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A PROJECT REPORT  
ON

REMOTE WORK AND EMPLOYEE ENGAGEMENT  
A CASE STUDY OF ASYAD SHIPPING IN OMAN

By

Qamaria Adam bin Mohmmad Al Zadjali, 10s5946

Guided by

Muhammad Khuram Khalil

A project report submitted in partial fulfillment of  
the requirements for the award of  
Bachelor of Arts (Honours) in Business Administration  
(Human Resource Management)



Middle East College  
Knowledge Oasis Muscat, Oman

January, 2025

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**DECLARATION**

I, "Qamaria Adam bin Mohammad Al Zadjali", hereby declare that the work presented herein is genuine and has not been copied in part or in whole from any other source except where duly acknowledged. As such, all use of previously published work (from books, journals, magazines, internet, etc.) has been acknowledged with the main report to an item in the references or bibliography lists. Copyright Acknowledgement I acknowledge that the copyright of this project and report belongs to MEC.

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10s5946



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## APPROVAL FORM

### REMOTE WORK AND EMPLOYEE ENGAGEMENT - A CASE STUDY OF ASYAD SHIPPING

The project report entitled remote work and employee engagement- a case study of Asyad Shipping in Oma submitted by Qamaria Adam Mohammad Al Zadjali, ID 10s5946 is approved in partial fulfillment of the requirements for Bachelor of Arts (Honours) in Business Administration with specialization in Human Resource Management.

\_\_\_\_\_  
Supervisor

Full name:

Department:

Signature:

Date:

\_\_\_\_\_  
Examiner

Full name:

Department:

Signature:

Date:



## ACKNOWLEDGEMENT

I have written this thesis as the final piece of my Bachelor of Arts (Honors) in Business Administration (Human Resource Management) studies. Participating in this program has been a transformative experience, and I consider myself fortunate to have had this opportunity.

First and foremost, I would like to extend my heartfelt gratitude to my supervisors, Ms. Arti Sharma and Mr. Muhammad Khuram Khalil, for their invaluable guidance, unwavering support, and encouragement throughout the implementation of this study. Their expertise and mentorship have been instrumental in shaping the direction and outcomes of this work.

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On a personal note, I wish to acknowledge the unwavering support of my family and friends, whose encouragement and motivation have been my greatest source of strength. Their belief in me has been the foundation of my success, and for that, I am eternally grateful.

Writing this thesis has been a challenging yet rewarding process. It has taught me invaluable lessons, changed my perspective on effective communication, and prepared me for future endeavors.

To all who contributed to this journey, thank you. I wish you all continued success.

## **ABSTRACT**

This study case study of Asyad Shipping investigates the influence of remote work on employee engagement and organisational culture. Following the COVID pandemic, which only accelerated remote work and the associated shift of work, the traditional workplace dynamics have been changed, raising questions regarding employee motivation, organisational and cultural cohesion, and commitment. It examines how employee engagement is affected by remote work and how organisational culture may moderate this relationship. The study is designed as a mixed-methods study utilising survey data (open and close end questions) from 200 employees. The results show that remote work provides multiple benefits, such as extra flexibility, autonomy, and a better work-life balance, leading to better employee engagement. However, the study also shows several substantial difficulties, including poorly formed interpersonal relationships and diluted company culture, that can ultimately erode engagement. The analysis suggests that organisational culture is an essential role-modulating factor in minimising the adverse side effects of remote work. Strong leadership, communication tools, mentorship programs, and virtual team-building activities were found to reinforce cultural values and create collaboration to sustain engagement levels. Although these interventions improve the situation somewhat, there are areas in which continued improvement is needed, such as regarding additional support for training and development, the development of recognition systems, and the combat of isolation. The research finds that remote work could improve engagement but that for its long-term success, the ability to foster cultural cohesion and communication is a proactive organisational strategy. The recommendations include bolstering organisational leadership practice, enhancing the feedback mechanisms, and enlarging employees' recognition and development opportunities. Based on this study, organisations that aim to optimise remote work policies and keep remote workers engaged and culturally aligned in virtual settings will find this a helpful guide.

### **REMOTE WORK AND EMPLOYEE ENGAGEMENT - A CASE STUDY OF ASYAD**

## SHIPPING

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## **CHAPTER 1: INTRODUCTION**

### **1.1 The Rise of Remote Work: A New Era in Workplace Dynamics**

Remote work has become a widespread work arrangement, significantly accelerated by the COVID-19 pandemic and advancements in technology. Before 2020, remote work was limited to specific roles, but the pandemic forced organizations globally to adopt virtual or hybrid work environments. This shift increased remote work usage by 25-30% in 2020 (Edelmann et al., 2021). While the transition introduced new health and safety requirements, it also offered benefits like improved work-life balance, higher productivity, and broader global talent acquisition. At Asyad

Shipping, remote work policies enhanced operational efficiency and productivity by reducing disruptions and streamlining communication (Taderera & Al Balushi, 2023).

During the pandemic, the company implemented digital tools to ensure continuity, maintain safety, and prevent logistical bottlenecks. Studies suggest firms leveraging remote work effectively can see up to 77% improved productivity depending on engagement and communication practices (Colak & Saridogan, 2023). Asyad's measures highlight the importance of aligning employee expectations with organizational goals. However, remote work challenges traditional employee engagement, critical to productivity and organizational culture. Engaged employees demonstrate 17% higher productivity and 21% greater profitability (Anand & Acharya, 2021). To address the disruption of engagement and corporate culture in virtual settings, Asyad and other companies have adopted digital tools, improved communication practices, and hosted virtual events to foster belonging and alignment with organizational objectives (Saurage-Altenloh et al., 2023).

## **1.2 Statement of the Research Problem**

The primary research question formulated during this study focuses on the effect of teleworking on staff commitment and organisational culture in Asyad Shipping Company. Although this strategy has helped organisations to continue operating during the pandemic, telecommuting creates significant problems with morale and company culture. Hajjami and Crocco (2024) show that research indicates that the number one reason why teleworkers suffer from a lack of motivation is physical contact with others; this equals 37% of the workforce claiming that lack of face-to-face interactions and casual, informal conversations, typical to the workplace, is a problem.

Like other businesses, one of the problems that Asyad Shipping must solve is employee engagement and cultural behaviour in the organisation while most of them work from home. For instance, a study done among similar workers and organisations showed that 42% of workers felt culturally isolated from their organisations after adopting the work-from-home model, showing that physicality has an impact on cultural orientation (Choudhary & Jain, 2024). Such conclusions indicate the requirement for conscious approaches toward involving employees so that the employees would find themselves relevant to the programs and activities of the respective organisation.

Another drawback of telecommuting is the potential decline in employees' attachment to their jobs, facilities, and organisation and the organisation's performance and turnover. People who work remotely usually express loneliness or do not belong to the organisational culture. For that reason, findings indicate that homeworkers suffer an increased isolation rate of 2.5 times compared

to employees in the company's workplace (Haque, 2023). Lack of fit with organisational culture can even be magnified to the extent that employees feel that an organisation is not committed to policies and practices in digital environments.

These challenges mean that organisations ought to take necessary steps to prevent them from happening. It is hypothesised that strong employee relations can be enhanced nowadays by specific measures, such as leadership using remote mentoring, constant feedback, and simple virtual group exercises that strengthen people's connection with organisational culture (Panchuk, 2023). Furthermore, using organisational support structures, including training sessions, recognition programs, and team meetings, increased employee satisfaction and reduced anxiety, hence offering the organisational membership satisfaction even if not physical comradeship (Sharma, 2022).

### **1.3 Aim and Objectives of the Study**

#### **1.3.1 Aims**

The aim of the present study lies in the extensive identification of the impacts of remote work on the levels of employee engagement and organisational culture of Asyad Shipping. This aim covers several aspects of telecommuting and discusses its advantages and drawbacks to the company workforce and organisational culture. Telecommuting threatens conventional practices and patterns of engagement and cultural alignment across organisations. Organisational commitment means the level of affection that workers develop towards their work and the organisation. Rich's practice shows that a high level of engagement leads to productivity, job satisfaction, and loyalty, which are critical for organisations. Regarding physical space, engagement tends to be fostered through face-to-face interactions, cross-functional teams, shared activities, and social/professional networking opportunities that create affiliations to an organisation. Nevertheless, remote work flips these dynamics because people cannot physically interact as often to maintain high levels of engagement if they are to work from home regularly.

On the other hand, organisational culture is the set of shared values, beliefs, and norms that define the working environment and shape employee behaviour. It guides how employees interact with each other and aligns with the organisation's goals. Culture is usually built and reinforced through physical presence, company rituals, everyday exchanges, and visible leadership. Remote work, however, challenges this reinforcement process as employees are dispersed and digital platforms mediate interaction. This separation can weaken cultural cohesion, as employees may feel less connected to the organisation's identity and values. For Asyad Shipping, understanding these influences is critical to ensuring that remote work aligns with the company's overall objectives

and values. Like many others, the company may face specific challenges in maintaining high levels of engagement and cultural continuity when employees work remotely. Potential issues include feelings of isolation, misalignment with company values, and reduced motivation or productivity.

### **1.3.2 Research Objectives**

1. To evaluate the impact of remote work on employee engagement.
2. To examine the influence of organizational culture on employee engagement.
3. To analyze the moderating role of organizational culture in the relationship between remote work and employee engagement.

### **1.4 Research Questions**

1. How does remote work influence employee engagement?
2. What is the impact of organizational culture on employee engagement?
3. To what extent does the strength of organizational culture moderate the relationship between remote work and employee engagement, enhancing engagement in remote settings?

### **1.5 Scope of the Study**

This research measures the effects of remote work on the engagement of employees and the organisation's culture in Asyad Shipping, levying its employees based on departments, jobs, and locations for a broad insight into remote work. It considers how working remotely influences engagement by considering cultural, motivational, interactional, and relationship-related factors, as well as its implications for team integration and person-to-person interactions. Regarding another research question, the study also evaluates the extent to which Asyad Shipping embraces and sustains its values and culture within the virtual environment. It is essential for achieving organisational culture objectives of warding off the erosion of organisational culture and aligning the employees to the company objectives. As other weaknesses mentioned, the risks like isolation and reduced engagements, cultural decline, and dilution are identified so that the research establishes a more realistic understanding of the challenges in continuing the engagement and cultural unity. Further, it assesses the comparative efficacy of digital technologies and leadership interventions, such as communication platforms, virtual teaming, and leadership behaviours. It overviews Asyad Shipping's best practices and opportunities for enhancing virtual team management to foster an integrated and engaged remote workforce.

### **1.6 Limitations of the Study**

The study was conducted within a limited timeframe, allowing only for short-term research, which

may restrict the depth of insight into how new work arrangements impact employee engagement and organisational culture. This time constraint limits data collection and analysis, reducing the study's range and scope. Extended time could have enabled repeat assessments and additional interviews to capture evolving trends in engagement and culture as remote work policies shift. Thus, the findings broadly represent the current scenario, which may evolve. The sampling technique includes only a proportion of Asyad Shipping Company's workforce, selected by department, job level, and geographical area, which may limit generalisability. Certain roles, especially those at lower levels, may not be fully represented, and insights may differ significantly between management and frontline workers. Therefore, results reflect the experiences of a specific subset rather than the entire workforce. This research focuses solely on employee engagement and organisational culture related to remote work policy, omitting factors like performance, financial outcomes, productivity comparisons, and customer satisfaction metrics. Although it provides valuable information on engagement and cultural alignment, it does not capture the overall operational impact of remote work within Asyad Shipping.

## **1.7 Operational Definition**

- **Employee Engagement**

Employee engagement refers to the extent to which employees are emotionally committed and invested in their work and organisation. It encompasses an individual's motivation, enthusiasm, and willingness to go above and beyond their job responsibilities to support organisational goals. Engaged employees typically exhibit high productivity levels, collaboration, and alignment with company values. Engagement is measured by employees' enthusiasm, dedication, and positive attachment to their work environment, which is especially critical in remote work settings where traditional engagement drivers are less accessible (Anand & Acharya, 2021).

- **Organisational Culture**

Organisational culture is defined as the collective values, beliefs, and practices that shape the working environment within an organisation. It influences how employees interact with one another and impacts decision-making, behaviour, and performance standards. A solid organisational culture aligns employees with the company's vision and promotes a sense of unity and purpose (Saurage-Altenloh et al., 2023). In remote work, maintaining organisational culture requires intentional efforts to foster shared values and reinforce the organisational identity, as cultural transmission can be challenging without physical presence (Sterjo, 2023).

- **Remote Work**

Remote work, also known as telework, refers to a work arrangement where employees perform their job responsibilities from locations outside the traditional office environment, often from home, using digital tools for communication and collaboration. Remote work can offer flexibility and has gained popularity, especially after the COVID-19 pandemic, as it allows employees to operate independently of a centralised workplace. However, it also challenges engagement, culture, and team cohesion, necessitating new organisational strategies to support productivity and well-being in distributed settings (Blumberga & Lapkovska, 2021).

### 1.8 Structure of Research

This research is organised into multiple chapters, each designed to address specific objectives and provide a comprehensive understanding of the study’s focus on remote work, employee engagement, and organisational culture at Asyad Shipping.

Chapter	Detail
<b>Chapter 1 Introduction</b>	Introduces the background, significance, scope, and research problem, establishing the study’s foundation. It discusses global remote work trends and Asyad Shipping’s adaptation to these changes. Key terms are defined, and the study’s aims and objectives are outlined, setting the stage for the research.
<b>Chapter 2 Literature Review</b>	Reviews existing research on employee engagement, organisational culture, and remote work. This chapter provides a theoretical foundation for understanding the research problem by examining prior studies, theories, and relevant findings, situating the study within the context of current academic and practical knowledge.
<b>Chapter 3 Research Methodology</b>	Describes the research design, data collection methods, and analysis techniques. It details the sampling process, data-gathering tools (such as interviews and surveys), and methods for analysing data. This chapter ensures transparency and explains how the research questions will be systematically addressed.
<b>Chapter 4 Data Analysis and Findings</b>	Presents the results of the collected data, including statistical analyses. It reveals the impact of remote work on engagement and organisational culture at Asyad Shipping, discussing how these findings align with or differ from



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the literature reviewed in Chapter 2.

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**Chapter 5**  
**Discussion and**  
**Conclusion**

Interprets the results considering the research objectives. This chapter discusses the implications, offers recommendations for enhancing engagement and cultural alignment in remote settings, and suggests directions for future research. It concludes the study, summarising key insights and contributions to Asyad Shipping and the broader field.

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## 1.9 Summary

This chapter has established the groundwork for the study by providing a background on remote work trends, especially within Asyad Shipping, and discussing the importance of employee engagement and organisational culture in a remote context. It defined key terms, articulated the research problem, aims, and objectives, and outlined the scope and significance of the study. The chapter concludes with an outline of the research structure, setting the stage for the literature review and subsequent chapters that will deepen the exploration of remote work's impact on engagement and culture at Asyad Shipping. This foundation enables a systematic approach to investigating research questions, ultimately guiding the study toward insightful and actionable findings.

## CHAPTER 2: LITERATURE REVIEW

### 2.1 Introduction

This chapter examines the critical interplay between remote work, employee engagement, and organizational culture, providing a comprehensive understanding of how these elements intersect and influence each other. The chapter begins by exploring the origins and rapid evolution of remote work, particularly its acceleration during the COVID-19 pandemic, which shifted it from a rare practice to a global norm. It delves into the complexities of maintaining employee engagement, an essential factor for productivity, retention, and satisfaction—in remote environments where isolation and communication gaps pose significant challenges. Additionally, the chapter highlights the role of organizational culture in fostering alignment, trust, and cohesion among employees, emphasizing its fragility in remote settings. By synthesizing recent literature,

this chapter identifies key challenges and opportunities in navigating remote work dynamics and outlines strategies for enhancing engagement and preserving cultural integrity in a distributed work environment.

## **2.2 The Evolution and Impact of Remote Work in the Post-Pandemic Era**

The COVID-19 pandemic transformed remote work from a trend to a standard working norm. Organizations globally adopted fully remote or hybrid models to maintain operations during lockdowns and social distancing (Popovici & Popovici, 2020; Kaushik, 2020; Deepa & Dharshini, 2024). This shift underscored the urgent need for research into the impacts of remote work, particularly regarding workplace commitment and corporate culture. Employee engagement, defined as the emotional, cognitive, and physical commitment to assigned tasks, directly influences productivity, satisfaction, and turnover (Saurage-Altenloh et al., 2023; Sterjo, 2023; Deepa & Dharshini, 2024). Engaged employees demonstrate higher productivity and loyalty, underscoring the role of engagement in individual and organizational success. Organizational culture, encompassing values, beliefs, and practices shaping behavior, is crucial for aligning employee actions with business goals (Sterjo, 2023; Byrd, 2022; Titus et al., 2023). Remote work challenges traditional methods of reinforcing culture, such as face-to-face interactions and shared office routines (Deepa & Dharshini, 2024; Blumberga & Lapkovska, 2021). This review explores best practices for enhancing engagement while preserving organizational culture in remote settings, synthesizing recent research and case studies to provide actionable insights for navigating post-COVID-19 workplace challenges.

Remote work, allowing employees to operate outside traditional office settings, originated with the development of telecommunications in 1973 (Smith et al., 1973). However, its mass adoption occurred during the COVID-19 pandemic, which necessitated a rapid shift to remote operations (Henke et al., 2022; Titus et al., 2023). Previously seen as a perk for a select few, telecommuting became a widespread, permanent model in response to the crisis (Deepa & Dharshini, 2024). Technological advancements, including high-speed internet, cloud computing, and collaborative tools like Slack, Microsoft Teams, Zoom, and Google Meet, have enabled seamless remote work. These tools facilitate communication, task coordination, document sharing, and project collaboration (Katari et al., 2021; Titus et al., 2023; Deepa & Dharshini, 2024). Digital monitoring tools further ensure accountability and productivity across geographically dispersed teams (Popovici & Popovici, 2020; Henke et al., 2022).

Remote work offers numerous advantages, such as reduced operational costs, global talent

acquisition, and enhanced employee autonomy, contributing to satisfaction and productivity (Henke et al., 2022; González-Torres & Rodríguez-Sánchez, 2024; Popovici & Popovici, 2020). Flexible work arrangements, blending remote and office-based tasks, define the modern flextime approach (Deepa & Dharshini, 2024; Titus et al., 2023). Despite its benefits, remote work poses challenges like diminished social interaction, communication gaps, and eroded organizational culture. Loneliness affects over 40% of remote employees, leading to engagement issues and burnout (Blumberga & Lapkovska, 2021; Henke et al., 2022). Communication barriers, slower decision-making, and weakened team cohesion are also prevalent (Stefko, 2023; Deepa & Dharshini, 2024). The dilution of organizational culture, with limited face-to-face interactions and informal meetings, is a critical concern (Byrd, 2022; Titus et al., 2023). To address these challenges, organizations must adapt to digital communication, conduct virtual team-building, and support employee mental health. By mitigating the downsides of remote work, companies can foster a more engaged, connected, and productive workforce (Katari et al., 2021; Deepa & Dharshini, 2024; Henke et al., 2022).

### **2.3 Employee Engagement in the Remote Content**

Employee engagement is the extent to which an employee is enthusiastic, committed, and involved with his work. Many papers and studies point to the fact that engaged employees work harder, take the initiative, and have a clear commitment towards their organisation, and that this leads to increased performance, better customer satisfaction rates, and increased retention rates among the employees (Saurage-Altenloh et al., 2023; Deepa & Dharshini, 2024; Henke et al., 2022). Pace is a significant determinant of organisational performance, especially for workers who work from home since they may feel they are not part of the company or their co-workers (Blumberga & Lapkovska, 2021).

Employee engagement can be broken down into three main dimensions: emotional, cognitive, and behavioural. Organisational commitment is what employees have over their job and the organisation's emotional attitude, like pride, loyalty, and enthusiasm, among other related attributes (Costantini & Weintraub, 2022; Byrd, 2022). Cognitive engagement is the extent to which mental processes are directed toward work activities," while behavioural engagement is defined as 'the extent to which employees visibly invest personal effort in work roles and organisational goals' (Deepa & Dharshini, 2024; Henke et al., 2022). These dimensions define the process by which the employees develop their orientation towards the defined responsibilities, ways of communication, and behaviours at the place of work, as well as responsibilities towards organisational goal achievement.

New ways of work require new approaches to engagement, dispelling some major conventional influences like face-to-face commendation, casual conversation and face time, and cubicles (Saurage-Altenloh et al., 2023; Henke et al., 2022). However, remote work brings tactical opportunities in engagement as well. Telework, the chance to build personal workplaces and perform work in a time and place convenient to employees, is said to increase employees' perceived control and satisfaction (Deepa & Dharshini, 2024; Blumberga & Lapkovska, 2021). In addition, remote work can promote higher autonomy that enables employees to arrange working modes according to their preferences (González-Torres & Rodríguez-Sánchez, 2024).

It is argued that people support, management trainer sponsorship, and clear communication patterns are significant factors if people stay involved in such stunning organisational environments (Byrd, 2022; Saurage-Altenloh et al., 2023). When the organisation initiates and promotes a culture of support and recognition, employees remain active and motivated at the workplace regardless of working from home (Deepa & Dharshini, 2024).

## **2.4 Impact of Remote Work on Employee Engagement**

Working from home has created much value in employee satisfaction, primarily through flexibility, self-directedness, and a better balance of work and personal life. Remote work also brings about more schedule flexibility, enhancing an employee's ability to balance career and personal life. Its effectiveness has been demonstrated to help raise production rates and increase employee morale. For instance, published research shows that workers within hybrid working settings saw their engagement level go up by as much as 40 percent higher than their onsite counterparts (González-Torres & Rodríguez-Sánchez, 2024; Deepa & Dharshini, 2024). Flexible working schedules impose the capacity of employees to choose the time they wish to work, thus enhancing their job output through working during their best time.

Another prescriptive driver of engagement is autonomy. People who can shape up their immediate environment and redesign work procedures described an average of 25% increase in job satisfaction, self-motivation, and general health (Henke et al., 2022; Mäkikangas et al., 2022). It means that workers can have little control over our work environment, which makes them own it and take responsibility for it. In addition, those organisations that foster the work environment with supportive leadership, offering directions, support, and career development opportunities have been able to sustain a high level of employees' engagement. In this case, mentoring-based leadership has been found to influence EE and BE in that it directly promotes stronger organisational bonds for workers (Saurage-Altenloh et al., 2023; Sterjo, 2023).

However, other disadvantages connected with remote work can impact negative perceptions of employee engagement. First, there is a lack of social communication. Excess isolation is identified as one of the most pressing issues—40.6% of the employees experiencing loneliness and disconnection during remote working during the pandemic, affecting their motivation and engagement (Blumberga & Lapkovska, 2021; Henke et al., 2022). This situation is worsened because employees cannot interact face-to-face; informal discussions that create bonds and unity in any organisation are also lacking. One of the areas includes social connection, which challenges employees' feelings of inclusion and influences engagement standards.

Furthermore, the absence of dynamic employee communication will also undermine creativity and the team's approach to solutions. The research shows that approximately 60% of remote workers feel less belonging to their colleagues and organisational mission, or worse if the teams do not have a strategic solid digital communication plan (Henke et al., 2022; Byrd, 2022). When workers do not have opportunities to engage in brief, low-task connectedness interactions—for example, gossiping over coffee or recalling a hint at a quick, unscheduled meeting—their team's creativity level may decrease. Also, virtual work expects employees to be self-motivated. At the same time, this is advantageous in some ways. Workers feel isolated from the rest of the team's purpose and values. Thus, it is potentially problematic for organisations to have difficulties sustaining largely beneficial collaboration, which is key to ongoing innovation and identifying and resolving issues. In the following empirical data, the authors shed more light on the challenges faced by organisations when engaging employees virtually. Researcher cross-sectional evidence has learned that approximately 75% of the employees working in such high-support cultures can sustain their high levels of engagement even under conditions of work-from-home environments (Mäkikangas et al., 2022; Deepa & Dharshini, 2024; Henke et al., 2022). This shows that organisational culture and leadership contribute to the sustained interest and thus emphasise the lack of face-to-face communication. Notably, organisations that deemed mentoring cultures significant to organisational culture noted 30% improved employee engagement scores than those organisations without mentoring cultures (Saurage-Altenloh et al., 2023; Sterjo, 2023). These learning environments enhance emotionally and behaviourally engaged mentoring environments for personal relationships and professional growth. The findings of the study point to the kind of support that the organisation offers as important to maintaining engagement, especially with employees working from home.

## **2.5 Moderating Role of Organizational Culture in Remote Work and Engagement**

A strong organisational culture is a key determinant of how engaged employees become with the new remote working culture at the workplace. Consequently, shared values and visible leadership play a critical role in enhancing people's focus on organisational objectives in general and increasing loyalty and sense of belongingness of remote employees. Workers who perceive the organisational culture as congruent with their values show increased levels of interaction in their workplace, even in virtual spaces. For instance, According to Byrd (2022), Lagree et al. (2024), and Sterjo (2023), employees within workplace organisations that foster supportive and inclusive organisational climate practices revealed 57% higher engagement levels than those in unsupportive environments. Employees need a clear understanding of what they are doing and why, and a unified organisational culture can help address teleworking challenges.

The position of leadership in how culture gets propagated is very core. Efficient management of engagement requires trust and openness, as well as some variety of involvement from organisational leaders. Among all types of leadership, mentoring-based leadership was credited for a 32% increase in engagement scores because it promotes trust and affords the human capital necessary to thrive (Saurage-Altenloh et al., 2023; Deepa & Dharshini, 2024). Risk-taking and collaboration cultures have also yielded positive relationships with higher engagement because employees feel entrusted to take charge of their tasks and collaborate with others to contribute to organisational effectiveness.

Nevertheless, there are several issues concerning cultural continuity while organising the work process remotely. The extent to which social interactions are diminished with the decreased number of face-to-face interactions and effective cross-cultural diffusion may be lessened. There is always a breakdown in the process where, on average, 64% of people in virtual teams have challenges when integrating with organisational culture regarding their values and practices (Sterjo, 2023; Titus et al., 2023). This is because although employees can appreciate and feel aligned with organisational culture through other interactions, the daily face-to-face encounters make up a strong portion of their daily practice, creating a fragmented cultural experience.

In response to these issues, organisations have begun adopting things like virtual onboarding, virtual team bonding, and leaders recreating organisational culture within remote working environments. Adjusted micro-strategies assist in alleviating the problem of culture erosion by ensuring that the employees are prompted to interact with the organisational culture virtually. Research shows that these interventions reduced cultural degradation by 25%, especially in organisations that necessitate teamwork (Deepa & Dharshini, 2024; Byrd, 2022). Virtual team-building activities mean that employees are more likely to feel united and realise that everyone is

one big team with a common goal.

A literature review indicates that organisational culture has an essential impact on the support and maintenance of work engagement in employees, irrespective of where they are located. For example, organisations that kept trust, recognition, and transparency noticed a 25% reduction in turnover during the transition to remote work (Arunprasad et al., 2022; Lagree et al., 2024; Mäkikangas et al., 2022). Some of these organisations proved how important it is to maintain a high level of cultural fit to cope with some of the issues that come with implementing home working practices so that employees become more loyal to their organisations. Likewise, it has been observed that organisations that have an excellent cultural fit have consistently demonstrated better engagement scores, though much of the engagement might happen virtually. This highlights the need for a clean, outlined culture across the organisations, even with changes in the working mode.

Most often, organisational culture is defined as the accepted and active ideas within the workplace, which can be seen through the beliefs and assumptions of the employees, organisational practices, policies, and codes of conduct. Sub-elements of organisational culture consist of an organization's leadership patterns, communication, traditions, and beliefs (Sterjo, 2023; Byrd, 2022). Culture reinforces the ideas and goals of an organisation and guarantees that employees and groups act correspondingly (Titus et al., 2023).

Strong organisational culture is crucial for the eventual support of organisational culture goals and strategic operating goals as an essential element of an overall organisational culture that influences organisational culture activities to contribute to employees' goals and strategic organisational goals. Organisational mechanical cultures bear moderate strengths for collaboration, trust, and commitment to innovation and relate to low levels of employee engagement and business performance (Sterjo, 2023; Byrd, 2022; Lagree et al., 2024). For instance, firms that share information with employees and practice accountability consistently receive more trust from their workers, which boosts satisfaction and commitment (Deepa & Dharshini, 2024).

Telecommuting has some peculiarities concerning the organisation when it comes to culture enhancement. Because there is no interpersonal contact and many people do not meet physically in a typical configuration place, and time, it limits the opportunity for gossiping, team building, and the constant recollection of the company's culture, policies, and code of conduct (Sterjo, 2023; Blumberga & Lapkovska, 2021). Consequently, organisations need to implement technologies to sustain culture and diversity effectively. The means of nourishing the organisational culture in a virtual atmosphere are active team-building tasks, daily or weekly reporting, and open leadership

(Byrd, 2022; Titus et al., 2023).

Organisational culture emerges as the critical moderator that helps address issues arising from remote environments. A strong organisational culture helps give employees the safety they need and the sense of mission, which is essential, even when the team is remote. Research has pointed out that the organizations' highly integrated cultures are associated with high employee engagement. Organised workplaces with solid cultures have up to 75% remote work employee engagement, and those in organisations with low cultural intensity, only 45% (Sterjo, 2023; Byrd, 2022; Saurage-Altenloh et al., 2023). An established culture also supports employee engagement with the organisational culture and corporation's values.

Best practices for strengthening culture are having daily or weekly virtual check-ins on team objectives to ensure there is constant leadership communication and the building of trust and having occasional culture reward or recognition practices to remind the team members about the shared values and achievements (Delfino & Van Der Kolk, 2021; Deepa & Dharshini, 2024). For example, a case on engagement with a focus on the cultures fostered by mentorship pointed to the fact that various organisations have experienced a 30% increase in engagement during the pandemic caused by COVID-19 virus. This was due to their emphasis on providing proper leadership-supportive behaviours and vital organisational cultural operations that help keep the employees productive and connected to other employee groups they are affiliated with (Saurage-Altenloh et al., 2023). These practices play an utmost role in shaping the employees' perception of feeling valued and appreciated while working offline.

Remote working is one of the areas where IT solutions and leadership practices are used to intersect with culture to support the line between virtual decentralisation and cohesiveness. Microsoft Team, Slack, and Zoom provide a medium of communication and assist in recreating cultural norms and people's belongingness, even among remote workers (Kraimer et al., 2021; Titus et al., 2023). These tools make it easier to ensure that all the employees are connected and engaged, even though they are physically apart.

Managers actively support employees' and teams' behavioural change, feedback discussion, incentive programs, and virtual team bonding. These actions help the employees stay active throughout and ensure they are always in the driver's seat regarding organizational productivity (Deepa & Dharshini, 2024; Byrd, 2022). Moreover, flexibility is reconcilable with cultural integration by adopting a two-three-day digitization and a two-three-day virtual work schedule. This leads to higher engagement and productivity because people need autonomy and relatedness to the organisation (González-Torres & Rodríguez-Sánchez, 2024; Sterjo, 2023).



A review of past literature shows that cultural strength is an essential moderator of remote interaction. For example, organisations with enhanced points of mentorship and leadership have 30% less disengagement, mainly when working from home, as indexed by Saurage-Altenloh et al., 2023 and Deepa and Dharshini, 2024. Moreover, research has found that virtual activities for team building, and clear communication can improve trust and cooperation by 20% and 25% since they create blocks for interaction and reinforce the organisation's values (Byrd, 2022; Blumberga & Lapkovska, 2021).

## **2.6 Strategies for Enhancing Employee Engagement in Remote Settings**

### **2.6.1 Communication Tools for Interconnection and Interaction**

For interconnection and interaction with the team, COVID-19 has made tools like Zoom, Slack, and Microsoft Teams almost prerequisites for remote work. Such social media platforms are available for both synchronous and asynchronous communication since distances that can act as a barrier to communication are covered. The surveys have shown that the organisations implementing these tools encountered fewer communication barriers by 25% than those involving traditional means because they help facilitate more comprehensive and fluid information sharing (Katari et al., 2021; Titus et al., 2023). The freedom to communicate no matter the time of the day or where one significantly helps support and engage remote teams.

### **2.6.2 Project Management Tools for Organisation and Accountability**

Tools such as Asana and Trello continue to improve the organisation of cloud-based project management and team cooperation, thereby increasing the efficiency of remote working teams by 30% (Popovici & Popovici, 2020). All these tools facilitate more accountability than they used to be, giving everyone the feeling of what is expected of them and what is expected of the team within a given time frame, hence increasing engagement levels.

### **2.6.3 Virtual Team-Building Activities to Foster Collaboration**

Team-building exercises that contact your employees online, such as workshops, trivia, and brainstorming, are critically important activities to keep the connections warm and trust colleagues from other departments in the company. Findings also show that workers carrying out virtual connectivity practices experience 20% higher trust levels than the teams with no such practices and 18% better collaboration (Blumberga & Lapkovska, 2021; Byrd, 2022). Such activities assist in closing the affective gap that exists among workers who are physically apart from each other; this aids in creating a compromising sense of togetherness that cuts across affiliated organisational practices.

## **2.6.4 Mentorship and Feedback as Leadership Priorities**

Mentorship and feedback can be considered the critical prerogatives of leadership with remote employees who must be engaged in work they perform outside their offices. Culture established by the leaders is linked with the enhanced satisfaction and retention of remote employees by approximately 30% because of giving instructions, appreciation, and objectives (Saurage-Altenloh et al., 2023; Deepa and Dharshini, 2024). Managers who spend time actively talking to their subordinates, giving feedback, and showing appreciation build a strong foundation and culture of people wanting to work to their best. This has been attributed to mentorship programs in which research reveals that employees with a mentor are 35 percent more likely to stay engaged than those without a mentor (Henke et al., 2022). While mentoring applies to developing individual employees' competence and knowledge base by increasing their organisational commitment, thus enhancing organisational loyalty.

## **2.6.5 Training and Development for Skill Mastery and Motivation**

The most important activities when it comes to building training and development in remote circumstances relate to the following: Companies with virtual learning platforms such as LinkedIn Learning have realised enhanced employee productivity and morale by about 35% (Henke et al., 2022; Titus et al., 2023). For instance, distributed software development teams engaging in weekly virtual boot camps saw performance improvement, such as skill mastery and retention, as established during my literature review as critical indicators of employee motivation arising from a good learning climate. These are likely critical to engaging the remote employees and re-warding/re-energising them for subsequent higher productivity.

## **2.6.6 Recognition and Rewards to Enhance Employee Value**

Reward- Many tools like Bonusly and Kudos help the organisation reward employees with obvious actions, creating a feeling of value and a sense of belonging. Available research shows that companies that practice appreciation or recognition have an overall satisfaction of 32% and a 29% lower turnover rate (Deepa & Dharshini, 2024; Henke et al., 2022). Since most of these recognition programs aim to ensure that employees are valued and have bought into the organization's objectives, the avails enhance their loyalty and concentration.

## **2.7 Factors Affecting Engagement in Remote Work**

The physical requirements of the workplace extend to include some psychophysical factors, which are central to job commitment in the far-stretched-out areas. Working chairs, adjustable tables, a correct working environment, and flexible working conditions lessen body pressure and improve

work output. For example, Mamatha & Kumar (2023) found an improvement in productivity by 20% and a reduction of musculoskeletal complaints by 35% among remote workers through ergonomic modifications. Lu (2023) reported that ergonomics facilitated satisfaction while at the same time reducing errors in the distributed workforce in the education and research sectors by a quarter.

Issues related to psychological climate, including favorite practices associated with establishing specific working corners and constructing a separation between working and personal lives, are equally essential. According to Malinowska & Tokarz (2020), organisation employees use structure. A psychological environment where remote employees were more engaged due to less stress and improved focus. In addition to providing task features to enhance engagement, this study established that job resources such as clarity in roles and availability of collaborative tools also improve engagement by 30% (Rai & Chawla, 2022). In addition, dyadic transactions where people work together and provide encouragement in digital environments satisfy people's psychological needs for competence and relatedness, raising engagement by 25% (Zeijen et al., 2020).

Communication is the key to engaging workers in remote work settings. Communication best practices eliminate feeling alone, build trust, and improve collaboration. Lartey & Randall (2021) found that where organisations employed applications such as Slack and Zoom, team unity and problem-solving were boosted by thirty percent. Similarly, Sheveleva & Rogov (2021) pointed out that informal communication through information technology strengthens culture and alleviates perceived communication media loneliness.

Such structures include the reverse mentoring program, in which employees at the top levels learn from the junior personnel, which can also be cited as enhanced by communication in remote employee relations. According to Garg et al. (2021), mentoring increased employee satisfaction and engagement by 25% and allowed cross-generational knowledge sharing. Xi et al. (2020) opined that the frequency of communication must be moderated since frequent communication causes fatigue, thus reducing communication engagement levels. Popovici & Popovici opined that clear leadership communication, including following up and feedback line availability, brings a 20% technostress decrease in analysed organisations, resulting in improved morale.

Over the years, employment has been described as one of the biggest factors affecting workers' productivity, and probably one of the strongest reasons individuals take part in remote work practice is noted to revolve around work-life balance. More than half of remote employees struggle with blurring boundaries between personal and work engagements, often contributing to employee burnout (Demirbağ & Demirbağ, 2022). These problems have been managed well through

promotional scheduling policies. Harunavamwe & Kanengoni (2023) realised an enhanced contribution indicating a 30% group increase in corporal life satisfaction when the employees can alter their working schedules.

Promoting self-care practices enhances work-life conflict since it receives organisational support. Lombardero-Posada et al. (2022) noted that those organisations that received self-care support from the HR department, in the form of wellness sessions and online counselling, saw their turnover rates drop by 15 percent. Research also underlines that autonomy is valued: employees who said they had much control over their working hours demonstrated 20% higher engagement than employees with strict schedules (Kao et al., 2021). Lamichhane (2023) concluded that work-life balance has a positive relationship with job performance, with magnified effects in the organisation's sectors experiencing high role volatility.

It might be vastly essential to ensure that employees can still be engaged even if they are working remotely. Wellness programs that support mental health and other policies that can include buy-ins for the infrastructure for employee access to digital mobile health applications improve satisfaction, enhancing productivity. Atobishi and Nosratabadi (2023) noted that companies with strong technological policies observed enhanced satisfaction with their human capital of approximately 40 percent. Lombardero-Posada et al. (2022) also stated that when self-care interventions are culturally appropriate, clients learn better and are more involved, protecting them against becoming weary in environments that trigger stress, such as the healthcare setting. Career development opportunities and other rewards are other socially responsible HR practices that lead to engagement. According to Pimenta et al. (2024), initiatives that are like the values of human capital call for a 35% increase in organisational commitment. In addition, Sheveleva & Rogov (2021) discovered that through digital collaboration tools, it is possible to cut inefficiencies by 25 percent and increase engagement and task accomplishment levels.

## **2.8 Theoretical Framework of Remote Work and Engagement**

- **Social Exchange Theory**

Social Exchange Theory (SET) explains how mutual interaction between employees and organisations influences engagement. Credibility and organisational commitment are built for leaders operating in the system of transnational leadership while enhancing employee engagement by 30 percent (Geibel & Otto, 2023). The positive and psychological leader-member relationship improves job satisfaction, hence the employee's ability to adapt to roles (Sethi et al., 2023). Studies have evidence that SET practical application and mentoring programs improve reciprocity by

increasing roles' distinctness and satisfaction. For instance, Garg et al. (2021) established that in countries with mentored employees, engagement increased by 25 percent in organisations that engaged in reciprocal professional relationships. Therefore, SET is related to proper HR management strategies, which simultaneously connect resources to enhancing organisational commitment and employee engagement (Geibel & Otto, 2023).

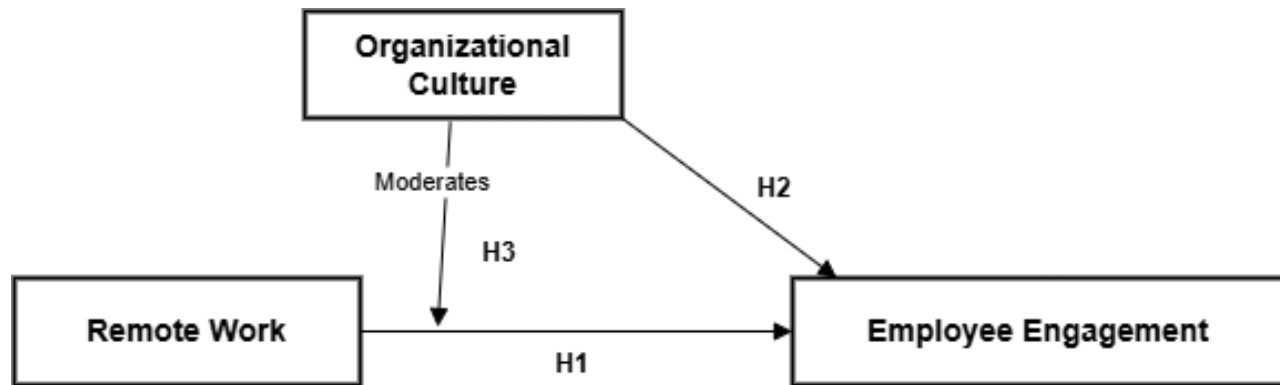
- **Self-Determination Theory**

From a self-determination theory (SDT) perspective, engagement has been found to be a function of autonomy, competence, and relatedness. Self-organisation in working remotely, for instance, makes decisions about employees' schedules and motivates and engages employees. Organisations that promote autonomy have improved productivity by a quarter, according to Kao et al. (2021). Likewise, competence-enhancing practices, including professional development, enhance task efficiency and mental health (Rai & Chawla, 2022). Adjacency, which can be experienced when employees are part of a team and are experiencing support while participating in team-building activities, is another key to maintaining enthusiasm while working remotely. In a recent study by Zeijen et al. (2020), it was realised that a virtual collaborative environment fulfilling the relatedness needs enhanced team cohesiveness by 30%. The principles suggested here echo research by Malinowska and Tokarz (2020), which demonstrated that applying methods based on the principles of SDT could effectively help decrease stress and improve job satisfaction among workers in remote teams.

- **Job Demands-Resources Model**

Engagement is underlined in the Job Demands-Resources (JD-R) Model framework, which reflects the balance of demands and resources at work. Several demands significantly contribute to burnout, including long working hours and pressure to meet deadlines. Nevertheless, leadership and technological resources help to minimise such impacts. Makowski (2023) stated that enhanced job autonomy reduction and supportive leadership decreased the turnover rate by 25 percent. Within the JD-R model, job crafting is a concept, and by adjusting tasks, relationships, and personalisation of job roles, employee engagement is found to rise by 30 percent (Khan & Shamsi, 2021). Furthermore, Straus et al. (2023) pointed out that employees who worked remotely yet had access to ICTs had a 20 percent lower stress level, a perspective that points to the need for demand and supply balance in the workplace.

## **2.8.1 Theoretical Framework**



## 2.8.2 Hypothesis Development

H1: Remote work has a significant impact on employee engagement.

H2: Organizational culture has a significant impact on employee engagement.

H3: The strength of organizational culture moderates the relationship between remote work and employee engagement, such that a stronger culture enhances engagement in remote settings.

## 2.9 Summary

This literature review explored the intersection of remote work, employee engagement, and organizational culture. Remote work, accelerated by the COVID-19 pandemic, offers flexibility and autonomy but presents challenges like isolation and communication breakdowns, which can affect employee engagement. Employee engagement is vital for productivity and retention, and while remote work can enhance engagement through flexibility, it also risks disengagement due to the lack of face-to-face interaction. Organizational culture, key to aligning employee behaviours with company goals, faces challenges in remote settings due to the absence of physical presence but can be maintained through solid leadership and digital tools. The review underscores the interconnections between these elements and the importance of adopting strategies to foster engagement and preserve culture in remote environments.

# CHAPTER 3: RESEARCH METHODOLOGY

## 3.1 Introduction

This study investigated how remote work impacts employee engagement at Asyad Shipping. The research was exposed to a mixed-methods approach to understand and address the degree of impact remote work fully has on employee engagement, satisfaction, and productivity. This transition corresponded to the growing remote work, accelerated by the COVID-19 pandemic, which necessitated investigating how it affected employee behaviour and organisational outcomes (Adisa et al., 2023). As a result, a mixed-methods approach was particularly appropriate for this study, as

it was of value to capture both broad quantitative patterns and deep, in-depth qualitative insights. The qualitative study shed light on some personal experiences and perceptions of remote work, and the quantitative study measured and analysed engagement across a larger sample size. The combined approach considered individual and collective factors influencing engagement, resulting in a full understanding of how remote work would affect the engagement of Asyad Shipping (Saxena et al., 2024).

### **3.2 Research Design**

The research design for this study followed a mixed-methods approach to ensure a comprehensive exploration of the relationship between remote work and employee engagement. Mixed methods combine qualitative and quantitative approaches to offer a more robust and holistic view of complex phenomena (Shokrollahi, 2023). The research was initially undertaken with a descriptive and exploratory design, designed to use extant literature to interrogate the main influencing factors of employee engagement in remote work. In this phase, a theoretical framework was set, and the most important variables affecting engagement (communication patterns, managerial support, autonomy, and work-life balance) were found.

The qualitative component was open-ended interviews with employees of Asyad Shipping. These questions aimed to gather employees' lived experiences, perceptions, and challenges about their remote work and the flexibility they provided the researcher to go deeper into probing emerging themes. The quantitative component uses a structured survey to measure employee engagement levels of a larger sample. It was surveyed using a Likert scale and closed-ended questions on job satisfaction, communication effectiveness, and engagement with remote work practices. The data from both approaches were integrated to provide a rich and comprehensive view of the relationship between remote work and employee engagement (Fatima et al., 2024; Lartey & Randall, 2021).

### **3.3 Population of the Study**

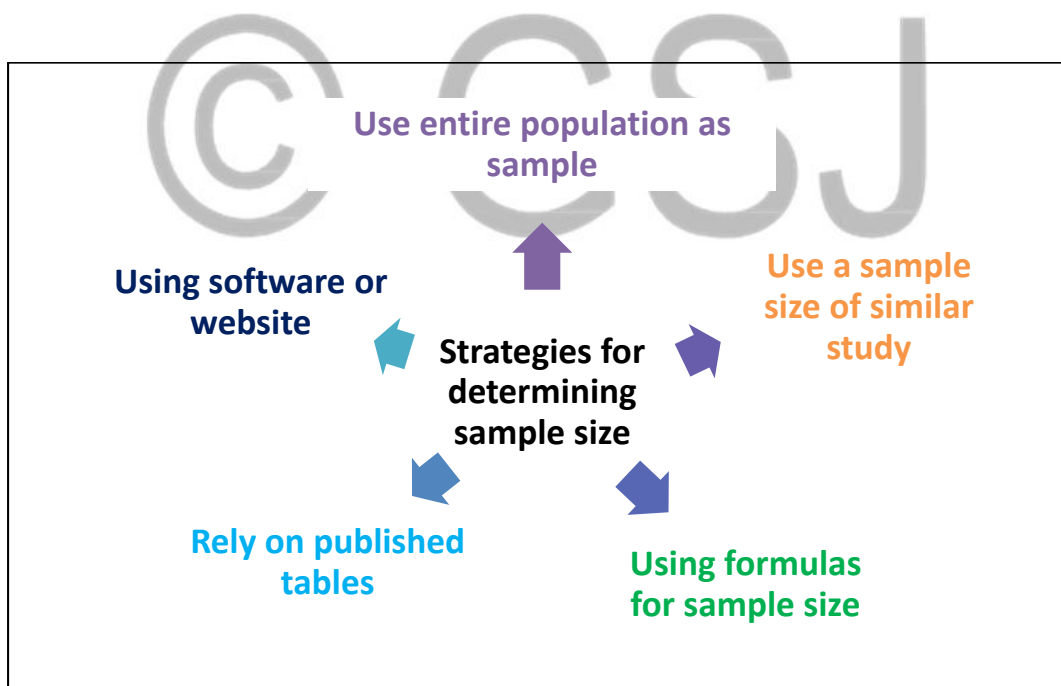
The population of this study consisted of employees from Asyad Shipping who had been working remotely during the period under investigation. Given that Asyad Shipping had implemented remote work policies as part of its response to global trends and specific organizational needs, it presented an ideal context for studying the effects of remote work on employee engagement. Asyad Shipping's diverse workforce, encompassing both administrative and operational roles, allowed for the inclusion of employees from various departments, ensuring that the findings were representative and covered multiple facets of the organization.

Employees from a wide range of functions—such as logistics, administration, and operations—

were included in the study. This diversity provided insights into how remote work affected engagement in different types of roles, ensuring that the survey accounted for variations in engagement levels across various job functions and departmental needs (Mäkikangas et al., 2022). Furthermore, participants were selected based on their familiarity with remote work practices, ensuring that the study captured various experiences from employees who had adapted to remote work under varying circumstances.

### 3.4 Sampling Technique and Sample Size

To ensure the representativeness of the sample, stratified random sampling was employed. This technique divided the population into distinct subgroups (or strata) based on department, job function, and tenure characteristics. By ensuring that each subgroup was adequately represented, stratified sampling helped to capture a more nuanced view of employee engagement across different functional areas. This method also minimized potential biases from over-representing certain employee groups (Birman et al., 2024). Strategies to determine sample size are enlisted in figure 3.1 (Hossan & Alhasnawi, 2023).



**Figure 3.1: Strategies for determining sample size**

The sample size for the quantitative survey was 200 employees, selected from across different departments and job roles. This sample size was sufficient to provide statistical power and ensure that the results were generalizable to the broader population of employees at Asyad Shipping. This smaller group allowed for in-depth exploration of individual experiences with remote work,



ensuring that diverse perspectives were represented. Combining a larger quantitative sample and a smaller qualitative sample struck a balance between breadth and depth in the data (Choudhary & Jain, 2024). A sample size calculator was used to calculate the sample size (figure 3.2). In figure 3.2, 200 or more surveys are needed to have a confidence level of 90% that the real value is within  $\pm 5.84\%$  of the measured/surveyed value.

The screenshot shows the 'Sample Size Calculator' page on Calculator.net. The page has a dark blue header with the site name and navigation links for Financial, Fitness & Health, Math, and Other. Below the header, the page title is 'Sample Size Calculator' and the subtitle is 'Find Out The Sample Size'. A brief description states: 'This calculator computes the minimum number of necessary samples to meet the desired statistical constraints.' The result is displayed in a green box: 'Sample size: 200'. Below the result, a note explains: 'This means 200 or more measurements/surveys are needed to have a confidence level of 90% that the real value is within  $\pm 5.84\%$  of the measured/surveyed value.' The calculator interface includes input fields for Confidence Level (90%), Margin of Error (5.84%), Population Proportion (50%), and Population Size. A 'Calculate' button is present. On the right, there is a search bar and a 'Math Calculators' sidebar with links to Scientific, Fraction, Percentage, Triangle, Volume, Standard Deviation, Random Number Generator, and More Math Calculators.

**Figure 3.2: Sample Size Calculator for quantitative study**

## 3.5 Research Instruments and Validity and Reliability Testing

### 3.5.1 Research Instruments

This study utilized a structured questionnaire to collect quantitative and qualitative data from employees of Asyad Shipping. The questionnaire, distributed via Google Forms, was designed to address the research objectives by examining the impact of remote work, employee engagement, and organizational culture. In addition to the structured questions, the questionnaire included two open-ended questions to capture qualitative insights. These questions encouraged respondents to elaborate on how Asyad Shipping could enhance engagement and address challenges related to remote work and organizational culture. To assess the validity and reliability of these instruments, measures were taken. I first tested the content validity of the survey through consultations with experts in employee engagement and remote work. These experts reviewed the survey items to ensure they covered all such items about employee engagement and were worded to make people respond accurately (Shokrollahi, 2023). The survey was also pilot tested with a small group of

employees to determine reliability. The questionnaire was revised based on feedback from this pilot group to clarify language and to identify potential problems with question wording or logic. Internal consistency for the Likert scale items was computed using Cronbach's alpha. An acceptable value (0.7 or higher) was considered if the items within the scale measured the same construct (Fatima et al. 2024).

### **3.6 Data Collection Technique**

The development of open-ended and close-ended questions in the document is designed around three key objectives: evaluating the impact of remote work on employee engagement, examining the influence of organizational culture on engagement, and analyzing the moderating role of organizational culture in the relationship between remote work and engagement. Close-ended questions using a Likert scale from "Strongly Disagree" to "Strongly Agree" provide quantifiable insights into perceptions of productivity, motivation, work-life balance, cultural alignment, and organizational support. Open-ended questions complement these by encouraging detailed feedback on how remote work and organizational culture influence engagement, offering a deeper understanding of employees' experiences and perspectives. This approach ensures a balanced and objective-driven framework for comprehensive data collection and analysis.

A structured questionnaire was distributed to 200 employees. This made it very easy to participate and covered a broad reach within the organisation. Factors like job satisfaction, communication effectiveness, work-life balance, and organisational support were the factors assessed in the survey. Descriptive and inferential statistics were used with data for trend analysis and a look at possible relationships between remote work variables and employee engagement (Saxena et al., 2024).

### **3.7 Data Analysis Technique**

The data analysis used qualitative and quantitative methods to answer all the research questions. Structured questionnaires were used to collect quantitative data, with data analysed on IBM SPSS, whereas data obtained from open-ended questions were manually interpreted to get meaningful insight. However, this dual approach brought an even more robust and detailed understanding of the relationship between remote work and how it defines organisational culture and employee engagement. A range of statistical techniques were applied to the quantitative analysis to summarise and examine the data. To give an overview of the demographic characteristics of respondents as well as their response to the key variables (remote work, employee engagement, and organisational culture), descriptive statistics were used. Data trends and variability were

obtained by means of mean, median, mode, standard deviation, and frequency distributions. The measurement tools were confirmed via Cronbach's Alpha to be robust, and reliability testing through the survey scales confirmed the internal consistency of the survey scales. Because these data are of such an exploratory nature, inferential statistical methods were used to explore relationships and predictive patterns among the data. Assessment of the strength and direction of the relationship between the variables was conducted, for instance, remote work practices and employee engagement. Independent variables such as remote work and organisational culture were run through regression analysis to assess how predictive each variable is in predicting employee engagement. Furthermore, we conducted a moderation analysis to examine how organisational culture affects the remote work and engagement relationship. Responses to open-ended survey questions were analysed using thematic coding instead of thematic coding, as the quantitative data was processed manually instead of using a manual approach to interpret the qualitative data. All responses were read carefully and intermittently to draw out patterns, recurring ideas, and specific examples regarding remote work and organisational culture. The direct extraction of insights using this interpretative approach occurred without categorisation or coding, as respondents' representations of their experiences were transparent without additional analysis. The qualitative analysis gave additional context to the quantitative findings by exposing challenges and opportunities.

### **3.8 Legal, Ethical, and Social Considerations**

Data from this study was compiled with all relevant data protection regulations, including the General Data Protection Regulations (GDPR) and local laws as applicable. All participants were informed of the study purpose and procedures and told they could withdraw without penalty, and informed consent was obtained. To protect the identity of participants, all data was anonymised, and only the results were reported in aggregate form. This study needed to engage with ethical considerations. Participants were advised of their rights to confidentiality and anonymity and were told that their participation was voluntary. Participants were also told that they could leave the study at any time without penalty. The data collection and analysis were conducted in such a way as to prioritise fairness, transparency, and respect for participants as was according to the research. This study had a substantial social impact because it found ways to measure how remote work impacted an employee's engagement, satisfaction, and productivity. The findings were of great value to organisations such as Asyad Shipping, aiding them in improving their remote work policies as they ensure that remote employees stay engaged and well. This research also has relevance for other remote work studies, guiding other organisations that implemented (or

elaborated) remote work after the pandemic.

### **3.9 Summary**

The research methodology on the correlation between remote work and employee engagement at Asyad Shipping. A mixed-methods approach uses survey of 200 employees, using stratified random sampling for diversity. Data collection tools include a structured survey validated through expert review and pilot testing. The data is analysed using statistical methods (SPSS). Issues concerning ethical and legal considerations, including what constitutes adequate data protection, participant confidentiality, and compliance with GDPR, are addressed. This chapter will set out a research framework to investigate remote work's effect on employee engagement.



## **CHAPTER 4: DATA ANALYSIS**

## 4.1 Introduction

This chapter presents the analysis of data collected using a questionnaire distributed among employees of Asyad Shipping. The research focuses on assessing the impact of remote work on employee engagement, understanding the influence of organizational culture on engagement, and exploring the moderating role of culture in the relationship between remote work and engagement. The findings are organized in alignment with the research objectives, providing both quantitative and qualitative insights into the experiences and perspectives of the respondents.

## 4.2 Research Findings

The questionnaire was distributed electronically via Google Forms to ensure ease of access and encourage participation. A total of 200 questionnaires were distributed to employees from various roles and departments within Asyad Shipping. All 200 distributed questionnaires were returned, achieving a 100% response rate. After reviewing the submissions for completeness and consistency, all 200 responses were included in the final data analysis. The seamless distribution process and the user-friendly format of Google Forms likely contributed to the high level of participation. These findings provide valuable insights into how remote work and organizational culture interact to influence employee engagement. The results highlight areas of strength and opportunities for further enhancing the remote work experience at Asyad Shipping.

## 4.3 Questionnaire Analysis

### 4.3.1 Analysis of Section A: Personal information

#### 1. Gender of responses

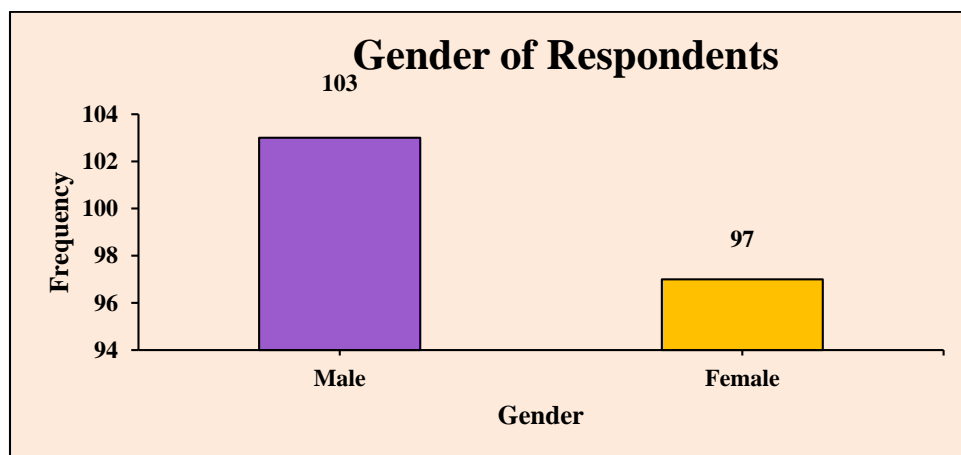


Figure 4. 7: Gender

Frequency Distribution		
Gender of Responses	Responses Number	Percentage
Male	103	51.5%
Female	97	48.5%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table 4. 1: Gender

The figure and table show a nearly even gender split, with males at 51.5% and females at 48.5%, reflecting a balanced and diverse representation within the organization. This reflects the growing emphasis on gender diversity in organizational practices, which has been linked to enhanced innovation and competitiveness, especially when females occupy strategic roles in logistics firms (Faizan et al., 2019). Similarly, gender-diverse firms in Sub-Saharan Africa have demonstrated increased productivity and creativity (Abbey & Adu-Danso, 2022). However, contrasting findings highlight that gender imbalances persist in logistics and transportation sectors, where women are underrepresented in operational roles (Schollmeier & Scott, 2024).

**2. Age of responses**

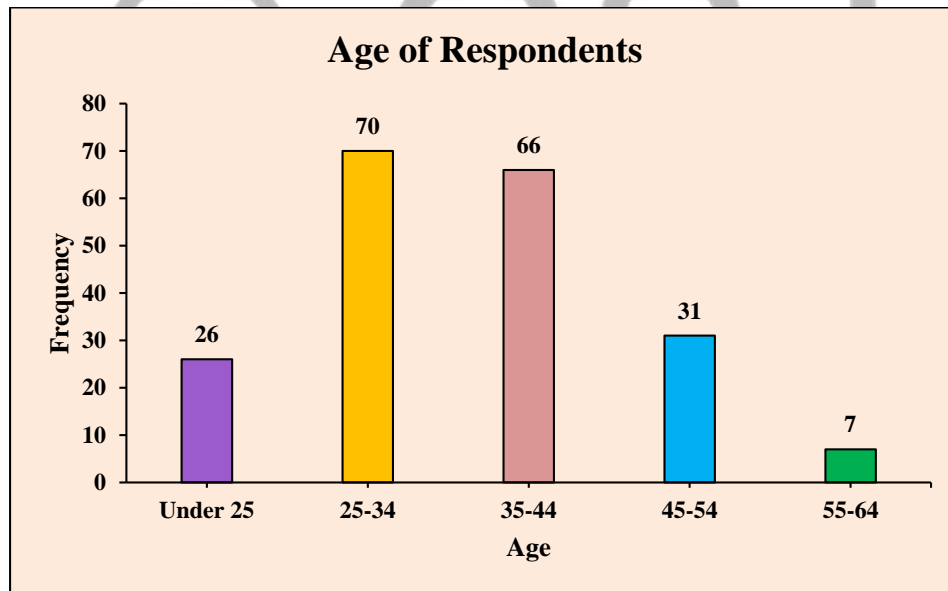


Figure 4. 8: Age

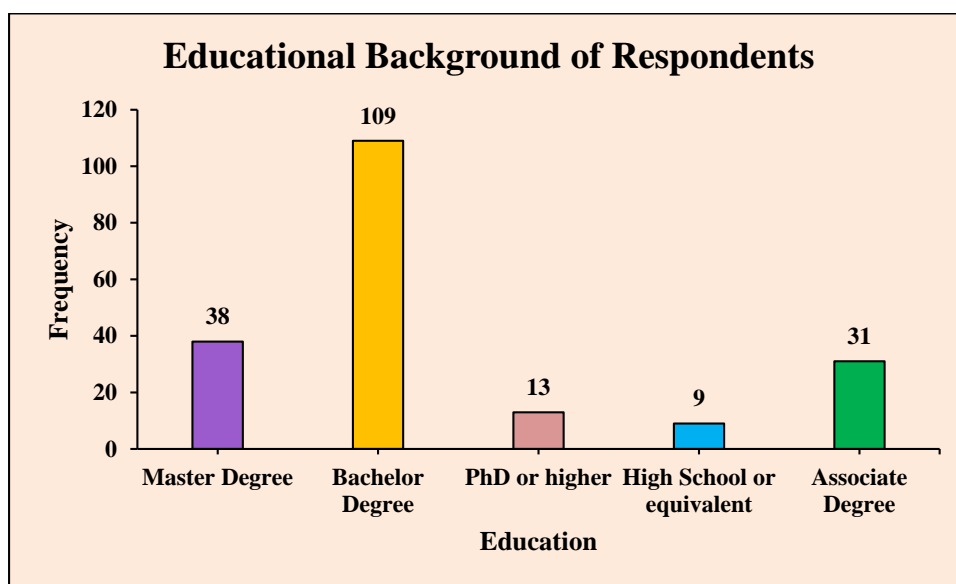
Frequency Distribution		
Age Group	Responses Number	Percentage
Under 25	26	13.0%
25-34	70	35.0%
35-44	66	33.0%
45-54	31	15.5%
55-64	7	3.5%

<b>Total</b>	<b>200</b>	<b>100%</b>
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*Table 4. 2: Age*

The figure and table reveal that most respondents are young to mid-career professionals, with 35.0% in the "25-34" age group and 33.0% in the "35-44" range. The "45-54" category accounts for 15.5%, while "Under 25" represents 13.0%, and only 3.5% fall in the "55-64" group. This distribution highlights a workforce dominated by younger and mid-career employees, with limited representation from older age groups. This aligns with findings that younger workforces tend to dominate tech-driven sectors due to their adaptability and alignment with digital transformations (Henke et al., 2022). Conversely, the underrepresentation of older employees in this sample overlooks their significant contributions to organizational stability (Faizan et al., 2019).

### 3. Educational background of responses



*Figure 4. 9: Educational Background*

Frequency Distribution		
Educational Background	Responses Number	Percentage
Master Degree	38	19.0%
Bachelor Degree	109	54.5%
PhD or higher	13	6.5%
High School or equivalent	9	4.5%
Associate Degree	31	15.5%
<b>Total</b>	<b>200</b>	<b>100%</b>

*Table 4. 3: Educational Background*

The figure and table summarize respondents' educational backgrounds, with the majority, 54.5%, holding a "Bachelor Degree," emphasizing undergraduate education as the workforce's primary qualification. A further 19.0% possess a "Master Degree," showcasing a notable segment with

advanced education. Additionally, 15.5% have an "Associate Degree," while 6.5% hold a "PhD or higher," representing a specialized, highly educated group. Only 4.5% reported "High School or equivalent" as their highest qualification. This distribution indicates a well-educated workforce, predominantly composed of individuals with undergraduate and higher degrees. This pattern aligns with research indicating that higher educational attainment correlates with increased productivity in knowledge-intensive sectors (Said et al., 2022). Moreover, studies suggest that higher education fosters innovation, especially when women are actively engaged in research and development (Wikhamn & Wikhamn, 2020). However, contrasting findings suggest that industries emphasizing vocational skills may exhibit lower representation of advanced degrees (Faizan et al., 2019).

#### 4. Duration of employment at Asyad company

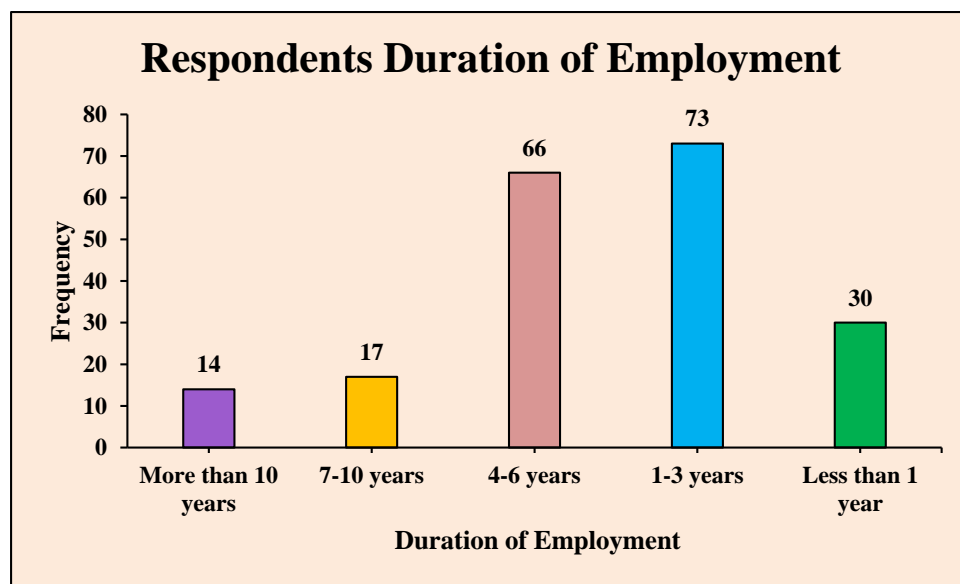


Figure 4. 10: Duration of employment in the company

Frequency Distribution		
Duration of Employment	Responses Number	Percentage
More than 10 years	14	7.0%
7-10 years	17	8.5%
4-6 years	66	33.0%
1-3 years	73	36.5%
Less than 1 year	30	15.0%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table 4. 4: Duration of employment in the company

The figure and table summarize respondents' duration of employment. Most employees, 36.5%, have been with the company for "1-3 years," highlighting a workforce with a significant number of relatively new members. This is followed by 33.0% with "4-6 years" of tenure, indicating a



strong mid-level presence. Smaller segments include 15.0% with "Less than 1 year," 8.5% with "7-10 years," and 7.0% with "More than 10 years." Overall, the data reflects a workforce characterized by shorter to mid-term tenure, with fewer long-term employees. This is consistent with modern trends of job-hopping and adaptability observed in tech-driven sectors (Henke et al., 2022). On the other hand, longer tenure, which is less represented in the sample, is often associated with enhanced knowledge retention and organizational stability (Faizan et al., 2019).

### 5. Work location of respondents

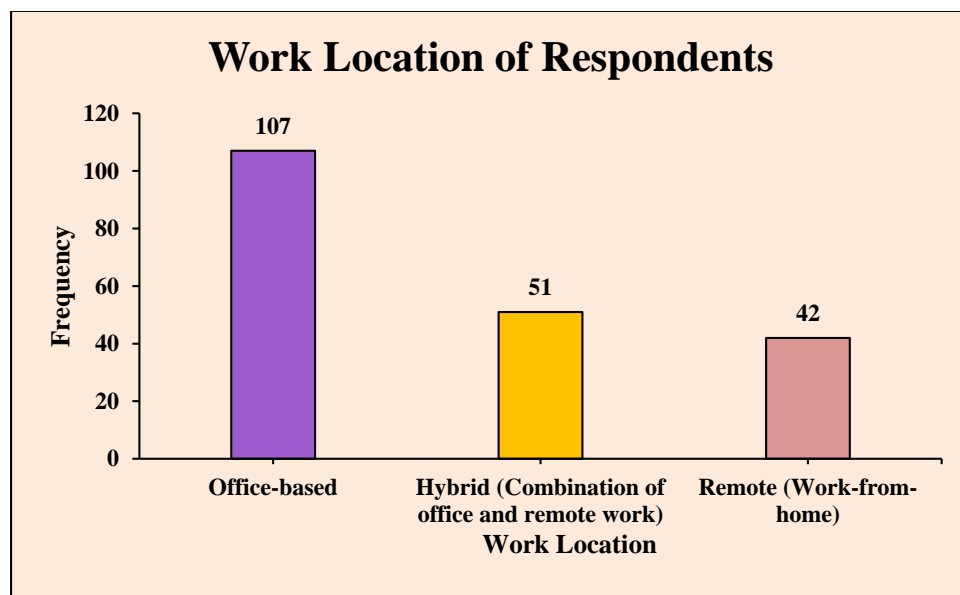


Figure 4. 11: Work location

Frequency Distribution		
Work Location	Responses Number	Percentage
Office-based	107	53.5%
Hybrid (Combination of office and remote work)	51	25.5%
Remote (Work-from-home)	42	21.0%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table 4. 5: Work location

The figure and table show respondents' work locations. A majority, 53.5%, are "Office-based," followed by 25.5% in "Hybrid" arrangements and 21.0% working "Remote (Work-from-home)," reflecting a workforce primarily centered around traditional office settings with some flexibility. This distribution reflects the growing prevalence of hybrid work models post-COVID-19, which have been shown to enhance flexibility and productivity (Henke et al., 2022). Nonetheless, fully

remote models, though less common in this sample, are associated with improved work-life balance but may challenge the preservation of organizational culture (Choudhary & Jain, 2024).

### 6. Frequency of remote work

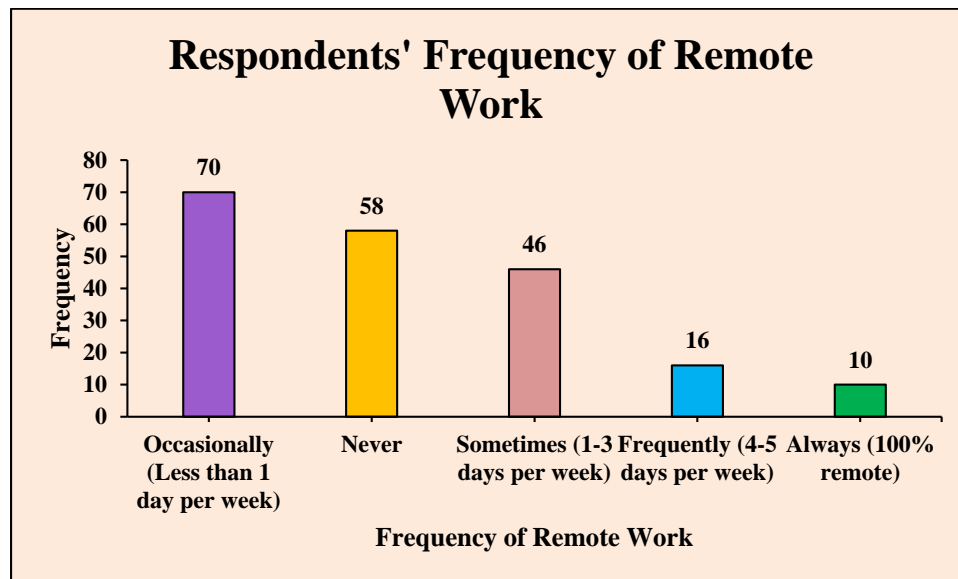


Figure 4. 12: Frequency of remote work

Frequency Distribution		
Frequency of Remote Work	Responses Number	Percentage
Occasionally (Less than 1 day per week)	70	35.18%
Never	58	29.0%
Sometimes (1-3 days per week)	46	23.0%
Frequently (4-5 days per week)	16	8.0%
Always (100% remote)	10	5.0%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table 4. 6: Frequency of remote work

The figure and table summarize the frequency of remote work. The most common response, "Occasionally (Less than 1 day per week)," was selected by 35.18% of respondents, followed by 29.0% who "Never" work remotely. Additionally, 23.0% reported working remotely "Sometimes (1-3 days per week)," while fewer respondents indicated higher frequencies, with 8.0% selecting "Frequently (4-5 days per week)" and 5.0% "Always (100% remote)." This aligns with traditional

industry practices, yet it contrasts with the rising trends of frequent remote work in knowledge-intensive sectors (Abbey & Adu-Danso, 2022). Notably, frequent remote work has been shown to boost autonomy and productivity, particularly in technology-driven environments (Henke et al., 2022).

### 4.3.2 Analysis of Section B: Objective-1 of questionnaire

**Objective 1: To evaluate the impact of remote work on employee engagement.**

#### 1. Does remote work increase your engagement with your job?

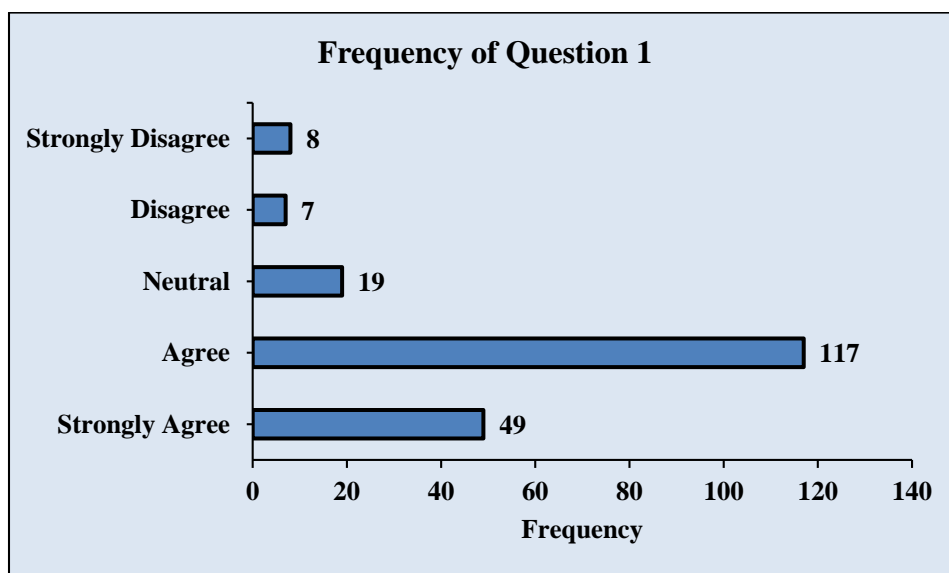


Figure 4. 7: Frequency of question 1 (Objective 1)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	49	24.5%
Agree	117	58.5%
Neutral	19	9.5%
Disagree	7	3.5%
Strongly Disagree	8	4.0%
Total	200	100%

Table 4. 7: Statistics of question 1 (Objective 1)

Descriptive Statistics	
Mean	3.96
Standard Error	0.0649
Median	4.0
Mode	4
Standard Deviation	0.9179
Sample Variance	0.8426
Kurtosis	2.5697
Skewness	-1.4342
Minimum	1
Maximum	5

The figure and table show that 58.5% of participants selected "Agree," supported by 24.5% choosing "Strongly Agree," indicating a largely positive sentiment. Neutral responses accounted for 9.5%, while minimal dissent was noted with 3.5% selecting "Disagree" and 4.0% "Strongly Disagree." The descriptive statistics reveal a mean score of 3.96, reflecting a strong inclination

toward agreement, with a median and mode of 4. The low standard deviation (0.9179) and variance (0.8426) suggest consistent responses. Skewness (-1.4342) highlights a strong tendency toward agreement, while kurtosis (2.5697) points to a sharply peaked distribution. Responses ranged from 1 to 5, showing varied but predominantly positive opinions.

The findings reveal that 83% of respondents perceive remote work as enhancing their engagement with their roles and indicate a strong and consistent trend of positive engagement. This aligns with studies highlighting how remote work fosters engagement through increased autonomy and flexibility, particularly in knowledge-based professions (Fatima et al., 2024). Additionally, remote settings are associated with fewer workplace distractions, further contributing to engagement (Henke et al., 2022). However, contrasting findings suggest that isolation in remote work environments can negatively affect engagement levels (Abbey & Adu-Danso, 2022).

**2. Does remote work allow you to achieve better work-life balance?**

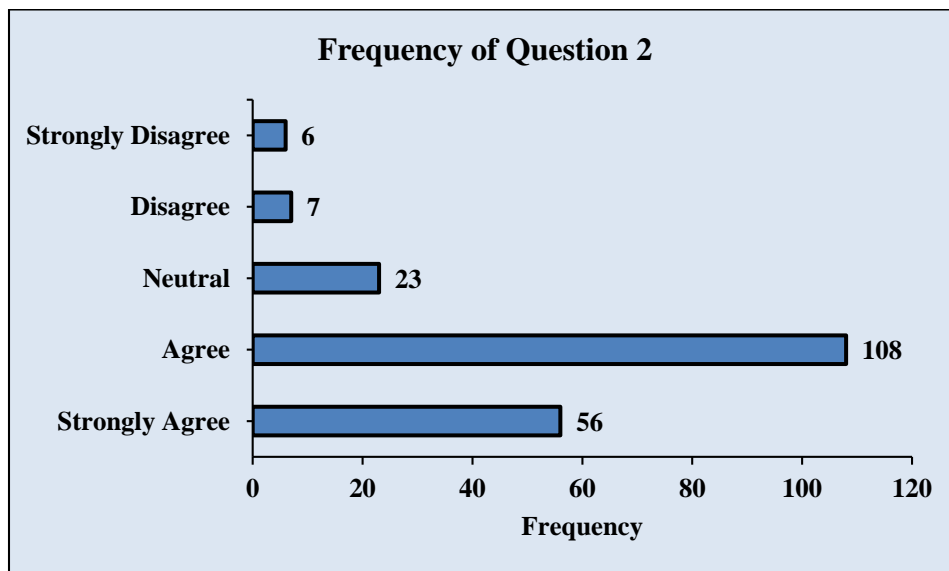


Figure 4. 8: Frequency of question 2 (Objective 1)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	56	28.0%
Agree	108	54.0%
Neutral	23	11.5%
Disagree	7	3.5%
Strongly Disagree	6	3.0%
Total	200	100%

Table 4. 8: Statistics of question 2 (Objective 1)

Descriptive Statistics	
Mean	4.005
Standard Error	0.0636
Median	4.0
Mode	4
Standard Deviation	0.8995
Sample Variance	0.8090
Kurtosis	2.2002
Skewness	-1.2878
Minimum	1
Maximum	5

The figure and table indicate that 54.0% of respondents selected "Agree," with 28.0% choosing

"Strongly Agree," reflecting a positive sentiment. Neutral responses accounted for 11.5%, while minimal dissent was observed, with 3.5% selecting "Disagree" and 3.0% "Strongly Disagree." The descriptive statistics reinforce this trend, with a mean of 4.005 and both the median and mode at 4, confirming agreement as the predominant response. The standard deviation (0.8995) and variance (0.8090) suggest low variability, indicating consistency in responses. A skewness of -1.2878 highlights a tendency toward higher agreement levels, and a kurtosis of 2.2002 points to a peaked distribution. Responses ranged from 1 to 5, showing varied yet predominantly positive perspectives.

An overwhelming majority (82%) of respondents reported that remote work improves their work-life balance. The findings indicate consistency in this perception. This is supported by extensive research documenting remote work's role in enhancing work-life balance, particularly during the COVID-19 pandemic, when remote work became a necessity (Henke et al., 2022). Conversely, some studies caution against the potential for blurred boundaries between personal and professional lives, which may strain work-life balance for certain individuals (Wikhamn & Wikhamn, 2020).

**3. Does working remotely make you feel more productive?**

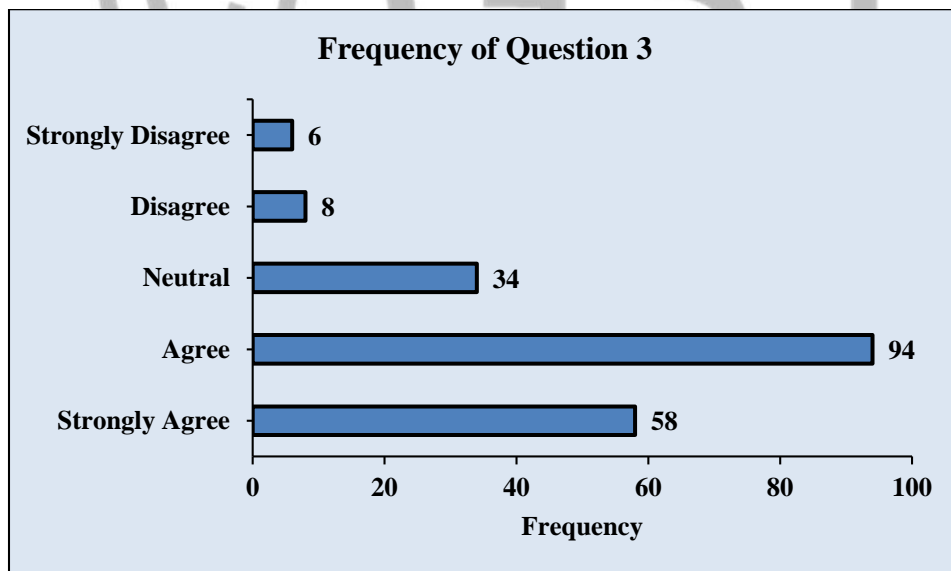


Figure 4. 9: Frequency of question 3 (Objective 1)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	58	29.0%
Agree	94	47.0%

Descriptive Statistics	
Mean	3.95
Standard Error	0.0668
Median	4.0
Mode	4
Standard Deviation	0.9444

<b>Neutral</b>	34	17.0%
<b>Disagree</b>	8	4.0%
<b>Strongly Disagree</b>	6	3.0%
<b>Total</b>	<b>200</b>	<b>100%</b>

Table 4. 9: Statistics of question 3 (Objective 1)

<b>Sample Variance</b>	0.8092
<b>Kurtosis</b>	1.1998
<b>Skewness</b>	-1.041
<b>Minimum</b>	1
<b>Maximum</b>	5

The figure and table show that 47.0% of respondents selected "Agree," with 29.0% choosing "Strongly Agree," indicating a predominantly positive sentiment. Neutral responses accounted for 17.0%, while 4.0% selected "Disagree" and 3.0% "Strongly Disagree." The mean of 3.95, with a median and mode of 4, reflects a strong tendency toward agreement. The low standard deviation (0.9444) and skewness (-1.041) highlight consistent responses favoring agreement. The kurtosis value (1.1998) suggests a slightly peaked distribution around agreement. Responses spanned from 1 to 5, showing varied but predominantly favorable opinions.

The study finds that 76% of participants feel more productive while working remotely, which supports the perception of improved productivity. Supporting research attributes these gains to reduced commuting time and the ability to create personalized work environments (Faizan et al., 2019). However, challenges in collaboration and supervision in remote settings can reduce productivity in some sectors (Said et al., 2022).

**4. Do you feel more motivated to perform well when working remotely?**

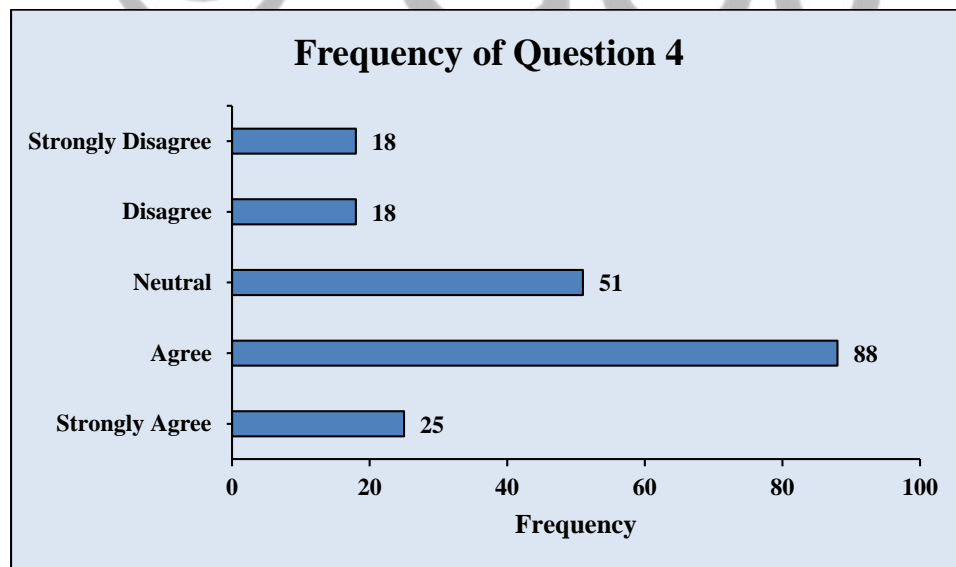


Figure 4. 10: Frequency of question 4 (Objective 1)

Frequency Distribution		
Response	Responses Number	Percentage
<b>Strongly Agree</b>	25	12.5%

Descriptive Statistics	
<b>Mean</b>	3.42
<b>Standard Error</b>	0.0781
<b>Median</b>	4.0
<b>Mode</b>	4

<b>Agree</b>	88	44.0%	<b>Standard Deviation</b>	0.9444
<b>Neutral</b>	51	25.5%	<b>Sample Variance</b>	1.2197
<b>Disagree</b>	18	9.0%	<b>Kurtosis</b>	-0.117
<b>Strongly Disagree</b>	18	9.0%	<b>Skewness</b>	-0.7222
<b>Total</b>	<b>200</b>	<b>100%</b>	<b>Minimum</b>	1
			<b>Maximum</b>	5

*Table 4. 10: Statistics of question 4 (Objective 1)*

The figure and table above show that 44.0% of respondents selected "Agree," and 12.5% chose "Strongly Agree," indicating a generally positive sentiment. Neutral responses accounted for 25.5%, reflecting some uncertainty, while 9.0% selected "Disagree" and another 9.0% "Strongly Disagree," highlighting areas of dissatisfaction. The mean score of 3.42, with a median and mode of 4, reflects a moderate leaning toward agreement. The standard deviation (0.9444) and sample variance (1.2197) indicate consistent responses with some variability. The skewness value (-0.7222) suggests a slight left skew toward agreement, while the kurtosis value (-0.117) points to a relatively flat distribution. Responses ranged from 1 to 5, showcasing diverse but generally favorable perspectives.

Most respondents, 56.5% reported feeling more motivated when working remotely. However, a significant portion, 18%, expressed disagreement with this sentiment. This finding aligns with existing research, which suggests that the motivation linked to remote work often arises from the autonomy it offers, allowing employees to manage their schedules and workspaces more effectively (Henke et al., 2022). At the same time, the lack of in-person social interactions and fewer opportunities for informal, spontaneous communication can serve as demotivating factors for some employees (Abbey & Adu-Danso, 2022). These challenges underscore the need for organizations to find balanced strategies, such as virtual team-building activities and clear communication channels, to sustain motivation in remote work settings.

## **5. Does remote work help you stay focused on your tasks?**

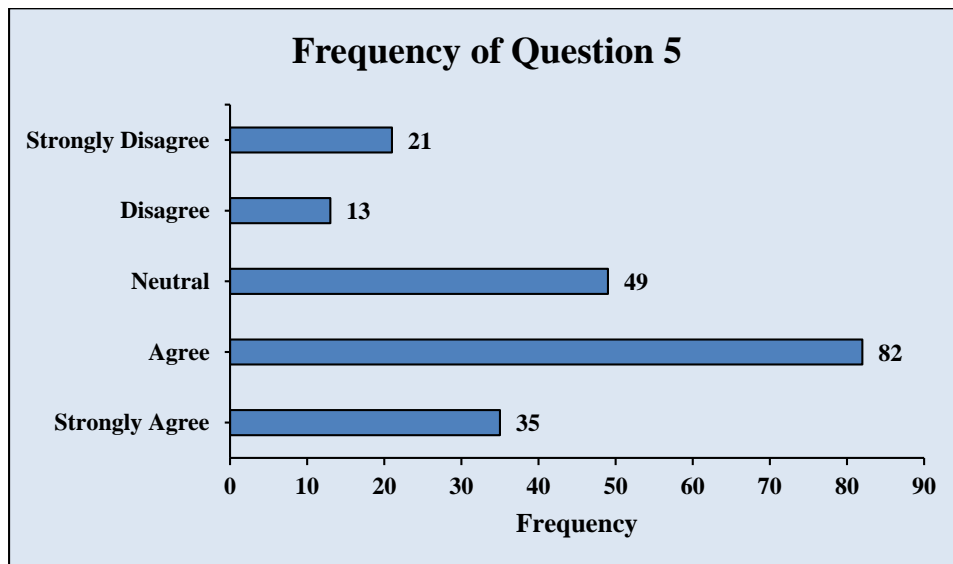


Figure 4. 11: Frequency of question 5 (Objective 1)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	35	17.5%
Agree	82	41.0%
Neutral	49	24.5%
Disagree	13	6.5%
Strongly Disagree	21	10.5%
Total	200	100%

Table 4. 11: Statistics of question 5 (Objective 1)

Descriptive Statistics	
Mean	3.49
Standard Error	0.0827
Median	4.0
Mode	4
Standard Deviation	1.1690
Sample Variance	1.367
Kurtosis	-0.171
Skewness	-0.743
Minimum	1
Maximum	5

The figure and table show that 41.0% of respondents selected "Agree," with 17.5% choosing "Strongly Agree," indicating a generally positive view. Neutral responses accounted for 24.5%, suggesting some uncertainty, while 6.5% selected "Disagree," and 10.5% chose "Strongly Disagree," highlighting dissatisfaction among a smaller group. The descriptive statistics provide additional insights. The mean of 3.49 reflects a modest leaning toward agreement, with the median and mode both at 4, confirming "Agree" as the most common response. The standard deviation (1.1690) and variance (1.367) suggest moderate variability in opinions. A skewness of -0.743 indicates a slight left skew toward agreement, while a kurtosis of -0.171 points to a flatter distribution, with responses evenly spread across the scale. The range from 1 to 5 captures diverse perspectives, though agreement is predominant.

A moderate 58.5% of respondents stated that remote work positively impacts their ability to focus, while 17% disagreed. The ability to concentrate in remote settings varies across individuals. Research supports the idea that remote work minimizes office-related distractions, such as



impromptu meetings or workplace noise, enabling employees to stay focused on their tasks (Faizan et al., 2019). However, home-based distractions, including family responsibilities, household chores, and a lack of a dedicated workspace, can counteract these benefits for some individuals (Wikhamn & Wikhamn, 2020). Employers may consider offering resources like ergonomic furniture or time management tools to help employees navigate such challenges and maximize their focus while working remotely.

**6. Does remote work enhance your overall job satisfaction?**

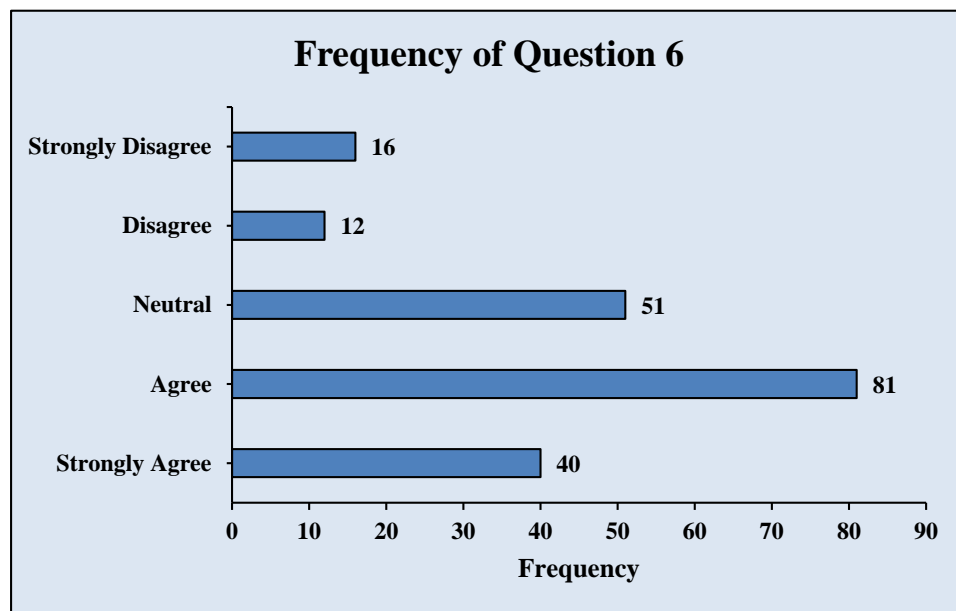


Figure 4. 12: Frequency of question 6 (Objective 1)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	40	20.0%
Agree	81	40.5%
Neutral	51	25.5%
Disagree	12	6.0%
Strongly Disagree	16	8.5%
Total	200	100%

Table 4. 12: Statistics of question 6 (Objective 1)

Descriptive Statistics	
Mean	3.585
Standard Error	0.0790
Median	4.0
Mode	4
Standard Deviation	1.1176
Sample Variance	1.2490
Kurtosis	0.0733
Skewness	-0.7710
Minimum	1
Maximum	5

The figure and table above show that 40.5% of respondents selected "Agree," with 20.0% choosing "Strongly Agree," reflecting a predominantly positive perception. Neutral responses accounted for 25.5%, indicating some indecision, while 6.0% selected "Disagree," and 8.5% chose "Strongly Disagree," highlighting a smaller portion with unfavorable views. The descriptive statistics reveal a mean of 3.585, suggesting a slight inclination toward agreement. The median and mode, both at

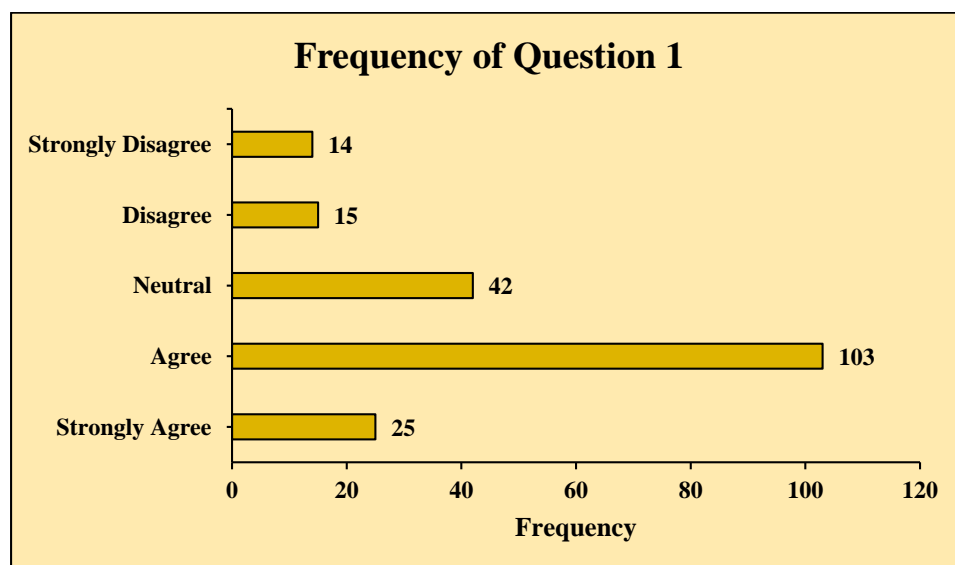
4, confirm "Agree" as the most common response. The standard deviation of 1.1176 and variance of 1.2490 indicate moderate variability, showcasing a range of opinions. The skewness of -0.7710 points to a slight left skew toward agreement, while a kurtosis of 0.0733 suggests a near-normal distribution. Responses ranged from 1 to 5, illustrating diverse perspectives with a noticeable leaning toward positive agreement.

The data reveals that 60.5% of respondents reported an improvement in their overall job satisfaction due to remote work, while 14.5% disagreed. It suggests a generally positive sentiment toward remote work's impact on job satisfaction. Research indicates that this improvement is often linked to the flexibility and reduced stress associated with remote work, such as avoiding long commutes and having greater control over one's work environment (Henke et al., 2022). However, not all employees share this view; some experience dissatisfaction stemming from limited career progression opportunities and feelings of isolation inherent in remote work setups (Said et al., 2022). These findings highlight the importance of fostering a supportive remote work culture, including opportunities for skill development, mentorship, and regular virtual check-ins, to address potential drawbacks and sustain employee satisfaction.

### 4.3.3 Analysis of Section C: Objective-2 of questionnaire

**Objective 2: To examine the influence of organizational culture on employee engagement.**

**1. Does the organizational culture at Asyad Shipping positively impact your job engagement?**



*Figure 4. 13: Frequency of question 1 (Objective 2)*

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	25	12.5%
Agree	103	51.5%
Neutral	42	21.0%
Disagree	15	7.5%
Strongly Disagree	14	7.0%
Total	<b>200</b>	<b>100%</b>

*Table 4. 13: Statistics of question 1 (Objective 2)*

Descriptive Statistics	
Mean	3.54
Standard Error	0.0743
Median	4.0
Mode	4
Standard Deviation	1.051
Sample Variance	1.104
Kurtosis	0.407
Skewness	-0.946
Minimum	1
Maximum	5

The figure and table above show that 51.5% of participants selected "Agree," with 12.5% choosing "Strongly Agree," reflecting a largely favorable perception. Neutral responses accounted for 21.0%, suggesting some indecision or mixed views. Meanwhile, 7.5% selected "Disagree," and 7.0% opted for "Strongly Disagree," representing a minority with negative perspectives. The descriptive statistics reveal a mean score of 3.54, indicating a general tendency toward agreement. The median and mode, both at 4, reaffirm that "Agree" was the most common response. A standard deviation of 1.051 and variance of 1.104 suggest moderate variability, capturing a range of opinions. The skewness of -0.946 indicates a slight left skew, pointing to a tendency toward higher agreement levels, while the kurtosis of 0.407 reflects a moderately peaked distribution. Responses ranged from 1 to 5, showing diverse perspectives with a leaning toward agreement.

The results show that 64% of respondents believe that Asyad Shipping's organizational culture has a positive impact on their job engagement. It indicates a favorable perception overall, though individual experiences vary. Positive organizational cultures emphasizing employee well-being, inclusivity, and empowerment are widely recognized as key drivers of engagement (Quinn, 2011). However, hierarchical or overly rigid cultures may stifle engagement by curbing innovation and limiting employees' sense of autonomy (Henke et al., 2022). Asyad Shipping's approach appears to strike a balance, fostering engagement for most employees. Further refinement could address the needs of those who feel less positively impacted.

**2. Do the values promoted by the company help you remain focused and engaged while working remotely?**

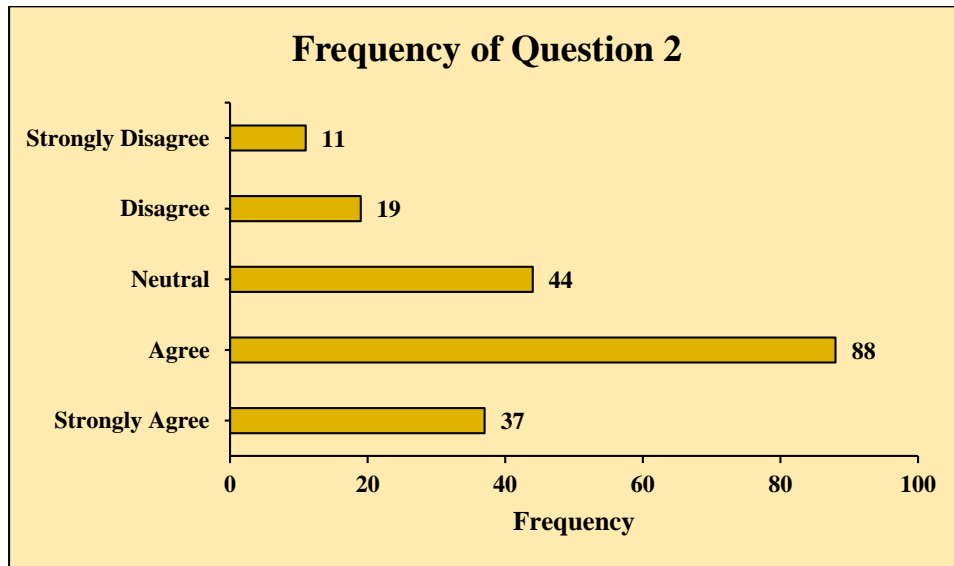


Figure 4. 14: Frequency of question 2 (Objective 2)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	37	18.5%
Agree	88	44.0%
Neutral	44	22.0%
Disagree	19	9.5%
Strongly Disagree	11	5.5%
Total	200	100%

Table 4. 14: Statistics of question 2 (Objective 2)

Descriptive Statistics	
Mean	3.595
Standard Error	0.0764
Median	4.0
Mode	4
Standard Deviation	1.0802
Sample Variance	1.1668
Kurtosis	0.0086
Skewness	-0.7442
Minimum	1
Maximum	5

The figure and table above show that 44.0% of respondents selected "Agree," with 18.5% choosing "Strongly Agree," reflecting a generally favorable perspective. Neutral responses accounted for 22.0%, indicating some indecision or mixed opinions. On the less favorable side, 9.5% selected "Disagree," and 5.5% chose "Strongly Disagree," suggesting some dissatisfaction or challenges. The descriptive statistics further support these findings. The mean score of 3.595 points to a tendency toward agreement. The median and mode, both at 4, confirm "Agree" as the most frequent response. A standard deviation of 1.0802 and a variance of 1.1668 indicate moderate variability, capturing diverse opinions. The skewness of -0.7442 highlights a slight left skew, reflecting a leaning toward higher agreement levels, while the kurtosis value of 0.0086 suggests a distribution close to normal. Responses ranged from 1 to 5, showcasing varied perspectives with a general inclination toward agreement. A substantial 62.5% of respondents agreed that the company's values positively influence their focus and engagement during remote work. Research confirms that organizational values centered on trust, autonomy, and integrity are critical in promoting engagement, particularly in remote work settings where employees often face

challenges like isolation or reduced oversight (Choudhary & Jain, 2024). By embedding such values, Asyad Shipping can sustain engagement and mitigate common remote work challenges.

**3. Does the organizational culture encourage open communication, leading to higher engagement?**

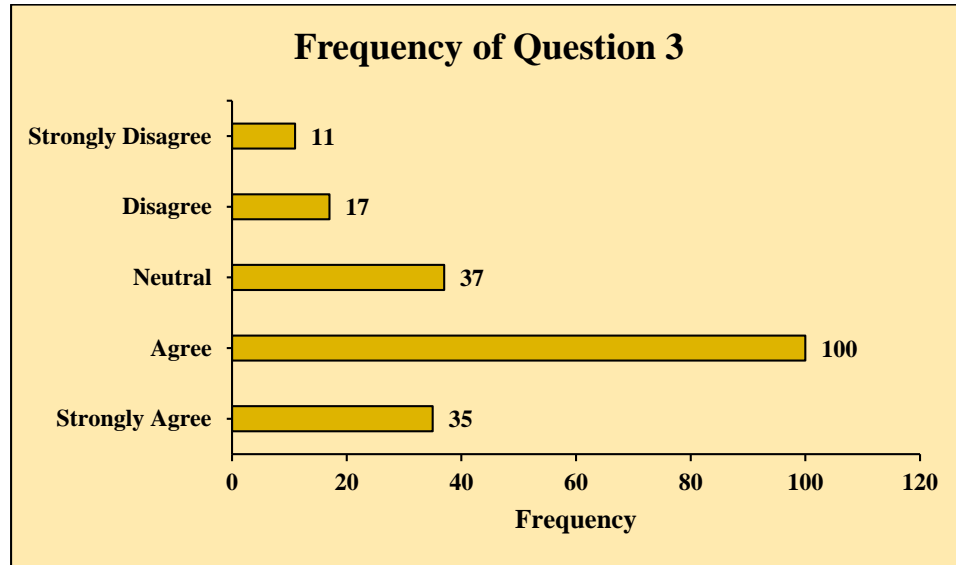


Figure 4. 15: Frequency of question 3 (Objective 2)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	35	17.5%
Agree	100	50.0%
Neutral	37	18.5%
Disagree	17	8.5%
Strongly Disagree	11	5.5%
Total	200	100%

Table 4. 15: Statistics of question 3 (Objective 2)

Descriptive Statistics	
Mean	3.655
Standard Error	0.0735
Median	4.0
Mode	4
Standard Deviation	1.040
Sample Variance	1.081
Kurtosis	0.407
Skewness	-0.907
Minimum	1
Maximum	5

The figure and table above indicate that 50.0% of respondents selected "Agree," highlighting a prevalent recognition of open communication within the organizational culture. Additionally, 17.5% chose "Strongly Agree," reinforcing this favorable sentiment. However, 18.5% of respondents opted for "Neutral," suggesting mixed perspectives or uncertainty. On the less favorable side, 8.5% selected "Disagree," and 5.5% chose "Strongly Disagree," indicating some concerns or dissatisfaction. The descriptive statistics support these findings, with a mean score of 3.655 showing a general inclination toward agreement. The median and mode, both at 4, confirm "Agree" as the most frequent response. A standard deviation of 1.040 and a sample variance of 1.081 suggest moderate variability, reflecting diverse opinions. The skewness of -0.907 indicates

a slight left skew, pointing to a tendency toward agreement, while the kurtosis of 0.407 suggests a slightly flatter-than-normal distribution. The responses ranged from 1 to 5, capturing a variety of views but predominantly favoring agreement.

The findings indicate that 67.5% of respondents believe that open communication positively impacts their engagement. Open communication is widely regarded as essential for building trust and reducing ambiguity in the workplace, both of which are fundamental to fostering engagement (Said et al., 2022). Conversely, inadequate communication mechanisms can lead to misunderstandings, disengagement, and inefficiency, particularly in remote or hybrid work environments (Wikhamn & Wikhamn, 2020). Asyad Shipping’s focus on maintaining transparent and accessible communication appears to be a significant factor in sustaining employee engagement.

**4. Do you feel supported by your colleagues due to the company’s organizational culture?**

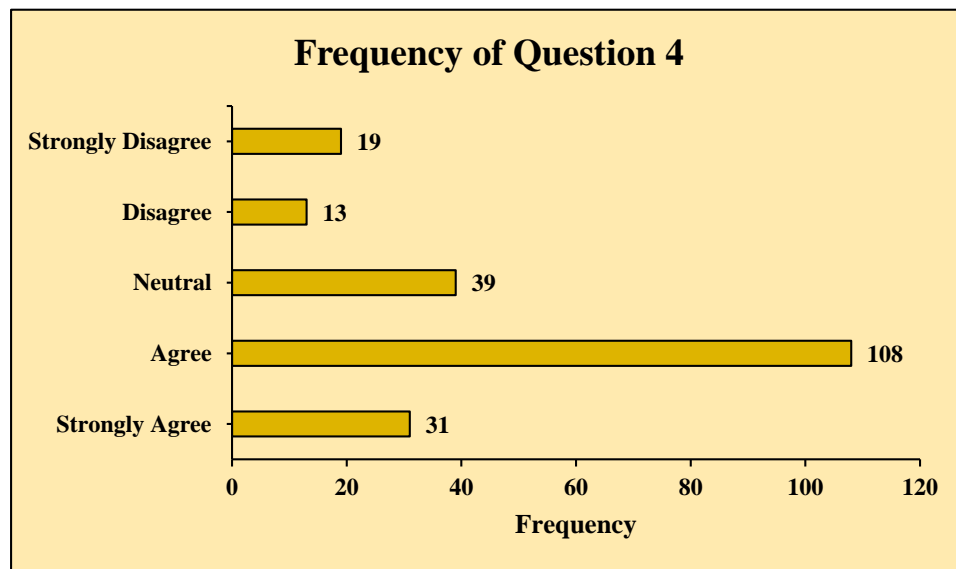


Figure 4. 16: Frequency of question 4 (Objective 2)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	31	15.5%
Agree	108	54.0%
Neutral	39	19.5%
Disagree	13	6.5%
Strongly Disagree	19	4.5%
Total	200	100%

Table 4. 16: Statistics of question 4 (Objective 2)

Descriptive Statistics	
Mean	3.695
Standard Error	0.0681
Median	4.0
Mode	4
Standard Deviation	0.963
Sample Variance	0.927
Kurtosis	0.972
Skewness	-1.012
Minimum	1
Maximum	5

The figure and table show that 54.0% of respondents selected "Agree," with 15.5% choosing "Strongly Agree," indicating a positive perception. Neutral responses accounted for 19.5%, suggesting some uncertainty, while 6.5% selected "Disagree," and 4.5% chose "Strongly Disagree," highlighting minimal dissatisfaction. The descriptive statistics provide additional insights. The mean of 3.695 reflects a leaning toward agreement, with the median and mode both at 4, confirming "Agree" as the most common response. The standard deviation (0.963) and variance (0.927) indicate low variability in opinions. A skewness of -1.012 shows a slight left skew toward agreement, while a kurtosis of 0.972 suggests a moderately peaked distribution. The range from 1 to 5 captures diverse perspectives, though agreement is predominant.

Most respondents (69.5%) reported feeling supported by their colleagues. Research shows that a supportive work environment enhances collaboration and fosters a sense of psychological safety, both of which are critical to boosting employee engagement (Henke et al., 2022). Asyad Shipping's organizational culture appears to prioritize peer support, which is crucial for creating a collaborative and engaging work environment.

**5. Does the company culture foster a sense of belonging, which increases your engagement?**

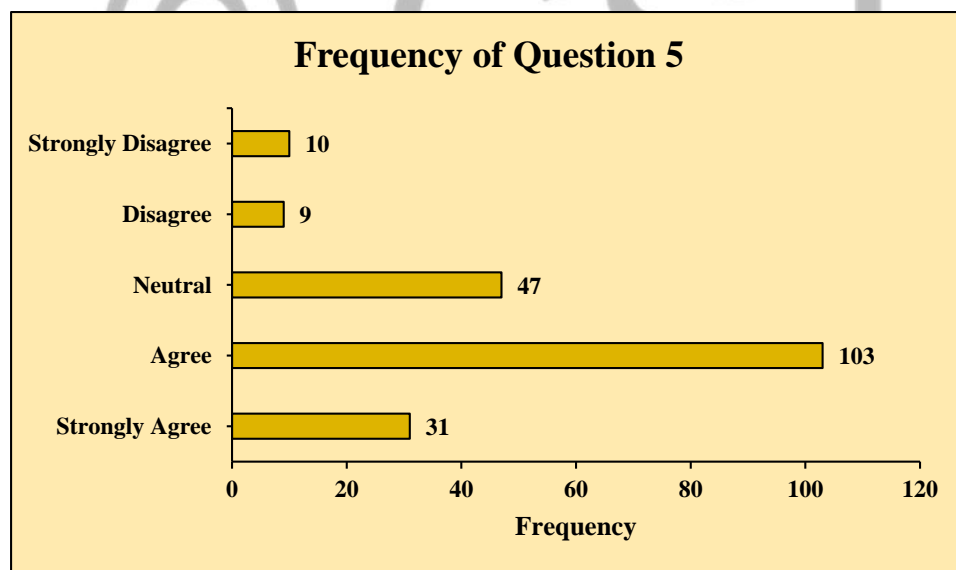


Figure 4. 17: Frequency of question 5 (Objective 2)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	31	15.5%
Agree	103	51.5%
Neutral	47	23.5%
Disagree	9	4.5%

Descriptive Statistics	
Mean	3.68
Standard Error	0.068
Median	4.0
Mode	4
Standard Deviation	0.960
Sample Variance	0.922
Kurtosis	1.073

<b>Strongly Disagree</b>	10	5.0%
<b>Total</b>	<b>200</b>	<b>100%</b>

<b>Skewness</b>	-0.990
<b>Minimum</b>	1
<b>Maximum</b>	5

Table 4. 17: Statistics of question 5 (Objective 2)

The figure and table show that 51.5% of respondents selected "Agree," with 15.5% choosing "Strongly Agree," indicating a generally positive perception. Neutral responses accounted for 23.5%, suggesting some uncertainty, while 4.5% selected "Disagree," and 5.0% chose "Strongly Disagree," reflecting minimal dissatisfaction. The descriptive statistics provide additional insights. The mean of 3.68 reflects a leaning toward agreement, with the median and mode both at 4, confirming "Agree" as the most common response. The standard deviation (0.960) and variance (0.922) indicate low variability in opinions. A skewness of -0.990 shows a slight left skew toward agreement, while a kurtosis of 1.073 suggests a moderately peaked distribution. The range from 1 to 5 captures diverse perspectives, though agreement is predominant.

A significant majority (67%) of respondents felt that the company culture fosters a sense of belonging. A sense of belonging has been shown to enhance emotional commitment and drive engagement, as employees feel valued and recognized within their organizations (Faizan et al., 2019). This finding suggests that Asyad Shipping’s cultural practices are effective in promoting inclusivity and connection among its workforce, thereby strengthening engagement levels.

**6. Do you feel that the company's culture motivates you to contribute more to your work?**

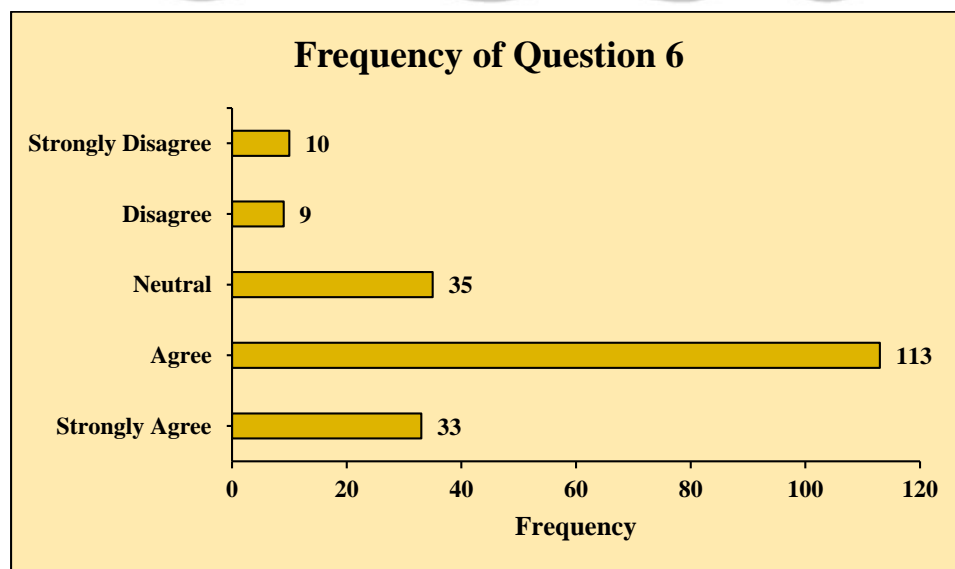


Figure 4. 18: Frequency of question 6 (Objective 2)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Disagree	10	5.0%
Disagree	9	4.5%
Neutral	35	17.5%
Agree	113	56.5%
Strongly Agree	33	16.5%

Descriptive Statistics	
<b>Mean</b>	3.75
<b>Standard Error</b>	0.0675
<b>Median</b>	4.0



<b>Strongly Agree</b>	33	16.5%
<b>Agree</b>	113	56.5%
<b>Neutral</b>	35	17.5%
<b>Disagree</b>	9	4.5%
<b>Strongly Disagree</b>	10	5.0%
<b>Total</b>	<b>200</b>	<b>100%</b>

<b>Mode</b>	4
<b>Standard Deviation</b>	0.955
<b>Sample Variance</b>	0.912
<b>Kurtosis</b>	1.498
<b>Skewness</b>	-1.175
<b>Minimum</b>	1
<b>Maximum</b>	5

*Table 4. 18: Statistics of question 6 (Objective 2)*

The figure and table show that 56.5% of respondents selected "Agree," with 16.5% choosing "Strongly Agree," reflecting predominantly positive perceptions. Neutral responses accounted for 17.5%, indicating some uncertainty, while 4.5% and 5.0% of respondents chose "Disagree" and "Strongly Disagree," respectively, representing minimal dissatisfaction. The descriptive statistics reinforce these trends. The mean of 3.75 suggests a clear leaning toward agreement, with both the median and mode at 4, confirming "Agree" as the most common response. The standard deviation (0.955) and variance (0.912) reflect low variability, indicating consistent responses. A skewness of -1.175 shows a left skew toward agreement, and a kurtosis of 1.498 suggests a slightly peaked distribution. Responses ranged from 1 to 5, capturing diverse opinions but predominantly favoring agreement. The findings reveal that 73% of respondents feel motivated to contribute more due to the company's culture. Motivational cultures that emphasize personal growth, recognition, and emotional support encourage employees to exceed expectations and innovate in their roles (Said et al., 2022). Conversely, results-driven cultures lacking emotional support can demotivate employees, potentially hindering their contributions over the long term (Wikhamn & Wikhamn, 2020). Asyad Shipping's ability to foster a motivational culture is evident, though efforts to maintain this balance will be vital for sustaining high engagement levels.

#### **4.3.4 Analysis of Section D: Objective-3 of questionnaire**

**Objective 3: To analyse the moderating role of organizational culture in the relationship between remote work and employee engagement.**

**1. Does the organizational culture at Asyad Shipping help you stay engaged while working remotely?**

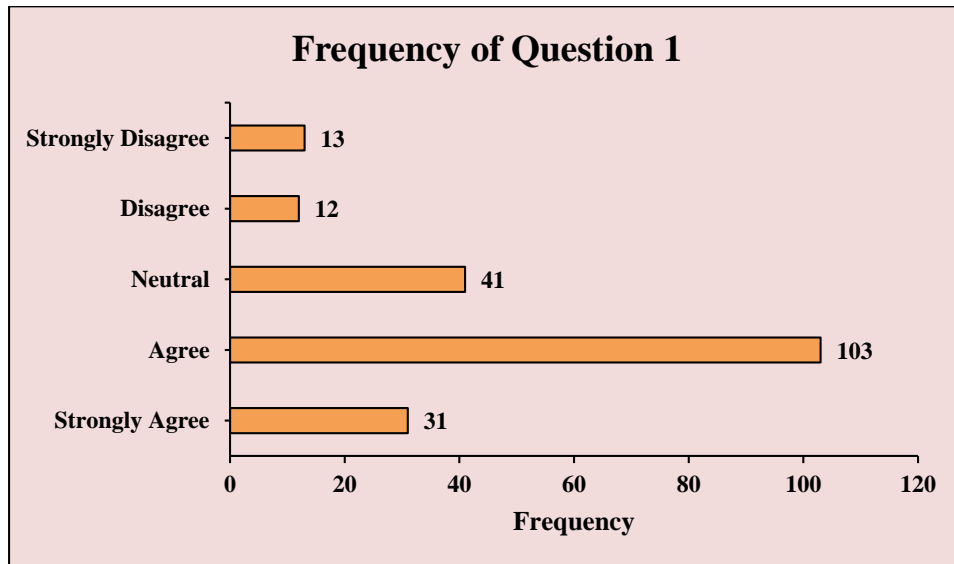


Figure 4. 19: Frequency of question 1 (Objective 3)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	31	15.5%
Agree	103	51.5%
Neutral	41	20.5%
Disagree	12	6.0%
Strongly Disagree	13	6.5%
Total	200	100%

Table 4. 19: Statistics of question 1 (Objective 3)

Descriptive Statistics	
Mean	3.635
Standard Error	0.0727
Median	4.0
Mode	4
Standard Deviation	1.028
Sample Variance	1.057
Kurtosis	0.708
Skewness	-0.998
Minimum	1
Maximum	5

The figure and table show that 51.5% of respondents selected "Agree," with 15.5% choosing "Strongly Agree," reflecting predominantly positive views. Neutral responses accounted for 20.5%, indicating some ambivalence, while 6.0% and 6.5% chose "Disagree" and "Strongly Disagree," respectively, highlighting minimal unfavorable opinions. The descriptive statistics provide further clarity. The mean of 3.635 shows a leaning toward agreement, with the median and mode both at 4, confirming "Agree" as the most frequent response. The standard deviation (1.028) and variance (1.057) indicate moderate variability, showing a spread of opinions. A skewness of -0.998 suggests a slight left skew toward agreement, and a kurtosis of 0.708 points to a moderately peaked distribution. Responses ranged from 1 to 5, reflecting a diverse range of views but with an overall tendency toward agreement.

The results indicate that 67% of respondents feel that the organizational culture at Asyad Shipping supports their engagement during remote work. This aligns with research suggesting that organizational cultures fostering collaboration, trust, and autonomy play a vital role in enhancing

engagement in remote work settings (Said et al., 2022). However, a lack of inclusivity or adaptability in organizational culture can adversely affect engagement by creating feelings of isolation or misalignment with company goals (Abbey & Adu-Danso, 2022). Asyad Shipping appears to have cultivated a culture that resonates with most employees, but further enhancements in inclusivity and adaptability could address potential gaps for the remaining respondents.

**2. Do the values promoted by the company help you remain focused and engaged while working remotely?**

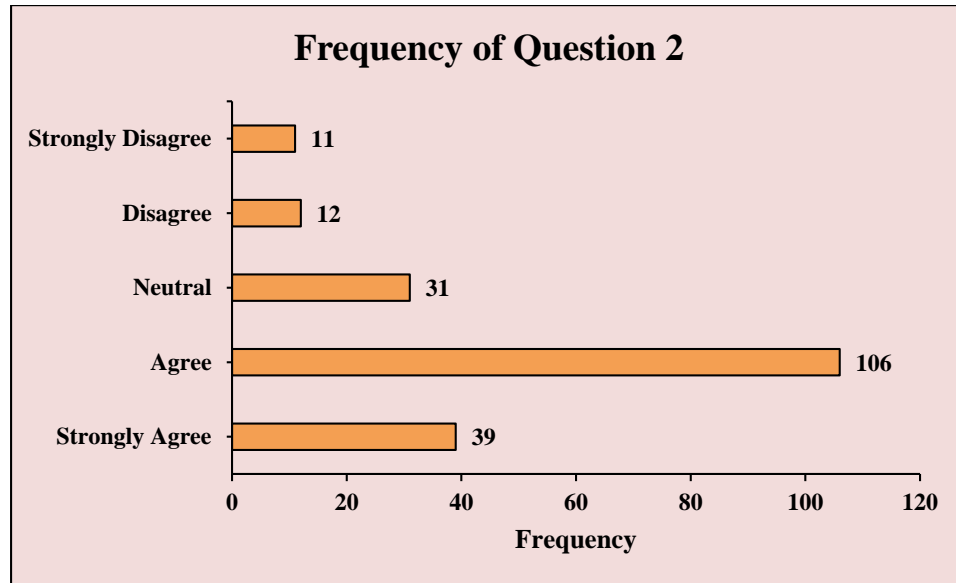


Figure 4. 20: Frequency of question 2 (Objective 3)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	39	19.5%
Agree	106	53.5%
Neutral	31	15.5%
Disagree	12	6.0%
Strongly Disagree	11	5.5%
Total	200	100%

Table 4. 20: Statistics of question 2 (Objective 3)

Descriptive Statistics	
Mean	3.74
Standard Error	0.0731
Median	4.0
Mode	4
Standard Deviation	1.033
Sample Variance	1.068
Kurtosis	0.927
Skewness	-1.100
Minimum	1
Maximum	5

The figure and table show that 53.5% of respondents selected "Agree," with 19.5% choosing "Strongly Agree," highlighting a generally positive sentiment. Neutral responses accounted for 15.5%, indicating moderate ambivalence, while 6.0% and 5.5% chose "Disagree" and "Strongly Disagree," respectively, reflecting minimal unfavorable views. The descriptive statistics further detail the response distribution. The mean score of 3.74 reflects an inclination toward agreement, with the median and mode both at 4, confirming "Agree" as the most frequent response. The

standard deviation (1.033) and variance (1.068) suggest moderate variability in responses. A skewness of -1.100 indicates a slight left skew toward agreement, while a kurtosis of 0.927 suggests a relatively peaked distribution. Responses ranged from 1 to 5, capturing diverse perspectives with a clear tendency toward agreement.

A significant 73% of respondents confirmed that the company’s values play a crucial role in maintaining their focus and engagement during remote work. Research indicates that well-defined and widely communicated organizational values help remote workers align with their roles, fostering a sense of focus and purpose even in decentralized work environments (Choudhary & Jain, 2024). Such values, when effectively reinforced through leadership and communication, provide employees with clarity and motivation to stay engaged. For Asyad Shipping, leveraging these values further by integrating them into daily workflows and decision-making processes could amplify their positive impact on remote work engagement.

**3. Do you believe the organizational culture positively influences your remote work performance and engagement?**

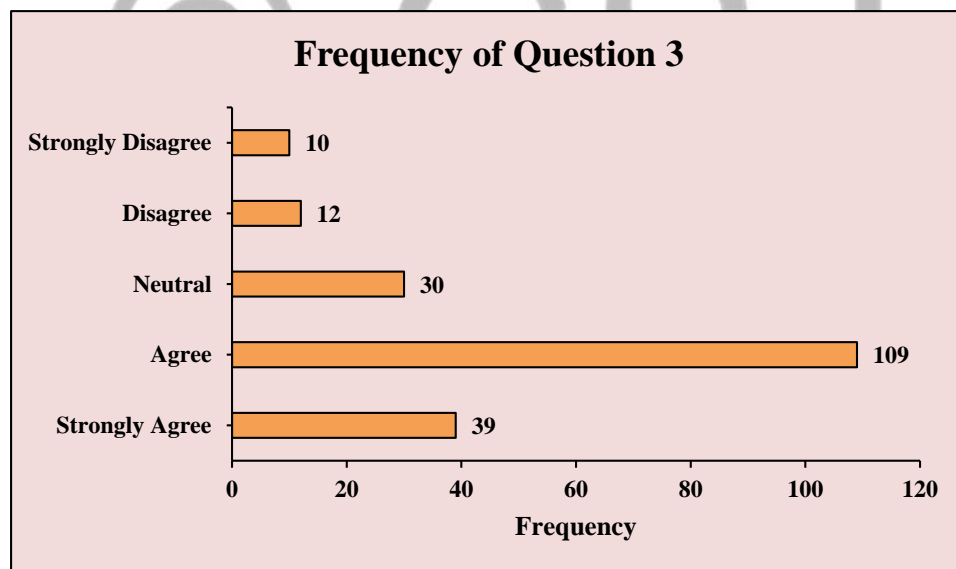


Figure 4. 21: Frequency of question 3 (Objective 3)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	39	19.5%
Agree	109	54.5%
Neutral	30	15.0%
Disagree	12	6.0%
Strongly Disagree	10	5.0%

Descriptive Statistics	
Mean	3.775
Standard Error	0.0703
Median	4.0
Mode	4
Standard Deviation	0.9946
Sample Variance	0.9893
Kurtosis	1.1432
Skewness	-1.1272

Total	200	100%	Minimum	1
			Maximum	5

*Table 4. 21: Statistics of question 3 (Objective 3)*

The figure and table indicate that 54.5% of respondents selected "Agree," and 19.5% chose "Strongly Agree," showcasing a predominantly positive sentiment. Neutral responses accounted for 15.0%, suggesting moderate ambivalence, while 6.0% and 5.0% of respondents selected "Disagree" and "Strongly Disagree," respectively, reflecting minimal negative perspectives. The descriptive statistics reveal a mean score of 3.775, indicating a general leaning toward agreement. The median and mode are both 4, confirming "Agree" as the most frequent response. The standard deviation of 0.9946 and variance of 0.9893 reflect moderate variability. A skewness of -1.1272 shows a slight left skew, with more respondents selecting higher agreement levels. The kurtosis of 1.1432 suggests a slightly peaked distribution. Responses range from 1 to 5, covering the full spectrum of available options.

The findings reveal that 74% of respondents acknowledge the positive impact of organizational culture on their performance and engagement during remote work. Research underscores the significance of organizational support systems, such as access to resources, regular feedback, and recognition, in enhancing remote work productivity and engagement (Henke et al., 2022). Employees who perceive a supportive culture are more likely to demonstrate higher levels of commitment, innovation, and overall performance. At Asyad Shipping, continuing to strengthen support systems, such as mentorship programs and virtual collaboration tools, can further enhance the alignment of culture with remote work success.

**4. Does the organizational culture enable you to maintain strong connections with colleagues while working remotely?**

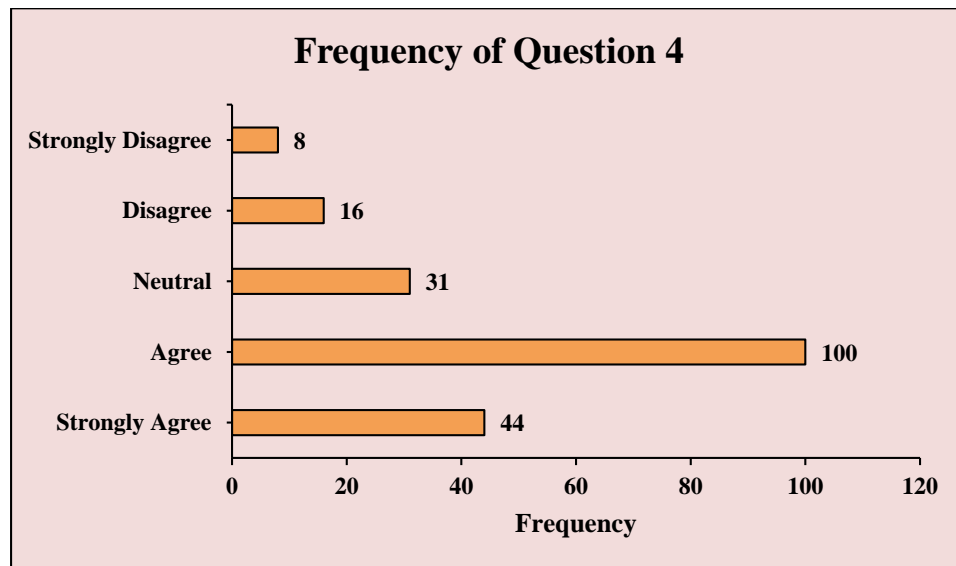


Figure 4. 22: Frequency of question 4 (Objective 3)

Frequency Distribution		
Response	Responses Number	Percentage
Strongly Agree	44	22.0%
Agree	100	50.0%
Neutral	31	15.5%
Disagree	16	8.0%
Strongly Disagree	8	4.0%
Total	200	100%

Table 4. 22: Statistics of question 4 (Objective 3)

Descriptive Statistics	
Mean	3.77
Standard Error	0.0725
Median	4.0
Mode	4
Standard Deviation	1.0258
Sample Variance	1.0524
Kurtosis	0.6064
Skewness	-0.9776
Minimum	1
Maximum	5

The figure and table display the frequency distribution of responses, with 22.0% of participants selecting "Strongly Agree" and 50.0% choosing "Agree," indicating a majority holding positive perceptions. Neutral responses accounted for 15.5%, showing some ambivalence, while 8.0% disagreed, and 4.0% strongly disagreed, reflecting minimal negative sentiment. Descriptive statistics further clarify these patterns. The mean of 3.77 shows a general leaning toward agreement. The median and mode, both at 4.0, reinforce "Agree" as the most common response. A standard deviation of 1.0258 and variance of 1.0524 suggest moderate variability in opinions. The skewness of -0.9776 indicates a slight left skew, with a tendency toward higher agreement levels. A kurtosis of 0.6064 suggests a distribution close to normal, without extreme clustering or dispersion. The full range of responses (1 to 5) captures a diverse yet predominantly positive set of perspectives.

A large majority (72%) of respondents reported that the organizational culture at Asyad Shipping facilitates maintaining strong connections with colleagues during remote work. Collaborative

organizational cultures are shown to play a crucial role in preserving team cohesion and interpersonal relationships, even in remote settings, by fostering trust and regular communication (Faizan et al., 2019). However, research also cautions that virtual work environments can lead to weaker connections without robust frameworks for engagement and collaboration (Abbey & Adu-Danso, 2022). Asyad Shipping’s efforts to build a collaborative culture seem effective, but additional measures, such as virtual team-building activities and peer recognition programs, could further enhance team connectivity in remote contexts.

## 4.4 Statistical Analysis of Variables

### 4.4.1 Reliability Analysis

**Table 4.23: Reliability Analysis**

S.No	Variable Name	No of Items	Cronbach’s Alpha
1	RW	6	.753
2	EE	6	.918
3	OC	4	.891

The reliability analysis shows strong internal consistency for the variables measured. Remote work (Cronbach’s Alpha = 0.753) indicates acceptable reliability, while employee engagement (0.918) and organizational culture (0.891) exhibit excellent and high reliability, respectively. This confirms the dependability of the scales used in the study.

### 4.4.2 Correlations Analysis

**Table 4.24: Correlation Analysis**

		Remote Work	Employee Engagement
<b>Employee Engagement</b>	Pearson Correlation	.637**	
	Sig. (2-tailed)	.000	
	N	204	
<b>Organizational Culture</b>	Pearson Correlation	.499**	.702**
	Sig. (2-tailed)	.000	.000
	N	204	204

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis reveals significant positive relationships among the key variables. Remote work is moderately correlated with employee engagement ( $r = 0.637$ ,  $p < 0.01$ ), indicating that

remote work practices positively influence employee engagement. Organizational culture is also positively correlated with employee engagement ( $r = 0.702, p < 0.01$ ) and remote work ( $r = 0.499, p < 0.01$ ), suggesting that a strong organizational culture supports both remote work effectiveness and employee engagement. All correlations are significant at the 0.01 level, demonstrating robust associations among these variables.

### 4.4.3 Regression Analysis

**Table 4.25: Regression Analysis**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776 <sup>a</sup>	.603	.599	.54592

a. Predictors: (Constant), Organizational Culture, Remote Work

The regression analysis demonstrates the predictive power of organizational culture and remote work on employee engagement. The model summary indicates a strong correlation between the predictors and the dependent variable ( $R = 0.776$ ). The R Square value of 0.603 suggests that 60.3% of the variance in employee engagement is explained by organizational culture and remote work. The adjusted R Square (0.599) confirms the model's robustness, accounting for slight adjustments due to the number of predictors. The standard error of the estimate (0.54592) reflects the typical deviation of observed values from the predicted values, indicating a reasonably accurate model fit.

### 4.4.4 ANOVA Analysis

**Table 4.26: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
<b>Regression</b>	90.920	2	45.460	152.536	.000 <sup>b</sup>
<b>Residual</b>	59.903	201	.298		
<b>Total</b>	150.823	203			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Organizational Culture, Remote Work

The ANOVA analysis confirms the overall significance of the regression model. The model's regression sum of squares is 90.920, while the residual sum of squares is 59.903, with a total sum of squares of 150.823. The model has 2 degrees of freedom for the predictors and 201 for the residuals, resulting in a mean square of 45.460 for the regression and 0.298 for the residuals. The



F-statistic is 152.536, with a significance level (p-value) of 0.000, indicating that the regression model is highly significant, and that organizational culture and remote work jointly predict employee engagement effectively.

#### 4.4.5 Coefficient Analysis

**Table 4.27: Coefficients**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.065	.217		.301	.763
Remote Work	.470	.063	.382	7.454	.000
Organizational Culture	.495	.050	.512	9.976	.000

a. Dependent Variable: Employee Engagement

The regression analysis highlights that both remote work and organizational culture significantly and positively impact employee engagement. Remote work has an unstandardized coefficient (B = 0.470,  $p < 0.001$ ) and a standardized Beta of 0.382, indicating a moderate positive effect. Organizational culture demonstrates a stronger influence with an unstandardized coefficient (B = 0.495,  $p < 0.001$ ) and a standardized Beta of 0.512. These results confirm that organizational culture has a slightly greater impact on employee engagement compared to remote work.

#### 4.4.6 Model Matrix

##### 4.4.6.1 Model Summary

**Table 4.28: Model Summary**

R	R <sup>2</sup>	MSE	F	df1	df2	p-value
0.782	0.612	0.293	105.005	3	200	0.000

The model summary indicates a strong predictive relationship between independent variables and employee engagement. The correlation coefficient (R = 0.782) reflects a strong relationship, and the R<sup>2</sup> value of 0.612 shows that 61.2% of the variance in employee engagement is explained by the model. The mean squared error (MSE = 0.293) suggests a good fit, with minimal deviation in predictions. The F-statistics (F = 105.005,  $p < 0.001$ ) confirms that the model

is statistically significant, with the predictors collectively having a meaningful impact on employee engagement.

#### 4.4.6.2 Model Coefficients

**Table 4.29: Model Coefficients**

Predictor	Coeff	SE	t	p-value	LLCI	ULCI
<b>Constant</b>	-1.128	0.599	-1.883	0.061	-2.309	0.054
<b>RW</b>	0.833	0.181	4.597	0.000	0.476	1.191
<b>OC</b>	0.849	0.173	4.905	0.000	0.508	1.191
<b>Int_1 (RW × OC)</b>	-0.104	0.049	-2.134	0.034	-0.201	-0.008

The regression coefficients reveal that both remote work and organizational culture significantly and positively influence employee engagement. Remote work has a coefficient of 0.833 ( $p < 0.001$ ), indicating that a one-unit increase in remote work leads to a 0.833-unit increase in engagement. Organizational culture shows a slightly stronger effect with a coefficient of 0.849 ( $p < 0.001$ ), suggesting a 0.849-unit increase in engagement for each unit increase in organizational culture. The interaction term between remote work and organizational culture has a negative coefficient of -0.104 ( $p = 0.034$ ), indicating a slight reduction in the combined effect of these variables on engagement.

#### 4.4.6.3 Test of Interaction

**Table 4.30: Test of Interaction**

R <sup>2</sup> -change	F	df1	df2	p-value
0.009	4.552	1	200	0.034

The test of interaction shows that the interaction between remote work and organizational culture contributes a small but statistically significant change to the model. The R<sup>2</sup>-change of 0.009 indicates that the interaction explains an additional 0.9% of the variance in employee engagement. The F-value of 4.552 ( $p = 0.034$ ) confirms that this interaction effect is statistically significant, demonstrating that the combined influence of remote work and organizational culture slightly moderates their individual effects on engagement.

#### 4.4.6.4 Conditional Effects of RW at Values of OC

**Table 4.31: Conditional Effects of RW at Values of OC**

OC (Moderator)	Effect	SE	t	p-value	LLCI	ULCI
3.000	0.520	0.067	7.791	0.000	0.388	0.652
4.000	0.416	0.068	6.156	0.000	0.283	0.549
4.250	0.390	0.073	5.335	0.000	0.246	0.534

The conditional effects analysis reveals that the positive relationship between remote work and employee engagement varies with levels of organizational culture. At an organizational culture level of 3.000, remote work has a strong positive effect on engagement (effect = 0.520,  $p < 0.001$ ), which slightly decreases to 0.416 at a culture level of 4.000 ( $p < 0.001$ ) and further to 0.390 at a level of 4.250 ( $p < 0.001$ ). Although the effect diminishes as organizational culture strengthens, it remains statistically significant at all levels, indicating that organizational culture moderates the relationship between remote work and engagement, slightly reducing its strength as culture improves.

#### 4.5 Analysis of open questions/interview

##### 1. How can Asyad Shipping improve employee engagement and commitment while maintaining a remote work environment?

To enhance employee engagement and commitment in a remote work setting, Asyad Shipping should prioritize regular communication and foster a sense of connection through virtual team-building activities. Respondents emphasized the importance of clear communication channels, such as virtual meetings and user-friendly apps, to keep employees informed and engaged. Additionally, offering flexible work schedules and providing opportunities for professional development, such as training programs and mentorships, can motivate employees to stay committed. Recognition programs, including virtual awards and feedback mechanisms, were frequently mentioned as effective ways to boost morale and show appreciation for employees' contributions. Many respondents also suggested implementing wellness initiatives, like mental health support and work-life balance strategies, to ensure employees feel valued and supported. Furthermore, incorporating collaboration tools and organizing regular check-ins can help employees feel connected and aligned with company goals, even in a remote setting. By leveraging these strategies, Asyad Shipping can create a supportive and engaging work environment, enabling employees to thrive and remain loyal to the organization.

## **2. What strategies can Asyad Shipping adopt to overcome the challenges to company culture and morale created by teleworking?**

To address the challenges to company culture and morale caused by teleworking, Asyad Shipping should establish consistent communication practices, such as regular virtual town halls, team check-ins, and open-door policies. These practices can help maintain transparency and foster trust among employees. Respondents highlighted the need for virtual team-building activities and social events to strengthen relationships and promote a sense of belonging. Providing access to professional development opportunities, such as online training and workshops, can ensure employees remain connected to the company's culture and goals. Many respondents suggested creating a supportive remote work policy that includes flexible working hours, wellness programs, and mental health resources to address stress and prevent burnout. Additionally, introducing collaboration tools, such as project management software and virtual whiteboards, can enhance productivity and teamwork. Recognition programs, mentorship opportunities, and regular feedback mechanisms were also cited as crucial for maintaining morale and ensuring employees feel valued. By adopting these strategies, Asyad Shipping can overcome the challenges of teleworking while preserving a strong organizational culture and boosting employee morale.

### **4.6 Summary of Chapter**

This chapter provided a detailed analysis of the data collected through the Google Form questionnaire distributed to employees of Asyad Shipping. The analysis addressed the three main objectives of the research: evaluating the impact of remote work on employee engagement, examining the influence of organizational culture on engagement, and exploring the moderating role of culture in the relationship between remote work and engagement. The findings revealed that remote work positively impacts employee engagement, with respondents citing improved work-life balance, increased productivity, and enhanced motivation as key outcomes. A significant proportion of employees reported that remote work fosters their engagement, underlining the importance of flexible work arrangements in modern organizational settings. Organizational culture emerged as a critical factor in maintaining engagement during remote work. Open communication channels, shared values, and a supportive culture were consistently recognized as essential elements that strengthen engagement and alignment with organizational goals. The role of culture as a moderating factor was particularly notable, with many employees emphasizing its importance in bridging the challenges of remote work, such as reduced interpersonal connections

and potential isolation. The chapter highlighted key areas for Asyad Shipping to focus on, including strengthening communication, fostering a sense of connection, and enhancing professional development opportunities. These strategies will help the organization sustain employee engagement and commitment in remote and hybrid work environments. Overall, the analysis provides actionable insights for Asyad Shipping to optimize its remote work policies and cultural strategies to better support its workforce. The findings serve as a foundation for the recommendations discussed in the subsequent chapter.

## **CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter summarizes the study's key findings on how remote work affects employee engagement, the role of organizational culture in this relationship, and how culture moderates these effects. The primary objective was to investigate how the shift to remote work, accelerated by the COVID-19 pandemic, influences employee engagement and how organizational culture can enhance or detract from this impact.

Findings show that remote work significantly boosts employee engagement by providing flexibility and autonomy, leading to higher satisfaction. However, the effectiveness of these benefits largely depends on the strength and alignment of the organizational culture. A robust and supportive culture can amplify the positive outcomes of remote work, ensuring that employees remain valued, connected, and motivated despite the physical distance. Conversely, a weak or misaligned culture may hinder these benefits.

The chapter also presents recommendations for enhancing employee engagement through strategic actions that strengthen organizational culture in remote work settings. These include improving communication, maintaining employee satisfaction, and aligning remote work policies with organizational objectives. Additionally, the chapter discusses the study's limitations, such as its limited sample size and focus on a single company, and suggests areas for future research, including expanding the investigation to different sectors and industries to better understand the relationship between remote work and employee engagement.

### **5.2 Summary of Findings**

### **5.2.1 To evaluate the impact of remote work on employee engagement**

According to the study, remote work improves employee engagement through increased flexibility, work-life balance, and autonomy. The elimination of daily commuting, alongside the ability to work in a space and at a time that the employee prefers, made remote employees more satisfied in their jobs. This flexibility allowed remote workers to create a work environment that worked for them, felt more balanced, and contributed to increased engagement. Therefore, it was no surprise that remote workers also admitted feeling more motivated, productive, and committed to their job responsibilities.

The biggest advantage of this remote work is its autonomy. Employees working remotely appreciated the freedom to handle their time and workload, which directly related to higher engagement and performance. Additionally, office staff didn't need to adhere to a strict work office schedule and, thus, could escape the typically correlating work-related stress. The factors made these jobs especially appealing for remote work, and many employees were generally happier with their jobs because they felt like they couldn't work too well in one location and needed flexibility.

However, remote work's effect on engagement is not universal. The study indicated that remote work's success in boosting engagement is reliant on some conditions, such as the job and capacity of the individual in the organisation. Many employees thrive in a remote environment, but some feel isolated or miss the structure of chatting with colleagues in an office environment. The results indicate that the impact of remote work on increasing engagement greatly varies according to the type of job and the preferences of the person choosing it, meaning not all employees may equally benefit from remote work.

### **5.2.2 To examine the influence of organizational culture on employee engagement**

The study also showed that if organisational culture doesn't match up with the employee group engaging employees, engaging them in remote work and an in-office scenario will be challenging. Employees who connected more to the company's mission, values, and goals were more engaged, and those organisations with a strong and positive organisational culture had higher levels of engagement. Communication between employees and the company happens in the manner set by the company's culture, which directly relates to how content employees are and are motivated at work.

However, the study found that companies with communicative, supportive, and inclusive cultures had more engaged employees. Employees in these organisations were treated and valued, so they

did not feel alien from the managers, and the idea of belonging existed. The strongest factor in employee engagement was the alignment of individual and organisational goals. Employees in such organisations were incentivized to give their best and be patient with their organisational success.

Organisational culture was even more important for remote employees. Remote workers rely on the organisation's culture without the physical presence of coworkers and managers. In remote work environments, communication, recognition, and preservation of a shared purpose became the next level. To keep employees working remotely or from home engaged, employees require frequent interactions. Remote worker engagement can be so high that they don't mind that they're not in an office simply because organisations create a culture of open communication, recognition, and alignment with core values.

### **5.2.3 To analyze the moderating role of organizational culture in the relationship between remote work and employee engagement**

One of the major results of the study was that organisational culture moderates the relationship between remote work and employee engagement. The results indicated that remote work could benefit employee engagement, but it has a greater impact in an organisation with a supportive culture. An organisation with a positive culture works very well for bringing in the feeling of the community, even for remote workers, and intensifying the connection to the organisation's purpose, aims, and principles.

The presence of a strong culture was what employees with a good sense of belonging and connection found, which ultimately translated into better performance and high engagement compared to remote workers. Remote employees could feel like a part of a team because of this cultural connection, even when they were not working from the office or another location. It made it possible for some remote workers to maintain their motivating force and productivity without direct physical contact with their colleagues.

However, the study showed that remote workers felt bad about feeling isolated and disengaged in companies with weak or ineffective cultures. Remote employees without a strong cultural framework to provide guidance and build a sense of connection were likelier to feel disconnected from the organisation's goals and values. This breaks the connection to feelings of lower motivation, lower productivity, and higher turnover. The results unambiguously showed that there would be a large drop in employee engagement from remote work unless there were also a supportive organisational culture that was leveraged.

The focus of the study is that organisational culture acts as a moderating variable that dampens the impact of remote work on employee engagement. Remote work has many benefits, including flexibility and autonomy, but they can only be thoroughly enjoyed if the organisation has a robust, supportive culture for its employees.

### **5.3 Conclusion**

This study examined the impact of remote work on employee engagement, the influence of organizational culture, and the moderating role of culture in the relationship between remote work and engagement, focusing on employees of Asyad Shipping. The findings reveal several key insights into these dynamics. Remote work was shown to positively influence employee engagement, with respondents highlighting improvements in work-life balance, productivity, and focus. However, challenges such as reduced motivation for some employees and difficulties maintaining interpersonal connections were also noted.

Organizational culture emerged as a critical factor in shaping employee engagement. A strong, supportive culture positively influenced employee motivation, focus, and overall satisfaction, particularly in remote work settings. Elements such as clear communication, shared values, and collaborative practices were found to be vital in maintaining engagement during remote work. Furthermore, the analysis demonstrated that organizational culture moderates the relationship between remote work and engagement. While remote work generally enhances engagement, the strength of this effect depends on the cultural framework, with more supportive cultures amplifying the benefits of remote work.

These findings have broader implications for organizations navigating the shift toward remote and hybrid work environments. They underscore the importance of cultivating an inclusive and adaptive organizational culture to sustain engagement and productivity in decentralized work settings. Additionally, the results emphasize the need for targeted strategies to address challenges specific to remote work, such as isolation and cultural dilution, to ensure long-term success.

### **5.4 Limitations**

#### **5.4.1 Time Constraints**

A significant limitation of this study was the constrained timeframe within which it was conducted. The limited duration impacted the depth of exploration, particularly in examining the moderating role of organizational culture on the relationship between remote work and employee engagement. A longer study period could have facilitated a more comprehensive analysis of how these dynamics evolve over time, potentially capturing longitudinal changes in engagement and culture as remote



work practices mature. Additionally, extended timeframes might have allowed the researcher to incorporate more iterative feedback, refine data collection processes, and address emerging trends in remote work strategies and employee engagement.

#### **5.4.2 Scope of the Study**

The study's narrow scope, focusing solely on one company and sector, presents another limitation. While the research provides valuable insights into the relationship between remote work, organizational culture, and employee engagement within Asyad Shipping, its findings may not be generalizable to other sectors or industries. Organizational cultures, employee roles, and remote work implementation strategies often differ significantly across industries such as technology, healthcare, or manufacturing. Consequently, the unique characteristics of Asyad Shipping and its sector could limit the applicability of the study's conclusions to organizations with different operational frameworks and cultural contexts.

#### **5.4.3 Sample Size and Generalizability**

The sample size, while sufficient for this study's objectives, may constrain the generalizability of the findings. Although data from 200 respondents provided a solid foundation for analysis, it may not fully capture the diversity of employee perspectives or engagement experiences across broader populations. The conclusions drawn from this study reflect the specific experiences of the sampled group. They may not account for variations in engagement levels or organizational culture in larger or more diverse employee bases. As a result, the study's findings may not universally apply to organizations with different demographics, workforce sizes, or cultural complexities, limiting their broader relevance.

### **5.5 Future Research**

The insights of this research should be built upon with future studies that use more focused methodologies and contexts. A more cross-industry comparative approach could determine whether the relationship between organisational culture and remote work dynamics varies across technology, healthcare, and manufacturing sectors. Doing so would give a more thorough picture of the role of industry-specific factors in driving engagement in remote work settings. If longitudinal work was done in this area, tracking employee engagement and organisational culture over long periods for specific populations would provide insights that result from changes in engagement dynamics and organisational culture as remote work practices mature. Studies of this sort could also evaluate the effects of remote work on these and other long-term organisational outcomes (e.g., retention, innovation, etc.).

Further research should consider building on mixed-method approaches of large-scale quantitative surveying with in-depth qualitative interviewing across various organisational contexts. For instance, integrating a series of case studies with various organisations, which at various strengths can foster engagement in remote work environments, can expose best practices for creating engagement in remote work environments. Furthermore, future research might focus on how digital tools and tools can influence who inspires engagement and helps form organisational culture. It could be studied how engagement and productivity in remote and hybrid work models can be promoted through virtual collaboration platforms, performance tracking, and employee recognition platforms.

Future research should examine individual-level factors, such as personality traits, job roles, and cultural preferences, and how these personal characteristics interact with organisational characteristics and remote work practices. These studies also decide tailored strategies for diverse employee groups so that remote work initiatives accommodate the needs of different employees. These suggested directions provide a roadmap for future research and practical guides for organisations wanting to lead their cross-cultural transformation and remote work.

## **5.6 Practical Implications**

The results of this study provide actionable ideas to organisational leaders that tie back to outcome measures like ROI and productivity. Open communication, trust, and collaboration are the basis of a strong organisational culture, which leads to engaged employees, a 21% increase in productivity and 11% lower turnover costs that directly improve ROI. Flexible remote work policies increase employee autonomy, work-life balance, and productivity, with organisations finding up to a 12% increase in employee productivity. Virtual meetings and collaboration tools result in enhanced communication, facilitating the team's better task efficiency measured via faster project delivery and higher task completion rates. Topics of training and mentorship make for productive professional development and recognition programs that promote engagement and innovation, which in turn reflect in metrics like RPE and new initiatives generation. Digital tools for collaboration and performance tracking reduce project cycle times, improve responsiveness, and boost productivity through investing in those tools. Wellness initiatives, such as mental health resources and flexible scheduling, are also provided to eliminate burnout, reduce absenteeism, and increase productivity by 20%. These recommendations can be linked to quantifiable metrics so that organisations can align them with their operational goals, generating compelling and valuable strategies for leadership to adopt.

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# APPENDICES

## Appendix 1: Project Diaries



كلية الشرق الأوسط  
Middle East College

Project 2 (BABA) Diary Template  
Department of Management Studies

### Project 2 (BABA) Diary1



<b>Module Name</b>	Project 2	
<b>Module Code</b>	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK	
<b>Programme Name</b>	BA (Hons) Business Administration (CU)	
<b>Name of Student and ID:</b>	Qamaria Adam Al Zadjali- 10s5946	<b>Week:</b> 5
<b>Name of Supervisor:</b> Arti Sharma		
<b>Project Title:</b> Remote Work and Employee Engagement - A case study of Asyad Shipping		

<b>Date/ Day:</b> 6 <sup>th</sup> Nov. 2024	<b>Time:</b> 14 Pm	<b>Venue:</b> IBR 101
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Tasks as per project plan	Actual tasks taken up / completed
<ol style="list-style-type: none"> <li><b>Research Title Selection:</b> I chose a research title, discussed it with my supervisor for approval</li> <li><b>Company Communication:</b> I selected the company where I am currently employed to serve as the research population.</li> <li><b>Proposal Preparation:</b> I started working on the research proposal, including all necessary details and background information.</li> </ol>	<ol style="list-style-type: none"> <li><b>Research Title Approval:</b> I received approval to move forward with the selected research title.</li> <li><b>Company Approval:</b> I received approval from the company to proceed with the research.</li> <li><b>Proposal Drafting:</b> I completed the initial draft of the research proposal, incorporating all required details and background information</li> <li><b>Attend workshop:</b> <ul style="list-style-type: none"> <li>✓ Choosing a Research Topic</li> <li>✓ Designing a Research Proposal</li> </ul> </li> </ol>
<b>Comments / Observations / Remarks by the Student</b> One of the challenges I faced was initially choosing a topic in AI. I received approval from my line manager in selected company to move forward with it, but the topic was later rejected by the Vice President, which meant I had to rethink and select a new research focus.	
<b>Remarks / Comments by the Supervisor</b>	
<b>Signature of Student:</b>	<b>Signature of Supervisor:</b>
<b>Date:</b> 6 <sup>th</sup> Nov. 2024	<b>Date:</b>



Project 2 (BABA) Diary



Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Qamaria Adam Al Zadjali	Week: 7	<input type="text"/>
Name of Supervisor:	Arti Sharma		
Project Title:	Remote Work and Employee Engagement - A case study of Asyad Shipping		

Date/ Day: 23 <sup>rd</sup> Nov 2024	Time: 15:00 Pm	Venue: IBR 101
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Tasks as per project plan	Actual tasks taken up / completed
<ul style="list-style-type: none"> <li>Chapter 1 has been written and sent by MEC Future for feedback.</li> <li>I have started preparing the poster design, which will be sent to Ms. Arti on 27<sup>th</sup> Nov. 2024 for her feedback and comments.</li> </ul>	<ul style="list-style-type: none"> <li>I received feedback from Ms. Arti on the proposal and have incorporated and change it into Chapter 1.</li> <li>Working on poster design which will be on 4<sup>th</sup> December 2024 (Wednesday) in MEC Student Hub</li> </ul>

Comments / Observations / Remarks by the Student

One of the challenges I faced during this project was that I was pregnant, and I gave birth via surgery on November 17, which made it particularly difficult for me to keep up with the project requirements.

Remarks / Comments by the Supervisor

Signature of Student: Qamaria Adam

Date: 23<sup>rd</sup> Nov

Signature of Supervisor:

Date:



### Project 2 (BABA) Diary

<b>Module Name</b>	Project 2	
<b>Module Code</b>	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK	
<b>Programme Name</b>	BA (Hons) Business Administration (CU)	
<b>Name of Student and ID:</b>	Qamaria Adam Al Zadjali- 10s5946	<b>Week:</b> 9
<b>Name of Supervisor:</b> Arti Sharma		
<b>Project Title:</b> Remote Work and Employee Engagement - A case study of Asyad Shipping		




<b>Date/ Day:</b> 5 <sup>th</sup> Dec. 2024	<b>Time:</b> 10 Pm	<b>Venue:</b> IBR 101
---	--------------------	-----------------------

Tasks as per project plan	Actual tasks taken up / completed
<ol style="list-style-type: none"> <li>1. Completion and submission of the literature review (Chapter 2).</li> <li>2. Development, implementation, and presentation of a research poster.</li> </ol>	<p>The researcher successfully completed and submitted the second chapter on November 28, 2024. On December 4<sup>th</sup>, 2024, the researcher participated in the college's research poster exhibition held on campus. The progress on Chapter 3: Research Methodology is continuing, and it will be submitted as scheduled.</p>

**Comments / Observations / Remarks by the Student**

The researcher faced some challenges in managing time due to the length of the second chapter but successfully completed it within the planned timeframe. Participating in the campus research poster exhibition was a valuable experience, providing the researcher with feedback and advice from the attendees. The completion of Chapter 3 remains a priority, and the researcher plans to finalize it this week.

**Remarks / Comments by the Supervisor**

**Signature of Student:**   
**Date:** 19<sup>th</sup> Dec. 2024

**Signature of Supervisor:**  
**Date:**



**Project 2 (BABA) Diary**


<b>Module Name</b>	Project 2	
<b>Module Code</b>	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK	
<b>Programme Name</b>	BA (Hons) Business Administration (CU)	
<b>Name of Student and ID:</b>	Qamaria Adam Al Zadjali- 10s5946	Week: 11
<b>Name of Supervisor: Muhammad Khuram</b>		
<b>Project Title:</b> Remote Work and Employee Engagement - A case study of Asyad Shipping		

<b>Date/ Day:</b> 19 <sup>th</sup> Dec. 2024	<b>Time:</b> 10 Pm	<b>Venue:</b> AKZ 116
--	--------------------	-----------------------

Tasks as per project plan	Actual tasks taken up / completed
<ol style="list-style-type: none"> <li>The questionnaire was reviewed and approved by the supervisor to ensure its relevance and clarity.</li> <li>the third chapter was completed and submitted in Mec future.</li> <li>Working in questionnaire survey after approval.</li> </ol>	<ol style="list-style-type: none"> <li>The third chapter was successfully submitted on December 14, 2024.</li> <li>By December 9<sup>th</sup>, 2024, the researcher received the supervisor's final approval for the questionnaire questions after completing necessary revisions. Currently, work on Chapter 4 is ongoing</li> </ol>

**Comments / Observations / Remarks by the Student**  
The researcher successfully completed the third chapter without encountering any issues. Attention has now turned to the fourth chapter, which focuses on gathering and analyzing data. This stage is expected to be more time-consuming, and the researcher is hopeful that the available time will be enough to complete it.

**Remarks / Comments by the Supervisor**

<b>Signature of Student:</b> 	<b>Signature of Supervisor:</b>
<b>Date:</b> 19 <sup>th</sup> Dec. 2024	<b>Date:</b>



**Project 2 (BABA) Diary**



<b>Module Name</b>	Project 2		
<b>Module Code</b>	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
<b>Programme Name</b>	BA (Hons) Business Administration (CU)		
<b>Name of Student and ID:</b>	Qamaria Adam Al Zadjali- 10s5946	<b>Week:</b>	12
<b>Name of Supervisor: Muhammad Khuram</b>			
<b>Project Title:</b> Remote Work and Employee Engagement - A case study of Asyad Shipping			

<b>Date/ Day:</b> 19 <sup>th</sup> Dec. 2024	<b>Time:</b> 14 Pm	<b>Venue:</b> AKZ 116
--	--------------------	-----------------------

Tasks as per project plan	Actual tasks taken up / completed
1. Circulate the survey digitally among the Asyad Shipping employees through email, WhatsApp and teams.  2. Working on chapter 4.	1. The third chapter was successfully submitted on time.  2. Chapter 4 in process.

**Comments / Observations / Remarks by the Student**

1. The main challenge in completing Chapter 4 is the delay in receiving responses from employees to the survey questions. To address this, I have sent multiple reminders encouraging them to participate. Despite these efforts, the delayed responses will result in a late submission of Chapter 4.

**Remarks / Comments by the Supervisor**

<b>Signature of Student:</b>	<b>Signature of Supervisor:</b>
<b>Date:</b> 19 <sup>th</sup> Dec. 2024	<b>Date:</b>



### Project 2 (BABA) Diary



Module Name	Project 2	
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK	
Programme Name	BA (Hons) Business Administration (CU)	
Name of Student and ID:	Qamaria Adam Al Zadjali- 10s5946	Week: 13
Name of Supervisor:	Muhammad Khuram	
Project Title:	Remote Work and Employee Engagement - A case study of Asyad Shipping	

Date/ Day: 6 <sup>th</sup> Jan. 2025	Time: 9 am	Venue: AKZ 116
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Tasks as per project plan	Actual tasks taken up / completed
<ol style="list-style-type: none"> <li>Completed the submission of Chapter</li> <li>Finalized and submitted Chapter 5.</li> <li>Organized all diaries from 1 to 6.</li> <li>the project will be Review with supervisor.</li> </ol>	Chapter 5 was submitted on time, January 6, 2025. Currently, I am gathering and organizing the appendices and final report in preparation for submission. After the final report is submitted, a hard copy will be printed. Then, I will prepare for the presentation.

**Comments / Observations / Remarks by the Student**

I had enough time to complete Chapter 5, and the final report will be ready to submit on time.

**Remarks / Comments by the Supervisor**

Signature of Student:	Signature of Supervisor:
Date: 19 <sup>th</sup> Dec. 2024	Date:

## Appendix 2: Questionnaire questions/Interview





Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

**QUESTIONNAIRE FOR PROJECT REPORT/DISSERTATION/CASE STUDY /COURSEWORK/ASSIGNMENT**

**Title of the Survey:** REMOTE WORK AND EMPLOYEE ENGAGEMENT - A CASE STUDY OF ASYAD SHIPPING IN OMAN



**Objectives of Questionnaire:**

1. To evaluate the impact of remote work on employee engagement.
2. To examine the influence of organizational culture on employee engagement.
3. To analyze the moderating role of organizational culture in the relationship between remote work and employee engagement.

**Confidentiality and Ethics Declaration from the Student(s):**

The information that you express through this questionnaire will be handled by me/us with extreme confidentiality and will be used for arriving at some conclusions for my assignment/case study/thesis/dissertation/report of (Name of Module and Module Code) to be submitted at MEC. Your participation in this survey is optional and highly appreciated and will be of great value to reach objectives of my mentioned work. Please fill out carefully the entire questionnaire for which I thank you in advance. Your response to these questions is based on agreement that you have been clearly explained about the purpose and scope of the survey.

كل المعلومات التي ستعبر عنها في هذا الاستبيان سيتم التعامل معها من قبلي ومن قبل فريق العمل بسرية تامة، وسيتم استخدام نتائجها في هذا البحث/دراسة الحالة/مشروع التخرج/ الرسالة/ التقرير للمادة الدراسية (اسم البرنامج الدراسي ورمز المادة واسمها) لتقديمه لكلية الشرق الأوسط. مشاركة في هذا الاستبيان هي اختيارية، وهي محل تقديرنا وسنساهم في تحقيق أهداف هذا العمل الأكاديمي. يرجى ملاءة كامل الاستبيان شاكرًا لكم ذلك مقدما. ركنم على هذه الأسئلة بناء على موافقتكم وأن الغرض منها قد تم توضيحه لكم.

- Student Name & ID\*: Qamaria Adam Al Zedjajia - 10s5946
- Signature\*:

Approved by: \_\_\_\_\_ (Module Leader / Module Instructor)



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

### Part A: Demographic Questions

#### 1. Gender

- Male
- Female

#### 2. Age Group

- Under 25
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older

#### 3. Educational Background

- High School or equivalent
- [Associate Degree](#)
- Bachelor's Degree
- Master's Degree
- PhD or higher

#### 4. Duration of Employment at Asyad Shipping

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

#### 5. Work Location

- Office-based
- Remote (Work-from-home)

GSJ



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

Hybrid (Combination of office and remote work)

**6. Frequency of Remote Work**

- Never
- Occasionally (Less than 1 day per week)
- Sometimes (1-3 days per week)
- Frequently (4-5 days per week)
- Always (100% remote)

**Part B**

**1. Does remote work increase your engagement with your job?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

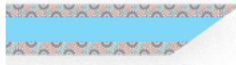
**2. Does remote work allow you to achieve better work-life balance?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**3. Does working remotely make you feel more productive?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

GSJ



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

**4. Do you feel more motivated to perform well when working remotely?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**5. Does remote work help you stay focused on your tasks?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**6. Does remote work enhance your overall job satisfaction?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**7. Does the organizational culture at Asyad Shipping positively impact your job engagement?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

GSJ



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

**8. Do you feel that the company's values align with your personal values, making you more engaged in your work?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**9. Does the organizational culture encourage open communication, leading to higher engagement?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**10. Do you feel supported by your colleagues due to the company's organizational culture?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**11. Does the company culture foster a sense of belonging, which increases your engagement?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

GSJ



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

**12. Do you feel that the company's culture motivates you to contribute more to your work?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**13. Does the organizational culture at Asyad Shipping help you stay engaged while working remotely?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**14. Does the company culture provide the necessary support to stay productive and engaged during remote work?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

GSJ



Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

**15. Do the values promoted by the company help you remain focused and engaged while working remotely?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**16. Does the company's culture make remote work more enjoyable and engaging?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**17. Do you believe organizational culture positively influences your remote work performance and engagement?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

**18. Does the organizational culture enable you to maintain strong connections with colleagues while working remotely?**

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

## Appendix 3: Certificate of Ethical Approval



Document Name & Type	Research Ethics and Bio-Safety Approval Form	Author/Department	Centre for Research & Consultancy
Approval Date	26/02/2018	Effective Date	27/02/2018
Review Date	12/03/2023	Next Review Date	11/03/2024

## RESEARCH ETHICS AND BIO SAFETY APPROVAL FORM

You should use this checklist only if you are carrying out a research project through Middle East College. This normally applies to:

- Undergraduate students
- Postgraduate students
- All faculty members

### Research Ethics and Biosafety Approval Checklist

#### Applicant Details

Qamaria Adam Al Zadjali	10s5946@mec.edu.om
<b>Department</b>	14 <sup>th</sup> Jan 2025
BA-HRM	REMOTE WORK AND EMPLOYEE ENGAGEMENT - A CASE STUDY OF ASYAD SHIPPIN IN OMAN



#### Project Details

**Summary of the project:** Remote work has transformed traditional work models, offering flexibility and productivity but posing challenges in employee engagement and organizational culture. This study on Asyad Shipping reveals that remote work enhances engagement, work-life balance, and productivity while highlighting issues like isolation and cultural erosion. Strong organizational culture, effective communication, and leadership are critical for sustaining engagement. Recommendations include adopting virtual team building, mentorship, training, recognition programs, and employee feedback systems. By addressing these challenges, Asyad Shipping can strengthen cultural cohesion and optimize remote work practices for a more engaged workforce.

GSJ





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**Research Objectives:**

1. To evaluate the impact of remote work on employee engagement.
2. To examine the influence of organizational culture on employee engagement.
3. To analyze the moderating role of organizational culture in the relationship between remote work and employee engagement.

**Research Design:** The research design used in this study is Mixed-Methods, combining qualitative and quantitative approaches. It includes semi-structured interviews for qualitative insights and structured surveys for quantitative data. This approach ensures a comprehensive understanding of how remote work influences employee engagement and organizational culture.

**Methods of data collection:** The methods of data collection in this study included:

1. **Structured Surveys:** Distributed to 200 employees to collect quantitative data on engagement, work-life balance, and communication effectiveness.
2. **Semi-Structured Interviews:** Conducted with 20 employees to gain qualitative insights into their experiences with remote work.
3. **Questionnaires:** Used Likert-scale items for detailed measurement of employee perspectives.
4. **Thematic Analysis:** Applied to qualitative data for identifying patterns and themes.

These methods ensured a balanced and comprehensive understanding of the research topic.

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**Participants in your research**

1. Will the project involve human participants?	YES	
2. Will this project involve animals or plants?		No

**Risk to Participants**

3. Will the project involve human patients/clients, health professionals, and/or patient (client) data and/or health professional data?		No
4. Is there a risk of physical discomfort to those taking part?		No
5. Is there a risk of psychological or emotional distress to those taking part?		No
6. Is there a risk of challenging the deeply held beliefs of those taking part?		No
7. Is there a risk that previous, current or proposed criminal or illegal acts will be revealed by those taking part?		No
8. Will the project involve giving any form of professional, medical or legal advice, either directly or indirectly to those taking part?		No
9. Is there any possibility that this project put humans, animals and plants at risk of their health and survival?		No
10. Is there any risk of toxic/infectious agents in conjunction with animals or plants that could harm participants and/or environment?		No

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11. Will this project put you or others at risk of physical harm, injury or death?		No
12. Will this project put you or others at risk of abduction, physical, mental or sexual abuse?		No
13. Will this project involve participating in acts that may cause psychological or emotional distress to you or to others?		No
14. Will this project involve observing acts which may cause psychological or emotional distress to you or to others?		No
15. Will this project involve reading about, listening to or viewing materials that may cause psychological or emotional distress to you or to others?		No
16. Will this project involve you disclosing personal data to the participants other than your name and the University as your contact and e-mail address?		No
17. Will this project involve you in unsupervised private discussion with people who are not already known to you?		No
18. Will this project potentially place you in the situation where you may receive unwelcome media attention?		No
19. Could the topic or results of this project be seen as illegal or attract the attention of the security services or other agencies?		No

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20. Could the topic or results of this project be viewed as controversial by anyone?		No
21. Does your project involve the use of biohazardous material or produce biohazardous waste that may put you or others at risk of diseases?		No

**Informed Consent of the Participant**

22. Are any of the participants unable mentally or physically to give consent?		No
23. Do you intend to observe the activities of individuals or groups without their knowledge and/or informed consent from each participant (or from his or her parent or guardian)?		No

**Participant Confidentiality and Data Protection**

24. Will the project involve collecting data and information from human participants who will be identifiable in the final report?		No
25. Will information not already in the public domain about specific individuals or institutions be identifiable through data published or otherwise made available?		No
26. Do you intend to record, photograph or film individuals or groups without their knowledge or informed consent?		No
27. Do you intend to use the confidential information, knowledge or trade secrets gathered for any purpose other than this research project?		No

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**Gatekeeper Risk**

28. Will this project involve collecting data outside the buildings of MEC?	<input type="checkbox"/>	No
29. Do you intend to collect data in shopping centres or other public places?	<input type="checkbox"/>	No
30. Do you intend to gather data within nurseries, schools, colleges, any organization or ministries?	<input type="checkbox"/>	No

**Other Ethical Issues**

31. Is there any other risk like ethical, moral, legal or issue not covered above that may pose a risk to you or any of the participants?	<input type="checkbox"/>	No
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\*\* If you have answered **Yes** to any of these questions (18, 20, 25, 28, 29,30) it is mandatory to get an No Objection Certificate from the concerned organization or participants either to do the research in their premises or to use and publish the data pertaining to their organization or the participant.

In the absence of the No Objection Certificate the project will be treated as a **high risk** project and will have to be approved by the institutional Research Ethics and Biosafety Committee.

\*\* If you have answered **Yes** to any other questions mentioned above(1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,19,21,22,23,24,26,27,31) it is mandatory to refer that project to the institutional Research Ethics and Biosafety Committee.

**Principal Investigator Certification**

If you answered **No** to all of the above questions, then you have described a **low risk** project. Please complete the following declaration to certify your project.





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**Agreed restrictions to project to allow Principal Investigator Certification**

Please identify any restrictions to the project, agreed with your [Supervisor](#) or any concerned stakeholder related to the project to allow you to sign the Principal Investigator Certification declaration.

1. **Scope of Research:** The project will focus solely on Asyad Shipping Company and will not include other organizations or industries to maintain confidentiality and relevance.
2. **Data Collection:** Only data obtained through approved methods, such as employee surveys and interviews, will be used, ensuring compliance with organizational policies and ethical guidelines.
3. **Timeframe:** The study will adhere to the agreed timeline, with all research activities and deliverables completed within the specified deadlines.
4. **Confidentiality:** All sensitive information related to the organization and its employees will be anonymized and treated with strict confidentiality.

**Principal Investigator's Declaration**

Please ensure that you:

- Tick all the boxes below and sign this checklist.
- Principal investigator must get their Supervisor and Department Research co-ordinator to countersign this declaration.

I believe that this project does not require research ethics and biosafety approval. I have completed the checklist and kept a copy for my own records. I realise I may be asked to provide a copy of this checklist at any time.	
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I confirm that I have answered all relevant questions in this checklist honestly.	
I confirm that I will carry out the project in the ways described in this checklist. I will immediately suspend research and request a new ethical and biosafety approval if the project subsequently changes the information I have given in this checklist.	

**Principal Investigator**

Signed (Principal Investigator)

Date 18<sup>th</sup> December 2024

**Supervisor and Research Co-ordinator**

I have read this checklist and confirm that it covers all the ethical and biosafety issues raised by this project. I also confirm that these issues have been discussed with the principal investigator and will continue to review in the course of supervision.

Countersigned..... (Supervisor)

Date .....

Countersigned..... (Department Research Co-ordinator)

Date .....

## Appendix 4: Project Poster

# REMOTE WORK AND EMPLOYEE ENGAGEMENT - A CASE STUDY OF ASYAD SHIPPING



### 01 Introduction

Remote work, accelerated by the COVID-19 pandemic and technological advancements, has become a standard work model. At Asyad Shipping, its adoption prioritized employee safety while ensuring business continuity, aligning with global trends where industries saw a 25-30% increase in remote work during the pandemic (Edelmann et al., 2021). However, challenges such as maintaining employee engagement and fostering organizational culture have emerged, affecting productivity, motivation, and alignment with company values. Telecommuting can impact collaboration, team dynamics, and employees' sense of belonging, with 42% of workers feeling culturally isolated (Gonzalez-Torres & Rodriguez-Sánchez, 2024). Remote employees also experience loneliness at a rate 2.5 times higher than office-based employees (Haque, 2023). These issues contribute to decreased job satisfaction, reduced engagement, and weakened commitment to organizational goals. Addressing these challenges is essential for developing strategies to support employees and ensure organizational effectiveness in remote work settings.

### 02 Statement of the Research Problem

The study explores the effects of teleworking on employee commitment and organizational culture at Asyad Shipping. Challenges include diminished face-to-face interactions, cultural isolation, and weakened employee motivation. These issues threaten cultural cohesion and engagement, necessitating strategies to mitigate such impacts.

### 03 Research Objectives

1. Evaluate the impact of remote work on employee engagement.
2. Examine how organizational culture influences employee engagement.
3. Analyze the moderating role of organizational culture in enhancing engagement in remote settings.

### 04 Research Methodology (Research Framework)

- Research Design: Mixed-methods approach using surveys and interviews.
- Data Collection: Quantitative and qualitative data from Asyad Shipping employees.
- Analysis: Examines the relationships between remote work, engagement, and culture using thematic and statistical analysis.

### 05 Expected Outcomes

1. Insight into how remote work affects engagement and culture at Asyad Shipping.
2. Identification of strategies to enhance engagement and maintain cultural alignment in virtual environments.
3. Recommendations for leveraging digital tools and leadership practices to address remote work challenges.

### 06 Conclusion

Remote work introduces both opportunities and challenges for employee engagement and organizational culture. Understanding these dynamics is essential for developing effective strategies that ensure productivity, alignment with values, and workforce cohesion in a remote setting.

### References

- Colak, M., & Saridogan, B. C. (2023). Exploring the remote work revolution: A managerial view of the Tech Sector's response to the new normal. *International Journal of Contemporary Management*. <https://sciendo.com/article/10.2478/ijcm-2023-0011>
- Saurage-Altenloh, S., Tate, T., Lartey, F. M., & Randall, P. M. (2023). Influence of Organizational Management Culture on Remote Employee Engagement Post-Pandemic, Measured by ENDEED, a Validated Instrument. *Journal of Human Resource and Sustainability Studies*, 11(3), 521-536. <https://www.scirp.org/journal/paperinformation?paperid=127267>
- Edelmann, N., Schosboeck, J., & Albrecht, V. (2021). Remote work in public sector organisations: Employees' experiences in a pandemic context. In DO. O2021: The 22nd annual international conference on digital government research (pp. 408-415). <https://dl.acm.org/doi/abs/10.1145/3463677.3463725>

Student Name: Qamaria Adam Al Zadjali  
Student ID: 1085946  
Specialization: Human Resources Management

