

The Employee Engagement Dynamics In The Context Of Hybrid Work Model

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Abstract

The term employee engagement is not new but the inducement of technology and reinvention of the HR process makes the term very vibrant and paramount. The future of work is determined majorly by a hybrid work environment. In this state of work method, the employee has to face two situations of working one is off the cubical work and another is on the cubical work. They need to cope with the changes occurring in the work environment hence engaging employees in a hybrid work environment is a very challenging task for every company this is an identified problem statement of the study. Employee engagement is all about the enthusiasm and dedication that an employee shows towards his work. Not all employees have the same level of engagement at all times. It is the biggest challenge for every company to retain employees in understanding the proper engagement of work. If employees are disengaged then the company gets wiped out of skills, knowledge, and experienced candidates. Concerning many literatures reviews the study identified a research gap very few literatures are focused on employee engagement in hybrid work environments. The main objective of the study is to understand the effect of employee engagement in the hybrid work environment. The second objective of the study is to analyze the levels of employee engagement in the hybrid work environment. The identified population is ITES working employees with a sample of 100. Simple random sampling technique, primary data used for data collection. A systematic structured questionnaire with a Likert scale considering 1 as strongly disagree and 7 as strongly agree. Reliability tests, descriptive statistics, chi-square, and regression were used to test the hypothesis and objectives. The study finds employee engagement level is significant in demographic data like age, marital status, and designation and there is a positive effect on employee engagement in the hybrid work environment and concludes that hybrid work is the future of work, companies should focus more on engagement initiatives to keep their employees engaged in a hybrid work place.

Key Words: Employee Engagement, Hybrid work Environment ,Employee engagement initiatives , Work-life balance and work environment.

Introduction:

Employee Engagement

Every company has its strength and employees are one of the most paramount factors which determines the strength of the company. Companies may not like to drain out their employees instead they try to satisfy and retain the talented candidates. In today's fantasy world companies are striving to keep their employees happy, satisfied, and engaged by establishing clear goals, providing facilities, and engagement activities that lead to meaningful work. As per the Gallup Study 2020, globally 20% of employees are engaged at work 14% are disengaged, and the remaining are completely disengaged. There are tons of questions among researchers Why employees must be engaged? Is engagement very much required? Are companies striving towards this concept? As we all know HR 3.0 is associated with technology it's time to reinvent the HR process and workflows are connected with people-centric. Companies are transferring to agile systems the day-to-day work processes are becoming complicated deadlines are fixed to accomplish their targets, The pandemic lifted the different methods of working i.e. hybrid work environment. This bunch of leading factors influence companies to engage their employees and retain them.

The pandemic first catalysed this change in the workplace, which has resulted in a renewed emphasis on how employers engage with their workforces. The transition to hybrid has become a top request from employees since expectations of the modern workplace have changed in many ways. Although business strategies differ from one another, maintaining employees' interest in their organization is a problem that all

companies face. One of the most significant developments of the upcoming year will be the hybrid working environment. According to a survey, 32% of respondents stated they wished to be completely distant. Because working remotely improves flexibility and work-life balance, employees don't want to give up those benefits.

The concept of employee engagement was first introduced by Dr. William Khan in 1990 he says involvement in employee work is identified at three levels a) Physically b) Cognitively c) Emotionally. In 2004 May et al defined engagement as how the members of organizations devoted themselves to work not only considering cognition but also the flexibility in emotions and behaviours. In 2005 Wellins & Concelman defined engagement as a mixture of loyalty, productivity, and ownership. In 2006 Saks says that the individual role performance is related to the combination of knowledge, emotion, and behaviour. In 2007 Cha included three dimensions such as work engagement, organisational recognition and sense of work value. In 2008 Macey & Scheider defines there are different types of engagement levels trait engagement , behavioural engagement , psychological state engagement. .In 2022 Schaufeli et.al identified the three levels of work engagement vigor, dedication and absorption. Vigor stand for the high levels of energy and resilience in simple term it also as discretionary effort put by an employee ,while dedication refers to the sense of significance, enthusiasm, pride and inspiration ,while absorption is where an employee is engrossed in work , highly concentrated who feels difficult to detach from work .

Levels of Employee Engagement

There are three levels of engagement identified by Gallup

1. Actively engaged – employees who are actively engaged will deliver better outcome higher productivity, aware of their roles and enthusiastic about their work
2. Not engaged – employees accomplish to the said goals or task and never take initiative in doing extra work. At this level employees prefer the status quo over improvements.
3. Actively disengaged – employees try to switch on jobs frequently, disinterested to do any work, try to skip the assigned work, high absenteeism.

Hybrid work environment

Hybrid workplace or work environment is defined as a business model combining two models of working process like in office work and remote work or it is also considered as work from home. It is also a flexible approach where employee has split up in their work. It is all about the flexibility working. There are some different type of hybrid work slip up

1. Hybrid at-will : Here in this method an employee can choose to come to office any day of his choice to work
2. Hybrid split week : In this method of work the company assigns particular day for the team to function
3. Hybrid manager -scheduling : Here the manager play a vital role in deciding the particular day for his team to perform
4. Hybrid mix : It is the combination of all the above three forms.

Out of all these forms of hybrid work, currently in India we do follow the Hybrid at -will method of working.

Review of Literature

Employee Engagement

Chandani and Mehta (2016) the paper articulates the importance of employee engagement and how it increases organisation performance. There are two levels of factors which increase employee engagement like organisation level and individual level. Vasani and Pillai (2019) employees are satisfied with the overall companies' performance. The factors identified are compensation, health and safety, increment in salary, training and career which influences employee engagement. Purushotham and Kaviya (2021) subjects their finding on employee engagement, to retain employees the best way is to engage employees. When employees are engaged it leads to employee satisfaction in return it results to employee retention. Anitha.J (2014) identified few factors which can influence employee engagement to maximum level are team and co-worker relationships, working environment. Smitha and Sahu (2022) to improve engagement among employees and organisation must encourage different strategies to be implemented, inculcate the sense of belongingness, positive emotion about their work. Kular and Gatenby (2008) employee engagement is defined in multi-faceted by Khan. The employee's perception towards work should provide more meaningful. Singapore and Thailand has 82% of engaged employees this might be due to the culture, values, political management styles and economy. Gurman and Saks (2010) performance of an employee can be increased in identifying the right performance increment and this can keep employee engaged at work. Some of the employee engagement facilitation which can boost employee performance are like

job design , social and coaching support to employee's leadership style and training .

Desai and Majumdar (2011) employee engagement can increase employee productivity ,engagement levels are said to high when employees are more committed and loyal in manufacturing industry. Smith and Markwick (2009) there are many factors which influences employee engagement good quality management , communication , inter co-operation , employee well-being ,accessible HR policy are considered to be major factors. Baker(2013) there are two factor influencing employee engagement micro and macro factors. Mansoor and Hassan (2017).the identified factors are communication , team work ,collaboration , job role, company management and training and development which has positive impact on employee engagement. Opas, Anurit and kuiyawattananonta (2011) fair salary, good safety, health insurance , training opportunity , work life balance, environmental factors are few factors which has rooted employee engagement positively . Robinson(2007) feeling valued and feeling involved is quite important to lead employee to engaged. Some of the factors are training and development ,career development ,performance management , equal opportunities, fair treatment , pay and benefits , health and safety , co-operation , family friendliness and job satisfaction are key drivers which lead to building block for employee engagement .Laura (2009) states the relationship between the engaged employee and leadership style can improve the organisation effectiveness. The most preferable leadership style expected which can lead engagement is transformational leadership style. Abraham and Susan (2012) there always exist a positive relationship

between job satisfaction and employee engagement. Creativity can encourage high level of job satisfaction leading to employee engagement. Sridevi and markos(2010) it is identified that employee engagement is stronger predictor for organisation performance. Although there exist a two-way relationship between employer and employee. when employee are highly involved in job there is always a great success to the employer. Attridge (2009) identified that employee engagement can be improved by creating or bringing a good work place and address the culture ,job design and working conditions. Raya (2009) companies should manage engagement by involving few strategies like managing stress, promote employee wellbeing , facilitating self -management. There are two outcomes of employee engagement one is individual outcome and the other is business outcome. Delina (2020). It has considered three level of engagement vigor, dedication and absorption. When employees are happy with the employee engagement initiatives then employee are completely engaged to their work .Yadav(2020) gamification has to be applied properly in HR management it has the potential to increase employee engagement.

Hybrid work and Employee engagement

Yadav (2020) engaging employees in virtual work place is very difficult. The relationship between employer and employee have reduced ,work has become monotonous , non -creative. Even though few employees who are happily working from work feel lack of belongingness for work and organisation. Some companies have come out offering games , interactive sessions, virtual celebration. Pablo and Peeter (2022) identified how hybrid work positively

influences engagement and how it negatively influences. The negative influence of hybrid on employee engagement are no co-ordination among employees, no casual interaction among employees, isolation, weak culture and increased turn over. The hybrid work positive influence employee engagement in having work life balance, coordination between f-f is high and consequently employee motivation and energy are positively affected in hybrid work. Delany(2022) expressed employees are desired to work in flexible. The research survey showed 30% of employees like to work if their company would consider on -site job. Amigoni (2021) to improve employee engagement in the organisation, a better approach can provide solution for future work is hybrid work environment. Caminiti(2022) the study identified that most of the employee prefer blend mode of work place remote and office work. This mode of working can increase employee productivity, better work life balance and higher autonomy. Teevan et.al.,(2021) also states that most of the employees believe the future of work is hybrid work. Hilberath(2020) due to change in work employee are preferring hybrid work as new future of work. There are four building blocks to support future work 1. Leadership, culture 2.strucutre and roles 3.ways of working 4.sytems and spaces. Ware and Grantham(2003) new workplace design, new technologies has lead to new way of working process. Flexibility is the most preferable work place.

Research Gap

After reviewing many literatures, the study has identified there are very less research papers conducted in hybrid work environment. As hybrid work culture is considered as future of

work and trending among IT & ITES companies the study shall cover the identified gap. Many research paper has covered on the engagement levels but on specifically conducted under hybrid work environment. The second gap of the study focuses on ITES working employees because very few engagements study have been conducted under ITES sector.

Research questions

1. Why employee engagement is considered very important ?
2. Is hybrid considered future of work ?
3. Engagement levels at hybrid work environment?
4. What is the effect of employee engagement in hybrid work place ?

Research Objectives

1. To understand the importance of employee engagement in hybrid work place
2. To identify the different levels of engagements
3. To analyse employee engagement levels in hybrid work environment with respect to demographic details.

Hypothesis

Ho: There is no positive significant difference in employee engagement levels at hybrid work environment based on demographic characteristics.

H1: There is a positive significant difference in employee engagement levels at hybrid work environment based on demographical characteristics.

Research Methodology

Descriptive research design is used for the study. The population identified are ITES

working employees in north Bangaluru with sample size of 100. Simple random sampling will be considered as it is in hybrid work place. Primary data is used for the study . Data is collected by systematic questionnaire using

Likert scale ranging from 1 to 5 considering 1 as lowest and 5 as highest score. Descriptive statistics , Chi-square test used for the data analysis.

Data Analysis and Interpretation

To know whether the data collected is reliable and to check data consistency the study has run through reliability test using PSPP software .The following is the output

Table 1.1. Reliability test

Case processing summary

Cases	N	Percent
Valid	89	95.7%
Excluded	4	4.3%
Total	93	100.0%

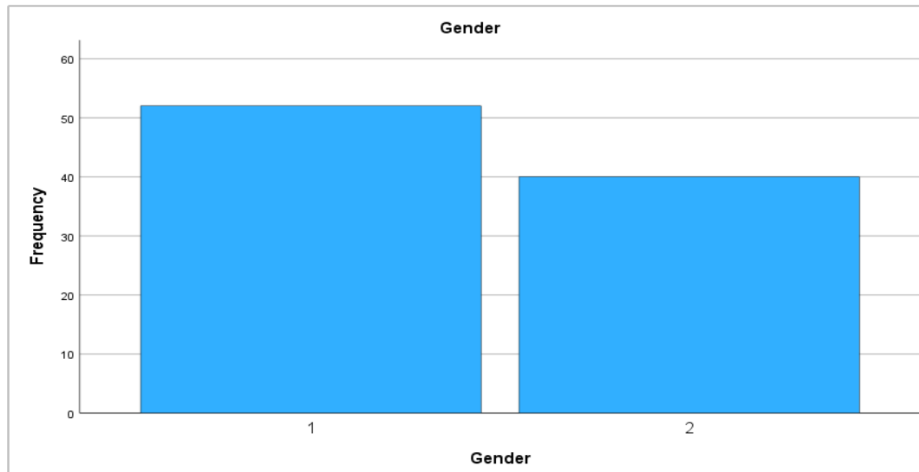
Reliability Statistics

Cronbach's Alpha	N of items
.93	32

The above reliability test shows that Cronbach's Alpha is .93. Cronbach's Alpha is a measure of internal consistency . The alpha co-efficient of 32 shows that the item have relatively excellent internal consistency of .093.

Table 1.2 Shows the percentage of gender

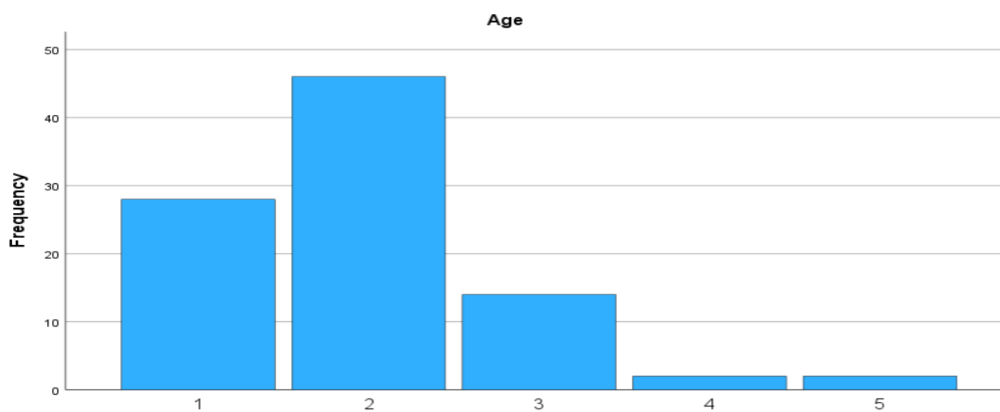
	Frequency	Percent	Valid percent	Cumulative percent
Valid 1	52	55.9%	56.5%	56.5%
2	40	43.0%	43.5%	100.0%
Missing .	1	1.1%		
Total	93	100.0%		



The table focus the percentage of female and male respondent . The value 1 is coded as female and show 55.9% respondents. The value 2 is coded as Male with 43.5% of respondent . Hence it concludes that the majority of female were the respondents.

Table1.3 Shows the different set of age groups

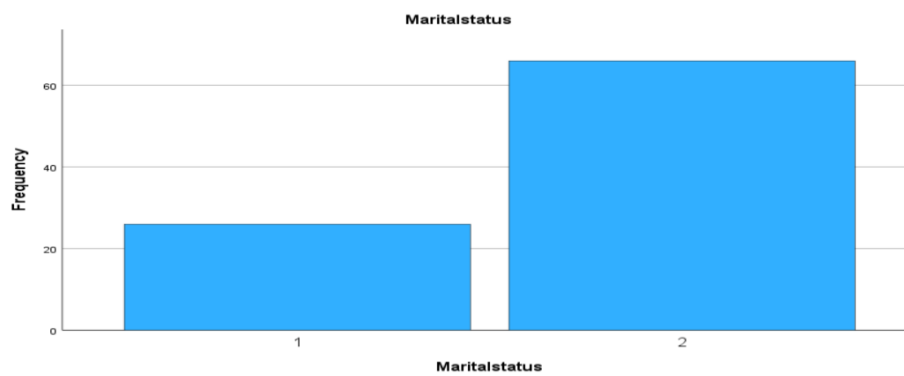
	Frequency	Percent	Valid percent	Cumulative percent
Valid 1	28	30.1%	30.4%	30.4%
2	46	50.0%	50.0%	80.4%
3	14	15.2%	15.2%	95.7%
4	2	2.2%	2.2%	97.8%
5	2	2.2%	2.2%	100.0%
Missing .	1	1.1%		
Total	93	100.0%		



The table shows the percentage of age group who respondent. The value 1 is coded as age group between 20-30 representing 30.4% respondent ,the value 2 coded as 31-40 age group which representing 50 % respondent .the value 3 coded as 41-50 age group representing 15.2%. Hence the age group 31-40 were the maximum respondent for the study .

Table 1.4 Shows the percentage of marital demographic details

	Frequency	Percent	Valid percent	Cumulative percent
Valid 1	26	28.0%	28.3%	28.3%
2	66	71.0%	71.7%	100.0%
Missing .	1	1.1%		
Total	93	100.0%		

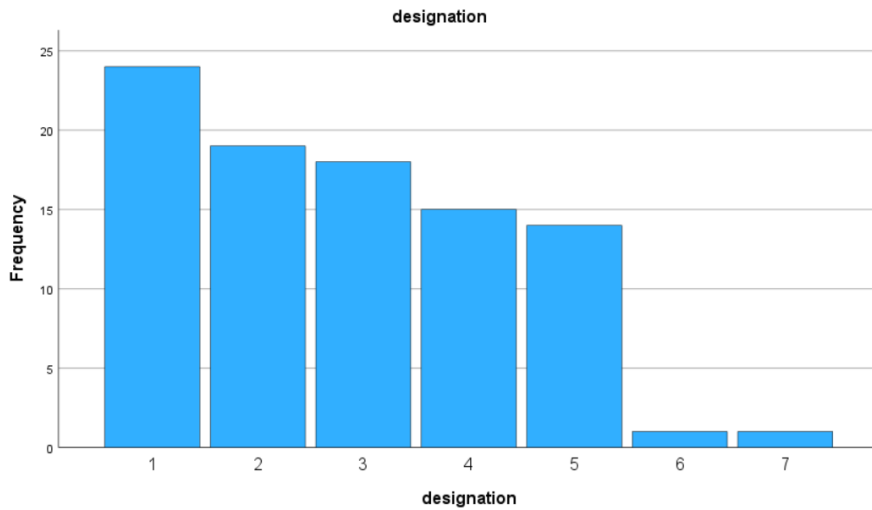


The table shows the marital status percentage. The value 1 is coded as unmarried representing 28% respondent and value 2 coded as married representing 71%. The maximum were married employees.

Table 1.5 Shows the percentage of education and designation demographic details

	Frequency	Percent	Valid percent	Cumulative percent
Valid 1	56	60.2%	60.9%	60.9%
2	56	38.7%	39.1%	100.0%
Missing .	1	1.1%		
Total	93	100.0%		

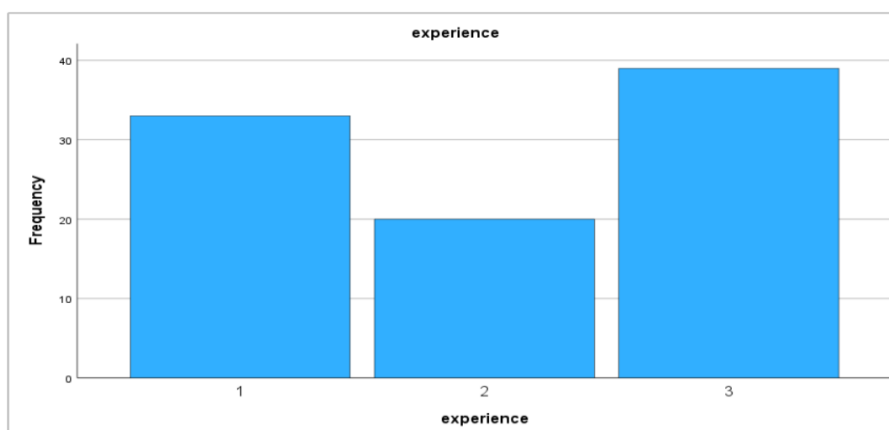
	Frequency	Percent	Valid percent	Cumulative percent
Valid 1	24	25.8%	26.1%	26.1%
2	19	20.4%	20.7%	46.7%
3	18	19.4%	19.6%	66.3%
4	15	16.1%	16.3%	82.6%
5	14	15.1%	15.2%	97.8%
6	1	1.1%	1.1%	98.9%
7	1	1.1%	1.1%	100.0%
Missing .	1	1.1%		
Total	93	100.0%		



The table shows the education and designation details of respondents .The maximum employees have education qualification as degree and post graduates. Software engineers and Sr. Software engineers are the maximum respondents for the study.

Table1.6 shows the experience of the respondent

	Frequency	Percent	Valid percent	Cumulative percent
Valid 1	33	35.5	35.9	35.9
2	20	21.5	21.7	57.6
3	39	41.9	42.4	100.0
	92	98.9	100.0	
Missing .	1	1.1%		
Total	93	100.0%		



The experience of 20-30 is coded as 1 , experience of 30-40 coded as 2 and experience of 40 -50 is coded as 3. Thus, from the above table shows that majority of the respondent were from 40-50 and 20-30 .

Table 1.7 Descriptive statistics

	N	Mean	Std.Dev	Skewness	S.E.Skew	Range	Min	Max
Gender	92	1.43	.50	.27	.25	1.00	1.00	2.00
Marital status	92	1.96	.86	1.13	.25	4.00	1.00	5.00
Exp	92	1.72	.45	-.98	.25	1.00	1.00	2.00
Edu	92	2.82	1.51	.40	.25	6.00	1.00	7.00
Position	92	2.07	.89	-.13	.25	2.00	1.00	3.00
Valid N	93							
Missing N	1							

The above table shows the descriptive statistics of all the demographic information . The population is denoted as N ,the total population is 92 out of 93 with the mean statistics for gender 1.43 ,age 1.96 , marital status 1.72 and so on . The standard deviation values fall between the range ± 1 .

To accept or reject null hypothesis chi-square test is conducted . For testing hypothesis, the demographic details such as gender, age, education qualification , designation and marital status are considered to understand the employee engagement levels in hybrid work environment .

Table 1.8 Chi-square test

Test Statistics			
	Chi - S4.35quare	df	Asymp. Sig
Gender	1.57	1	.211
Age	76.70	4	.000
Marital status	17.39	1	.000
Exp	6.15	2	.046
Education	4.35	1	.037
EElevelsHW	82.43	3	.000

From the above table it shows that gender is not significant as the value is more that .05 with 95% confidence level. Thus, gender is not majorly increasing employee engagement level in hybrid work environment . The Age factor shows .000 hence it is significant as its value fall below .05 .The age from 31-40 has greater influence on employee engagement levels. The third factor is marital status shows significant value of .000 the test concludes with the data calculated that married employees have greater employee engagement levels in hybrid work environment compared to unmarried employees. Experience of employees and education qualification have no much influence on engagement levels in hybrid work environment. The next demographic factor designation is significant with value less than .05 . The designation like software engineers, Sr. Software engineers , tech lead , Sr. Tech lead and project manager has engagement levels.

Thus, the study concludes the demographic like Age, marital status and designation has a positive significance on employee engagement levels in Hybrid work environment.

Table 1.9 Regression analysis

To analyse the second hypothesis ,regression analysis test is used to know the impact of employee engagement in hybrid work environment.

Model Summary (EE)			
R	R Square	Adjusted R Square	Std. Error of the estimate
.88	.77	.77	1.06

ANOVA (EE)					
	Sum of squares	df	Mean square	F	Sig
Regression	154.77	1	154.77	136.81	.000
Residual	98.42	87	1013		
Total	253.19	88			

Coefficients (EE)					
	Unstandardized co-efficient		Standardized coefficients	t	Sig
	B	St. Error	Beta		
(Constant)	.75	.25	.00	3.06	.003
HWE	.74	.06	.78	11.70	.000

The R values shows .78 which is between ± 1 thus indicating a strong positive linear relationship between EE and HWE .The R square or the variance values is .61 and adjusted R square is 61% of variance on HWE . The ANOVA table indicates it is significant at .000 which is less than .05 of P value . Thus, null hypothesis is rejected and alternative hypothesis is accepted . Thus, there is a significant impact on employee engagement in hybrid work environment.

Table 1.10

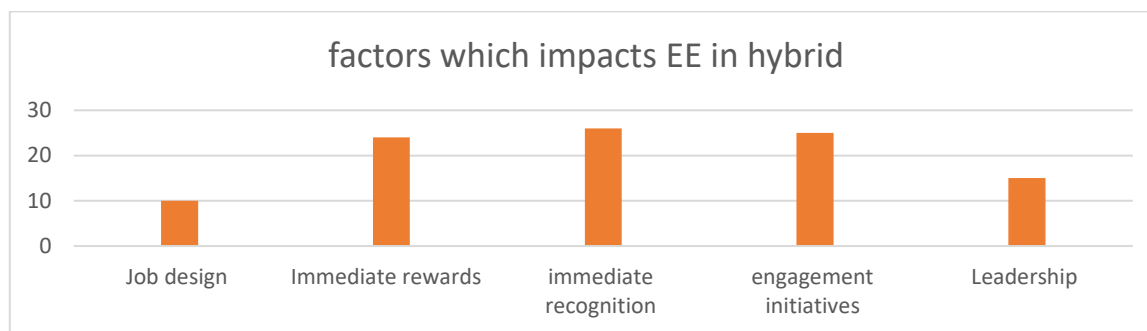
Your Engagement levels towards work in hybrid work environment

	Frequency	Percent	Valid percent	Cumulative percent
actively engaged	19	17.3	20.7	20.7
Engaged	60	54.5	65.2	85.9
Disengaged	13	11.8	14.1	100.0
total	92	83.6	100.0	
Missing system	18	16.4		
Total	110	100.0		

The above question has been asked to the respondent on their engagement levels towards work in hybrid work environment. 54.5% of employee stated they are engaged i.e medium level engagement. 17.3% employees stated that they have higher engagement levels i.e actively engaged . And 11.8 % respondents stated they have lower-level engagement levels i.e they are disengaged . The table concludes that most of the respondents

Table 1.11

What are the factors which impacts your engagement levels in hybrid work environment ?



The open-ended question about the factors which can impact engagement levels in hybrid. Majority of the respondent responded that if immediate recognition been given to employee, then they will feel the sense of belongingness and become loyal to organisation resulting better engagements. Immediate rewards should also to be focused in order to motivate employees . leadership is also one of the factors which can impact the engagement levels of employees in hybrid. An appropriate job design should be planned for each employee

Findings

The Study has identified that employee engagement is much very important in hybrid work environment. As employees are working in blended mode the organisation has to focus and engage them on both the aspects of work mode and retain them . The study found that from the demographic data like age , marital status and designation shows significant influences on engagement in hybrid work

environment and gender ,education qualification and experience has less influence on engagement levels in hybrid work environment . There is also positive impact of employee engagement in hybrid work place.

Conclusion

Individual engagement is simply the emotional dedication an individual has to their employer and its objectives. That is what separates an engaged workforce from a disengaged one, and it is for this reason that businesses all over the world are looking for ways to increase employee engagement.

Engagement is crucial for your business since it affects a number of other factors, such as productivity, turnover, customer happiness, and earnings [3]. Compared to workers who don't feel committed at all (or perhaps have a bad attitude toward the organization), those who are invested in their work are more likely to consistently go above and beyond. The study

concludes hybrid work environment has greater impact on engagement levels. Companies should focus more on improving engagement activities in hybrid mode. The future of work is hybrid hence the companies should effectively implement good strategies to increase engagement levels in future. As the study is confined only to north Bengaluru the findings are based on the limited sample . Further study can be done considering IT employees and ITES across Bengaluru.

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