements. This increases engagement because employees feel their roles are clearly recognized (Agustiyarni & Harris, 2022). On the other hand, this system also makes it easier for managers to identify potential problems early. In this way, engagement can be maintained through digital-based performance management.

Apart from a performance management system, virtual coaching is also an effective strategy in maintaining engagement. Coaching provides an opportunity for employees to develop their potential while receiving personal guidance from a manager or mentor. In the context of remote work, coaching helps reduce feelings of isolation due to a more personal connection. Employees who receive coaching tend to be more confident and focused in their work. This fosters deeper involvement, because they feel supported professionally and emotionally (Utami, 2022). Therefore, many global organizations are integrating coaching programs into remote HR practices.

However, implementing these best practices is not always easy, especially in resource-constrained environments. Companies in developing countries face challenges in adopting advanced digital systems due to limited costs and access to technology. In these conditions, managers are required to be more creative in maintaining engagement in simple ways, such as regular communication via messaging applications or telephone. Even though it is simple, consistency in communication can still increase a sense of connectedness (Wik et al., 2023). That way, the technology gap is not completely an obstacle. In fact, this re-emphasizes the importance of the manager's role as the main link for engagement.

Overall, employee engagement in remote work is the result of the interaction between adequate digital infrastructure and strong managerial support. Technology provides the tools, while managers provide meaning through empathy, feedback, and coaching. Without one of them, engagement will be difficult to maintain. Therefore, global companies need to combine investment in technology with the development of managerial capacity. This approach is believed to be able to maintain employee involvement despite the

challenges of distance and geographical differences. With the right combination, remote work can become a sustainable work model.

Adaptive and Inclusive HR Practices Drive Engagement in the Era of Remote Work

Adaptive HR practices are critical in supporting employee engagement in the era of remote work. Organizations that are able to adapt policies to employee needs are proven to have higher levels of engagement. Flexible working hours policies, for example, provide space for employees to balance personal and professional matters. This flexibility fosters a sense of trust from the company to its employees. This sense of trust then strengthens loyalty and work motivation (Mkhulisi et al., 2024). Thus, adaptive policies are one of the keys to HR success.

Apart from time flexibility, mental wellbeing programs are also an important factor in engagement. Working remotely often gives rise to psychological problems such as stress, burnout and a feeling of isolation. Organizations that provide online counseling, mental health leave, or mindfulness workshops have been proven to be more successful at maintaining morale. Employees feel cared for not only as workers, but also as individuals. This attention strengthens the emotional bond between employees and the organization (Aji & Abadiyah, 2023). In this way, mental well-being contributes directly to increased engagement.

Digital training is also an inclusive and adaptive HR practice in the remote work era. Digital transformation demands new skills, and not all employees have the same abilities. Training programs designed to suit individual needs make employees feel empowered. Their self-confidence increases when they are able to master remote work technology. This not only increases competence, but also a sense of involvement (Weerasingha & Madushanka, 2024). Therefore, digital training has become a strategic investment in global HR management.

However, differences in work culture in various parts of the world give rise to variations in the implementation of HR practices. In Asia, work culture still emphasizes hierarchy, obedience and control from superiors. In contrast, in Europe and the United States, work culture emphasizes employee autonomy and active participation. These differences mean that a policy cannot always be applied uniformly (Septiana & Muhdiyanto, 2024). Multinational organizations must be able to adapt HR strategies to their

respective local contexts. This requires a deep understanding of the dynamics of cross-border work cultures.

These conditions require HR practitioners to have high adaptive capabilities. They must be able to design policies that suit the local context, but remain in line with the company's global values. For example, organizations can apply global communication standards, but adapt leadership styles to suit local culture (Hilfina & Putra, 2023). This adaptation ensures that policies do not conflict with applicable work norms. That way, employees still feel valued within the framework of their own culture. This approach also helps the company maintain the consistency of its global identity.

Inclusivity is another important aspect of modern HR practices. Inclusivity includes not only gender or ethnic diversity, but also differences in work styles, locations and digital capabilities. In remote work, inclusivity is realized through equal access to information, training and career opportunities. Employees who feel included are more likely to show high involvement (Husna & Budiono, 2022). This shows that employee involvement is closely related to a sense of fairness and inclusion. Therefore, inclusivity must be a key principle in remote HR policies.

Adaptive and inclusive practices also help organizations face the dynamics of global uncertainty. Rapid economic, social and technological changes require organizations to continuously adapt HR strategies. With an adaptive approach, companies can respond to the evolving needs of employees. Meanwhile, inclusivity ensures that no group is left behind in the change process. The combination of the two creates a stable and sustainable work environment (Meidyntania & Frianto, 2024). Ultimately, this increases employee trust and engagement consistently.

Overall, adaptive and inclusive HR practices have proven to be the foundation of engagement in the era of remote work. Flexibility, mental wellbeing and digital training are becoming important instruments in creating engagement. Differences in work culture demonstrate the importance of adaptation, while global values ensure consistency of organizational direction. Inclusivity strengthens the sense of ownership and active participation of all employees. With this strategy, organizations can face global challenges while maintaining engagement. Ultimately, adaptive and inclusive HR is the key to sustainable remote work success.

CONCLUSION

Based on the literature review, it can be concluded that remote work provides both opportunities and challenges for employee engagement. The flexibility offered can increase work-life balance, job satisfaction and productivity, but limited social interaction can reduce the sense of togetherness. Digital infrastructure factors have also been proven to influence engagement, where countries with access to advanced technology benefit more than developing countries. The manager's role becomes very important in maintaining emotional connection, providing feedback, and building an inclusive work climate. Adaptive and inclusive HR practices, such as flexible working hours, mental wellbeing programs and digital training, have been proven to strengthen engagement. Thus, employee engagement in remote work is strongly influenced by a combination of technology, leadership and HR policy factors.

Globally, organizations are required to balance universal values with local contexts in HR practices. Differences in work culture show that there is no single model that can be applied in all countries. Therefore, adaptation to local conditions is key so that policies remain relevant, while consistency in global values maintains organizational identity. Inclusivity also needs to be the main principle so that all employees feel valued and involved in the work process. With the right strategy, organizations can maximize the benefits of remote work without sacrificing engagement. In conclusion, remote work can become a sustainable work model if it is supported by HR practices that are responsive, inclusive and oriented towards employee welfare.

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