

# IMPACT OF REMOTE WORK ON WORK COMMITMENT

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**ABSTRACT: WORK FROM HOME IS A WAY BY WHICH EMPLOYEE WORKS FROM HIS HOME OR PLACE OF RESIDENCE INSTEAD OF DOING WORK IN A TRADITIONAL WAY. MANY ORGANIZATIONS HAVE ADOPTED WORK FROM HOME OR REMOTE WORK POLICY. THIS WILL FACILITATE THE EMPLOYEES TO WORK FROM HOME CONVENIENTLY FOR FULL TIME OR WHENEVER TIME SUITS FOR THEM. ACCORDING TO DAWN FAY WHO IS A SENIOR DISTRICT PRESIDENT OF RECRUITMENT AND STAFFING COMPANY, WORKING FROM HOME IS CONSIDERED TO BE VERY IMPORTANT BECAUSE OF THE COMPACT MARKETPLACE. COMPANIES REQUIRE TOP TALENT EMPLOYEES AND IT CAN BE ACHIEVED BY ATTRACTING POTENTIAL EMPLOYEES AND TRY TO HOLD ON EXISTING EMPLOYEES BY PROVIDING THEM WITH CONVENIENT AMENITIES.**

**ACCORDING TO LOSCOCO (1989), WORK COMMITMENT IS CONSIDERED TO BE VERY IMPORTANT AS IT EXPLAINS THE CONNECTIVITY BETWEEN WORK AND ONE'S SELF. FOR ORGANIZATIONS COMMITMENT TOWARDS WORK IS CONSIDERED AS A VERY IMPORTANT TOPIC TO BE UNDERSTOOD. IN ANY ORGANIZATION, JOB INVOLVEMENT, ORGANISATIONAL COMMITMENT, WORK ETHIC AND COMMITMENT TO CAREER HAVE A GREAT EFFECT.**

**ACCORDING TO THE AMERICAN PSYCHOLOGICAL ASSOCIATION, WHEN IMPLEMENTED CORRECTLY, REMOTE WORK CAN INCREASE EMPLOYEE SATISFACTION. BOTH THE EMPLOYEES AND THE COMPANY GET BENEFITED WHEN THE EMPLOYEES WORK FROM HOME OR WORKING REMOTELY. IN WORK FROM HOME POLICY, TAPPING THE POTENTIAL CANDIDATES IS A CHALLENGING ASPECT AND IT CONTRIBUTES TO THE BENEFITS OF THE EMPLOYER. WORK FROM HOME CONCEPT AIDS BOTH EMPLOYERS AND EMPLOYEES. SO THE STUDY ABOUT IMPACT OF REMOTE WORK MODEL ON WORK ENVIRONMENT BECOMES IMPORTANT.**

**INDEX TERMS — ORGANIZATIONAL COMMITMENT, REMOTE WORK, WORK COMMITMENT, WORK FROM HOME.**

## 1. INTRODUCTION

Every organization has its own way of working. There are different ways of working in an office. So it becomes important to find out a hybrid system which will be unique to the team and which also suits the people and prevailing culture.

Remote work was very rare in earlier days. Employers felt that remote employees would be distracted more at home. One major concern for employers was a loss of productivity. Remote work is the work that doesn't take place in a traditional manner. It can be done where there is access to high speed internet.

The research objective of the study is to find out the impact of remote work on work commitment

1. To study about remote work
2. To study about work commitment in the organization.
3. To explore the impact of remote work on work commitment

The methodology of the study is descriptive study as it involves about description about remote work and how it has an impact on work commitment.

## **2. Rationale Behind Remote Work**

When not in traditional office, it becomes necessary to decide whether to “Work from home” or to work outside the home “Working remotely”. There is a big difference between these two remote options. Remote employees can work from any place. They may work from home, co-working space, library or coffee shop or any place they like to work. Remote working requires creating your own work environment.

For those people who work from home will have the flexibility to work as they need not go to office physically. They will be able to take care of their family especially children and parents who are aged. Working from home is definitely not a magic solution for the people who have lot of domestic responsibilities. Remote working or working outside of the company all the time is fundamentally different.

## **3. RATIONALE BEHIND WORK COMMITMENT**

In the year 1989, Loscoco explored that work commitment is considered to be very important as it explains the connectivity between work and one’s self. For organizations work commitment is very important topic to be understood. In any organization, job involvement, organisational commitment, work ethic and commitment to career or profession have a great impact.

According to Vince Lombard, “Individual commitment to a group effort – that is what makes a team work, company work, a society work, a civilization work”. Morrow (1993) revealed that work commitment is determined as person’s attachment to work ethic, job involvement, organizational commitment and commitment to a career / profession.

## **4. LITERATURE SURVEY ABOUT REMOTE WORK AND WORK COMMITMENT**

According to the study done by Paula C Morrow & Joe F Goetz Jr. (1988), on “Professionalism as a form of work commitment” revealed that there are four professional behaviours and there are different forms of work commitment such as job involvement, organizational commitment, work ethic endorsement.

A study was done by Paula C Morrow & Rosemary E Wirth (1989) on work commitment particularly among salaried professionals. Professional commitment is defined as the involvement in one’s profession and also as the strength of identification. Professional commitment is also a form of work commitment.

A study was done by D. Sandy Staples (2001) on remote workers and also about how non remote workers differ from remote workers. Information technology paved way for the formation of virtual organizations and practices for remote work. Outcomes for both remote and non-remote employees were same. It revealed that there was a strong association among job satisfaction, self-perceptions of performance positively and negatively on job stress as far as interpersonal trust of the employee in their manager. With regard to physical connectivity on job satisfaction, there was a very less support.

According to the study done by D. Sandy Staples (2001) on how to make the remote workers effective, it revealed that due to manager resistance, there is a less use of telecommuting than expected. Two things identified are the important aspects related to working and managing it remotely and to increase the effectiveness of remote employees, the activities to be done by employees and managers. When three activities were followed in the organization, there was a decrease in resistance to new forms of working and increase in effectiveness of remote employees which led to increase in potential of telecommuting and full fledged virtual office arrangements.

A study was done by Sharon S. Naquin (2002) on impact of motivation which is affected by personality, affectivity and work commitment to enhance the work through learning revealed about the five factor model and its influence on degree of motivation and thereby enhance the work through learning.

According to the study done by Glenda Jacobs (2006) on commitment particularly on workforces who work remotely, it revealed that, successful communication principles and counter productive strategies are necessary for engaging commitment.

A study was done by Timothy D. Golden et al., (2008) on how the superior – subordinate relationships influence the commitment, job satisfaction and performance particularly in case of virtual workers. Individual work outcomes are influenced by superior-subordinate relationships.

A study done by Evans, Russell Manager; Telford (Winter 2010) on remote work and how it makes an effect on business relationships revealed that more people had worked from homes and in remote teams, because of the evolving global economy, changing workplace and effects of the financial crisis.

A study was done by Christine A. Grant et al., (2013) on in depth aspects about the psychological factors which will affect job effectiveness, well-being and work-life balance of remote e-worker. It explored about the remote e-workers impact on areas such as work life balance, job effectiveness and well being. Some of the important aspects found are trust building, style of the management and also the quality of work and non-working life.

A study was done by Jasmine Lee Mee Choo et al., (2016) on flexible work arrangements with regard to organizational commitment and work family conflict. It examined about the flexible hours of work and schedule, commitment towards the organization and work family conflict and the relationships existing between them.

According to the study done by Alan Felstead and Golo Henseke (2017) revealed that when more work is disconnected from place it benefited employers as well as employees. The new trend is towards removal of work from place. Many benefits were exhibited at the cost of increasing amount of effort on work and lack of ability to switch off because remote work is linked with more commitment to organisation, satisfaction towards job and well being related to job.

A study done on the young employees perspective regarding the pros and cons of remote work by Klopotek M (2017) revealed that young workers would feel advantages when there is flexi work hours and there is decrease in time on commuting and feel disadvantage with regard to segregating personal activities from the official activities, solitariness and high requirements with respect to organisation.

## 5. IMPACT OF REMOTE WORK ON WORK COMMITMENT

Every organization is different from others. So it becomes important to find out a hybrid system which is unique to the team and also which is satisfying the people and the prevailing culture.

### *a. Working Arrangement*

Traditional working environment comprises of a hierarchical structure and a partitioned space to work. The work which is not done traditionally is the remote work. It can be defined as “Not in a traditional office” and can be anywhere with high speed internet access. Remote work can be done by either working from home or outside home say working remotely. Remote employees can work anywhere, may be from home, co-working space and library or coffee shop. It is a flexible type of work.

Working remotely means the employees can work in any environment which may be public or semi-public. Employees need not follow any schedule. Basic necessity is good connection with the high speed internet. It has excellent opportunities for productivity. When employees are at their best, work can be done in no time and they will wonder where the hours went. The remote employees are given freedom to perform and also in their own way whichever they feel best. It helps the employees to work more productively.

The benefits they gain are

- a. Space is reduced in the organisation and the cost involved in real estate reduces.
- b. Results are obtained as the employees are empowered properly.
- c. They feel motivated, balanced and can work efficiently and can involve creativeness.
- d. Leads to good productivity

Donald and Siu (2001) proposed that there is connectivity between environment existing in the workplace, employee’s intellectual and physical condition of employee and their satisfaction towards job. Many researchers such as Veitch et al., (2007), Tack and Patitu (1992) and De Croon et al., (2005) explored

the remarkable and positive relationship between satisfaction toward environment, internal environment and the satisfaction toward job.

**FIGURE 1: RELATIONSHIP BETWEEN REMOTE WORK AND WORK COMMITMENT**



### *b. Job Satisfaction*

Job satisfaction is the notion of fulfillment or a feeling of attainment, which an employee acquires from the job. It helps to achieve the job values and helps to satisfy the basic required needs.

According to Barbara Sypniewska (2014), job satisfaction is derived from three different areas of disciplines such as humanities, psychology and sociology. According to psychology, it is the emotional state of perception of a situation and experiences pleasure or pain. In sociology, it refers to the subjective evaluation of his job. When an employee gets satisfied only, he will be able to contribute to its success. In any organization, performance of an employee and quality work plays a very important role in contributing to its success. Good performance and good quality of work can be created only by employees who are satisfied with the job.

According to K. R. Sowmiyal and N. Panchanatham (2011), job satisfaction concentrates on the employee's attachment in his job. Individuals who exhibit high satisfaction in their jobs contribute for more productivity and they have more involvement and don't have a thinking to resign from their job. Timothy D. Golden et al., (2008) had revealed that high commitment level, satisfaction towards job and achievement were exhibited by professional level employees of high quality relationships who worked virtually. According to Glisson & Durick (1988), Kim et al., (2005), components of job such as the work environment in which he works, conditions of work place, compensation benefits such as salary drawn, bonus and also the job is important to form attitude and feelings in the employees.

### *c. Work Commitment*

In any organization, commitment towards work commitment plays a vital role. Depending on the close relationship between the employee's effort and their motivation towards work decides whether the organization wins or loses. The employee's motivation depends on the job commitment. It becomes necessary to retain highly productive employees. Vance (2006) revealed that committed and engaged employees contribute to company's critical competitive edge which includes high productivity and fewer turnovers of employees. The commitment towards work mainly relies on the organization. Only those employees with more engagement level and high commitment to the job, the organizations can become competitive and lead to the future growth. Howell & Dorfman (1986) revealed that professional employees express more commitment to the values and the career more when compared to what they express to the employers or for the organization. According to PSUWC (2013), commitment to the organization depends on the level of attachment developed by an employee and level of loyalty towards the employer. The personal bondage helps to construct a stronger commitment with their company. Organizational commitment and job satisfaction deals with the kind of worker's response to work. Commitment is used for the whole organisation and satisfaction is used for the job specifically. So those having more satisfaction towards job will also involve highly in their job and be more commitment towards the organization (PSUWC, 2011).

Many recent researches supports that commitment leads to satisfaction. Always motivation of an individual shapes the satisfaction towards job. Satisfaction towards job will have a positive affect on commitment and also turnover of the employees. Communication plays an important role in engaging the employees and makes them feel loyal. According to Morrow (1993), commitment towards work is a construct of attachment of a person to the ethics of the work, commitment to job, involvement towards job and commitment towards organization. So commitment towards work involves many areas. Because of this

reason, work commitment has been described taking into consideration all of these areas and also their effect on motivation and employees satisfaction towards job.

## 6. CONCLUSION

According to the American Psychological Association, when implemented correctly, remote work can increase employee satisfaction. Both the employees and the company get benefited when the employees work from home or working remotely. Stacey Epstein, CEO of Zinc stated that modern workforce are very dynamic, collaborative and increasingly mobile. It also comprises of multi-generations employees who are having differing communication preferences. Customizing work and customizable package becomes important. So employees must know how to customize their work to reflect what is required out of them and must know to choose where to do the jobs. The employees feel empowered and feel highly satisfied in their job. So individuals who exhibit more level of satisfaction towards their jobs contribute for more productivity and they have more involvement and don't have a thinking to resign from their job. According to Morrow (1993), work commitment is a construct of person's attachment to the ethics of the work, commitment to job, involvement towards job and commitment towards organisation. Various research studies reveals that above all areas are to be considered to find out the commitment of an individual as it is having connect with satisfaction towards job and working conditions.

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