

Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention in Knowledge-Based Organizations: An Empirical Investigation

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Abstract

The rapid adoption of remote work models has transformed organizational structure, particularly within knowledge-based organizations where intellectual capital serves as a primary competitive asset. The aim of this study is to better identify how remote work affects employee engagement. Adoption of remote working has appeared as a transformative practice that have reshaped the dynamics of employee engagement and turnover intention in Knowledge-Based Organizations. Facilitated by the advancement of digital technologies and communication platforms, remote working is offering extraordinary flexibility to employees in management of their work schedules and locations. Such flexibility in improving their work-life balance, empowering them to match with professional responsibilities with personal commitments in an effective manner. As an outcome, employees working remote environment ate often showing higher level of job satisfaction and reduced levels of stress, making positive contribution in their engagement with organizational goals. Sample of 213 employees were considered for survey to know the Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention in Knowledge-Based Organizations and concludes that that remote work autonomy has significant positive impact on employee engagement and a significant impact on turnover intention.

Keywords: Remote Work Environment, turnover intention, employee engagement, work-life balance

INTRODUCTION

As an abstract concept and as one of the goals of the study, examination was done to know the influence of remote work autonomy on employee engagement and turnover intention. It is been observed that remote working has become a vital element of present models of business, it changes the manner people communicate at the workplace. Many opportunities as well as difficulties have been brought in maintaining employee engagement by this shift to remote working environment. Flexibility as well as autonomy is offered by remote working system, but new strategies must be developed for keeping employees more engaged. It is crucial for companies to recognize the significance of this identification that want to create a more productive as well as motivate remote workforce. A strong and positive correlation is revealed by the findings between remote working fatigue and intention to leave the organization, which shows that sustained fatigue might lead to emotional tiredness and disengagement, eventually influence an employee to resign from the job. Employees working remotely are often found to be happier compared to those working in office with colleagues, they are also found to be having higher satisfaction level, and good performance. Study attempted to explore the impact of remote working environment on productivity of an employee, their dedication towards the work and effectiveness, it is found that workers working remotely are more engaged, and productive (Hirst, 2021). The rising cases of remote working mainly during pandemic era has brought substantial transformation in the dynamics of the workplace, it offers flexibility and have also introduced mental stressors. The effect of remote working on employee engagement and their productivity highlights the transformative potential at modern workplace. It enables flexibility, autonomy and leverage advanced technologies of communication, it does not just improve work-life balance along with job satisfaction but also develops a culture of accountability and trust (Babu, 2017). Organizational operations have been transformed by digital revolution with the adoption of digital technologies. Such digital tool and technologies improve revenue as well as employee productivity, facilitates sharing of knowledge, streamlining of resource management, and develops greater empowerment of employees, innovation and collaboration. With cloud-based tools of collaboration, remote working has become a crucial reality of modern digital

workplace (Savic, 2020). Adopting remote working has appeared as a transformative practice that have reshaped the dynamics of employee engagement and productivity in modern workplace. Facilitated with the advance digital technologies and communication platforms, remote working is offering extraordinary flexibilities to their employees to manage work schedule as well as locations. Such flexibility offered improves work-life balance, empower their employees to match professional responsibilities with personal commitments. As an outcome, workers working remotely usually show high level of job satisfactions and low level of stress, it makes positive contribution in their engagement with organizational goals (Golden, 2017). It is observed that employees who are engaged are more productive, and encouraged with high level of tendency towards staying longer with their organization. It is shown in many studies that remote work autonomy enhances level of job satisfaction and relates the job with engagement by personalization at the workplace. Remote working is usually known as telecommunication and teleworking permitting employees to perform their work out of a traditional office environment. Such arrangement is possible due to advancement of technologies, changes in the workforce, and development in expectations of employees. Recent studies shows that culture of remote working improves flexibility, work-life balance and autonomy as these are highly essential for satisfaction and engagement of employees (George et al., 2021). In another study, work-life balance does not show any direct relation with remote working, but it has substantially influenced with family relations. Employees who work in an extended hour in a remote environment show low satisfaction in comparison to those who faced long commutes, because remote working permits them to regain personal time, strengthening bonds with the family. Leveraging technology, in this context, develops employee engagement which is essential for organizational growth. Productivity, job satisfaction, work-life balance is improved by remote work flexibility, it also reduces operational cost with the factors that collectively support retention and motivation of employees (Nyberg, Shaw, & Zhu, 2021).

LITERATURE REVIEW

Sharma (2022) suggests that employees engaged in remote working environment have greater perception of autonomy leading to become more content with their jobs. Also, the outcome shows that employees involved in remote working environment have lesser work disruptions during family time makes them become more engaged in their work. It is suggested by the findings that involved in remote work increases the level of job satisfaction of employees. The expectations of flexible work environment have increases that may possibly influence the level of job satisfaction of employees, their performance at work, reduces the level of conflict between work and family, and turnover intention rate. The outcome suggests that employees engaged on remote working environment shows greater level of job satisfaction. To summarize, engaged in remote working environment might be beneficial for employees as it provides more autonomous working environment and also mitigate work-family stressors.

Raneses et al. (2022) highlighted that remote working develops many consequences for employers as well as their employees. In the business sector, remote work is found to save from expenses spend on infrastructure, rents for office space related with wide space for accommodating large number of employees. It reduces the carbon footprint associated to consumption of energy, reduce absenteeism of staff members and rate of turnover intention. Remote working brings some benefits as well as challenges that are being encountered by employees. The concept of remote working generates many different results. Remote work autonomy has attained praises from employers as well as employees alike for improved work-life balance. As a flexible work arrangement, remote work system enables workers to achieve tasks and other duties outside their workplace.

Cascio (2000) revealed that employee engagement is another feature of talent management that is influenced by the new and normal, particularly the new system of working which is dominated by remote working. Majority of employees working in teams, but these days that are distributed in different regions, so in order to keep the closeness among separate employees can be proved difficult. Talent management include issuing of recruitment, development, appraisal and employee engagement, and all such issues is now influenced by this new trend of working remotely. Most of the companies are using casual communication, virtual events of team-building, teams check-ins, and digital technologies for supporting team-work and communication, but providing live work communication is a big challenge.

Grant et al. (2013) stated that nature of work goes through many fundamental changes, examining the influence of remote working on employee engagement has become imperious for business organization to strive the optimization of human capital in the emerging work landscape. As remote working autonomy

is not just a provisional reply to global event but a universal feature of modern ecosystem of work, understanding its influence on employee engagement has become vital to develop organizational success and well-being of employees. This fashion of remote working has encouraged a combination of technical innovation and global events, highlights the significance of understanding the implication, mainly is association to employee engagement. As a multifaceted concept, employee engagement includes aspects of motivation, commitment and satisfaction. It is suggested that remote working might improve employee engagement, mainly when united with customized recognition and support.

Raghuram et al. (2019) highlighted a positive influence of remote working on employee engagement. However, the analysis of the study revealed the requirement for companies to implement strategies for mitigating possible challenges associated to remote working like isolation and reduced interaction. Variables like job roles, traits of personality, and personal preferences are considered to understand how individual differences might moderate the association between remote working and employee engagement.

Mishra et al. (2020) studied that while initially considered as a temporary solution, remote working has now become a sustainable model for many business organization that seeks operational flexibility as well as cost efficacy. Such transformation has demanded a re-evaluation of main human resource strategies, mainly those with a concern to employee engagement and organizational commitment. Two main elements influencing productivity, turnover intention and overall success of the organization. A significantly positive influence on made by remote working on employee engagement when supported by clear interaction, autonomy and digital technology infrastructure. It is suggested by the results that Human Resource policies must be integrated structure virtual socialization activities, mentoring programs, and routine check-ins for strengthening organizational identification. Furthermore, to ensure technical readiness and managerial support stays key to sustain performance and loyalty in remote settings.

Golden et al. (2008) found that professional isolation in remote work settings predicts low job performance and high turnover intentions. It is suggested by the findings that remote working environment might improve some aspects of employee engagement, it might instantaneously corrode affective bonds to the organization. Remote working environment makes a significant and positive influence on employee engagement and organizational commitment both, it confirms that well-managed remote work arrangements can develop encouragement as well as loyalty among employees. It is shown that autonomy and flexibility related with remote working conditions to improved engagement.

Pass, S., & Ridgway, M. (2022) highlighted how pandemic enforced remote working system has affected employee's engagement. Because of the nationwide lockdown brought by pandemic, majority of employees were forced to work in remote environment. At first thought it can be temporary, remote and hybrid style of working are common place in many organizations. Business enterprises must analyse how future work would impact employee engagement and human resource development and staff would develop the skills they require to participate successfully.

Gajendran & Harrison (2007) stated that remote working makes small but advantageous influence on proximal results of employees, it includes high perception of autonomy. They have also revealed the perception of autonomy were influenced partially by distal results like job satisfaction, performance, turnover intention, and role of stress. It is essential to note that association between remote work and job satisfaction might vary contingent on individual and contextual elements.

Objective: To know the Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention in Knowledge-Based Organizations.

RESEARCH METHODOLOGY

Sample of 213 employees were considered for survey to know the Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention in Knowledge-Based Organizations. Sampling method used to collect the primary data is "purposive sampling method" followed by "multiple linear regression".

Findings

Total 213 employees were surveyed in which males are 54.9% and females are 45.1%. 27.7% are below 30 years of age, 38.0% are 30-40 years of age and rest 34.3% are above 40 years of age. 28.6% are working from less than 5 years, 38.5% from 5-8 years, and rest 32.9% are working from more than 8 years.

“Table 1 General Details”

“Variables”	“Respondents”	“Percentage”
Male	117	54.9
Female	96	45.1
Total	213	100
Age (years)		
Below 30	59	27.7
30-40	81	38.0
Above 40	73	34.3
Total	213	100
Work Experience		
Less than 5 years	61	28.6
5-8 years	82	38.5
More than 8 years	70	32.9
Total	213	100

Table 2 Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention

S. No.	Statements
1.	Autonomy helps in streamlining resource management
2.	Expectations of flexible work environment influence the level of job satisfaction of employees
3.	Develops a culture of accountability and trust
4.	High level of autonomy in remote work settings significantly enhance employee engagement
5.	Makes positive contribution in engagement with organizational goals
6.	Work-life balance is improved by remote work flexibility
7.	Well-managed remote work arrangements develop encouragement and loyalty among employees
8.	Autonomy reduces turnover intention both directly and indirectly through enhanced engagement
DV	Overall Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention

Table 3 “Model Summary”

“Model”	“R”	“R Square”	“Adjusted R Square”	“Std. Error of the Estimate”
1	.781 ^a	.610	.595	.58698
a. Predictors: (Constant), Enhance employee engagement, satisfaction of employees, culture of accountability and trust, streamlining resource management, engagement with organizational goals, Work-life balance is improved. encouragement and loyalty among employees, and Autonomy reduces turnover intention				

The “adjusted R square” is 0.595 and the “model explains” around 61% of the “variation”.

TABLE 4 “ANOVA”

“Model”	“Sum of Squares”	“df”	“Mean Square”	“F”	“Sig.”	
1	“Regression”	109.976	8	13.747	39.899	.000 ^b
	Residual	70.287	204	.345		
	Total	180.263	212			
a. DV: Overall Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention						

TABLE 5 “COEFFICIENTS”

“Model”	“Un standardized Coefficients”		“Standardized Coefficients”	“t”	“Sig.”
	“B”	“Std. Error”	“Beta”		
(Constant)	-.882	.275		-3.208	.002
Streamlining resource management	.082	.039	.099	2.081	.039
Satisfaction of employees	.118	.049	.120	2.397	.017
Culture of accountability and trust	.117	.050	.121	2.311	.022
Enhance employee engagement	.163	.044	.179	3.680	.000
Engagement with organizational goals	.157	.069	.151	2.268	.024
Work-life balance is improved	.179	.077	.160	2.315	.022
Encouragement and loyalty among employees	.257	.072	.229	3.551	.000
Autonomy reduces turnover intention	.156	.048	.152	3.274	.001
a. DV: Overall Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention					

Table 4 is showing Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention where highest impact is shown by Encouragement and loyalty among employees with beta value .229 followed by Streamlining resource management (.179), Work-life balance is improved (.160), Autonomy reduces turnover intention (.152), Engagement with organizational goals (.151), Culture of accountability and trust (.121), Satisfaction of employees (.120), and Enhance employee engagement (.099).

CONCLUSION

This empirical investigation examined the influence of remote work autonomy on employee engagement and turnover intention in knowledge-based organizations. The findings indicate that higher level of autonomy in remote work settings significantly enhance employee engagement by developing a sense of

trust, empowerment, and psychological ownership. When employees are given flexibility in scheduling, task management, and decision-making, they tend to show greater commitment, enthusiasm, and engagement in their roles. A significant negative relation is revealed between remote work autonomy and turnover intention. Employees who perceive greater autonomy are less likely to consider leaving their organizations as autonomy strengthens job satisfaction and organizational commitment. Furthermore, employee engagement partially mediates the relationship between remote work autonomy and turnover intention, suggesting that autonomy reduces turnover intention both directly and indirectly through enhanced engagement. The study aims to know the Influence of Remote Work Autonomy on Employee Engagement and Turnover Intention in Knowledge-Based Organizations and concludes that there is significant influence of Remote Work Autonomy on Employee Engagement and Turnover Intention.

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