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# EMPLOYEE WELL-BEING DURING COVID-19 PANDEMIC IN TELECOMMUNICATION INDUSTRY IN SRI LANKA

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**ABSTRACT**

*This study examines the variables that affect workers' well-being during the COVID-19 pandemic at work in the telecommunications sector. The study utilized a deductive methodology based on the quantitative data examination, and 248 respondents in the telecommunications sector were surveyed using a structured questionnaire. Data analysis was carried out using statistical software (SPSS). Employee engagement was the study's mediating variable; organizational communication, work-life balance, and leadership support were the independent factors; employee well-being served as the study's dependent variable. The literature review supported the consideration of the aforementioned factors for research. The results of the data analysis revealed a positive association between each variable and the dependent variable. The research conclusions are supported by relevant suggestions, which offer businesses in the telecommunications sector guidance on how to build the long-term infrastructure required for working from home.*

**Key Words** – Work from Home, Employee Engagement, Employee Well-being

## 1. Introduction

The global Corona Virus Disease 2019 (Covid 19) pandemic, which started in December 2019, has altered everyone's way of life. Due to the COVID-19 epidemic, remote work has become very common, which has had a negative impact on people's sense of connection to their place of employment as well as their mental health and general well-being (Blakey, 2020). Particularly, nations all over the world have implemented a variety of laws to stop the virus from spreading, including stringent physical barriers and travel restrictions that also cause psychological harm (Bräscher et al., 2021).

The Working from home or the remote working idea had to be implemented in the telecommunications industry for the personnel for whom it was appropriate, however most of the workforce found it impractical. Telecommunication services have identified as an essential service in remote working and consumers are now expecting better customer service than ever before.  The Covid 19 pandemic has been a big challenge in providing uninterrupted services to the consumers while keeping social distancing.

These two important topics are looked at in the current work. First, consider the effects of changing working conditions on staff members' wellbeing. The second question is whether identity leadership practices that emphasize instilling and upholding a sense of "us-ness" among group members might mitigate any detrimental effects (Haslam et al., 2020). Leadership support appear particularly likely to be significant in the setting of disruptions brought on by COVID-19. This is due to the fact that these dimensions include actions that are likely to support workers in maintaining their understanding of what "us" genuinely means while allowing them to band together and express their group membership in the face of disruption (Fransen et al., 2020).

One of the critical factor to ensure employee engagement is communication. (Bindl, 2010). Corporate communication is essential for securing employment and communicating company ideals to all employees, as well as supporting them in accomplishing organization's objectives (Bedarkar, 2014).

Flexible work schedules are popular among employees who want to balance their work and personal development. Flexible work schedules encourage employees to take more accountability in their lives, resulting in psychological benefits such as reduced anxiety  and stress. This will also improve  work  performance, focus, devotion, motivation and dedication (Downe  &  Koekemoer, 2011).

 Due of its extensive use in a variety of work- and non-work-related contexts, we have chosen to concentrate on the academic definition of employee engagement in this study. The academic concept is very pertinent to us because the goal of our research is to pinpoint the most important work- and non-work-related risk variables that make remote work more difficult and damaging to work engagement during the Covid-19 pandemic (Ogbonnaya & Babalola, 2020). In other words, crucial elements of a work or task offered to an employee are more likely to be seen as significant, valuable, and meaningful. Other studies have linked better levels of employee engagement with a variety of forms of support, including organizational, supervisory, collegial, and familial support (Saks, 2006).

**Research Problem**

The ability to balance work and family is essential since it significantly affects employees' wellbeing (OECD, 2017). Concerns are being raised regarding how employees can overcome the negative impacts of high job demands and maintain a decent work-life balance given the prevalence of today's high-pressure work conditions (Prem et al., 2018). These issues have compelled businesses to reexamine their hiring practices and look for alternative working arrangements, like telecommuting (Premet al., 2018). A policy that allows employees to work from home for a portion of the workweek while remaining connected to the office via communication technology is known as telecommuting, sometimes known as telework or working from home (Allen et al., 2015). In response to the COVID-19 epidemic, many businesses are implementing telecommuting policies in the hopes that staff members may better manage their work-home balance and protect their wellbeing (Kelliher & de Menezes, 2020).

The idea of telecommuting and working from home was introduced much earlier in most developed nations, but it is new to Sri Lanka. To continue working in the COVID-19 environment, some government, semi-government, and private organizations started to provide working from home possibilities (Alshmemri, 2021). Prior to the epidemic, all employees were required to report to work, log their attendance using a biometric verification system, and then depart for fieldwork. Employees were given the idea of directly attending field work from home, which helped to minimize social distance. From March 2020 till the present, certain employees who worked under the WFH concept have been on duty from home, whereas field workers have not had the ability to do so. For those field employees, there is no set On-time or Off-Time, and they are free to carry company-owned vehicles home with them. Along with field workers, other supervisory level workers, and executive level personnel in the telecommunications sector who have the option of working from home, there is unhappiness with this new working arrangement.

Not all jobs can be done from home. (Baruch, 2000) claimed that two thirds of work could be completed from home. Managerial and executive positions, as well as that requiring specialized area knowledge, have a higher ability to WFH (Cetrulo et al., 2020).

The author conducted preliminary interviews with a few key personnel who were employed by a small number of Sri Lankan enterprises that provided telecommunications services in order to identify the concerns that were detailed above. The author has chosen the top corporations in each sector of the study since it encompasses all parties involved in the telecommunications industry. In order to determine the variables influencing employee well-being during the COVID-19 pandemic in Sri Lanka's telecommunications industry, the following questions were put up in the preliminary interview and the respective answers are show below

**Table 1**

| Question | Manager (Operations) Sri Lanka Telecom PLC. | Senior Project Manager, Browns Engineering and Constructions (Pvt) Ltd. | Senior Engineer – Dialog Axiata Company LTD. | Project Coordinator, Huawei Lanka LTD. | Project Coordinator, Sierra Construction (Pvt) Ltd. |
|---|---|---|---|---|---|
| How is the leadership support when working from home? | Very good leadership support to perform my job. | Supportive leaders who always motivates the employees. | Wish we have more support from the higher management. | Too much of pressure from the management. | Satisfied with the support. |
| Has the work load is more when working from home? | Yes, very much | Yes | Yes | Very much higher | Yes |
| How often do you complete additional work from home beyond work hours? | Almost every day | 4 days per week | Every day | Every day | Every day |
| What is the most critical challenge you have faced with related to work condition during this pandemic time? | Performing the job and balancing the family life. | Job security | Keeping good health | Everything is a challenge | Job security |
| Have the required equipment's and tools provided for the employees to do their job while staying at home? | Yes | Yes, but working from home is not comfortable because some assets cannot be provided to all the employees (Ex: working chair, printer) | Yes | Not all | Yes |

| Question | | | | | |
|---|---|---|---|---|---|
| How smooth is the communication between internal stakeholders when working from home? | Difficult than the normal working condition. | Consuming lot of extra time for communication. | Not a smooth communication channel. | Difficult than usual. | Waste of a time. |
| Comparatively how fast the employee complete given tasks when employee is Working From Home? | Consume extra task, as coordination is much higher. | Differ with the task to task. But majority is same as the normal working condition. | Quicker than the normal condition as the interference is less. | Same as usual. | Quicker than the normal condition as the interference is less. |
| Do you feel comfortable enough to do your job in WFH concept? | Yes | Yes | Yes | Somewhat ok | Yes |
| How is your Mental and Physical well-being when working from home? | Mental health is not good as normal working condition since the pressure is too much. | No issue | Ok | Work pressure is too much. | Not usual. Prefer physical working. |

The discussion summary suggests that there has been a decline in employee engagement and employee well-being since employees started working at WFH. Their primary worries are a lack of engagement between coworkers and a decline in communication as opposed to physical touch, and they further elaborate that the new working from home idea has made work difficult and has affected their well-being.

Aim of the study is to develop a conceptual framework for factors affecting employee's well-being and employee engagement during Covid-19 Pandemic in Telecommunication Industry. Following research questions and objectives were built by breaking the research problem in to quantifiable sections to find how the independent variables impact the dependent variable.

**Research Questions**

- Whether there is a positive impact between leadership support and the employee well-being.

- Whether there is a positive impact between communication in the organization and employee well-being in an organization

- Whether there is a positive impact between work life balance and employee well-being in an organization.

- Whether there is a positive impact between employee job engagement and employee well-being.

**Research Objective**

- To examine the impact of leadership support and the employee well-being.

- To examine the impact of communication in the organization and employee well-being in an organization

- To examine the impact of work life balance and employee well-being in an organization.

- To examine the impact of employee job engagement and employee well-being.

**Definitions of Study Variables**

**Working From Home**

While WFH has several advantages, there are also some significant disadvantages. People who work from home may have less opportunities to contact with coworkers and may not perform as many physically demanding activities, such as traveling to and from various meetings. Long periods of time spent in front of a computer screen can also result in weariness, headaches, and eyesight issues. If an individual spends their whole WFH without face-to-face interactions and social support, they run the risk of developing mental health issues including loneliness, anxiety, and isolation. Others find it challenging to psychologically separate themselves from work as a result of blurring work-life boundaries, which heightens pressure and anxiety (Evanoff et al., 2020).

**Employee Well-Being (Dependent Variable)**

According to Brayfield (2010), a firm should emphasize its employees' well-being for several reasons. As indicated by its connections to employee performance and turnover, it was argued that employee well-being was a crucial antecedent to management wellbeing. It was asserted that strength-based growth might continuously enhance employee well-being using two strengths models and a realistic approach of emotional evaluation. A concise framework for comprehending and measuring employee well-being is provided in the hopes of fostering the development of a more comprehensive approach to evaluating and optimizing employee well-being.

**Employee Engagement (Mediating Variable)**

Employee engagement is a measure of a worker's commitment to and interest in their company and its guiding principles. An engaged employee has a positive outlook on their work, feels that it is personally meaningful and feasible, and has faith in the future of their career. David Zinger (2009) noticed that employee engagement, dedication, and cooperation had many different facets.

Individual variations among employees have a significant impact on job performance, according to Kahn (1990). Emotional differences, much as they influence a person's aptitude and zeal to be involved or devoted at work, can affect a person's capacity to connect or detach in their job presentation, according to Kahn (1990). Given their perceptions of psychological significance, safety, and availability in particular circumstances, people would participate inversely, the study found.

**Leadership Support (Independent Variable)**

According to Xu et al. (2010), there is a direct correlation between some leadership traits including drive, job happiness, business dedication, active behavior, and corporate citizenship. Employee employment is affected by psychological security traits including faith in a leader, support from the leader, and the creation of a blame-free workplace. Most importantly, their research showed that engagement is solely linked to certain leaders' activities, primarily to encourage follower activism and make it possible for

followers to relate to business objectives. According to Dardarkar (2014), employees that interact with their managers more frequently are more engaged.

To keep workers who work remotely interested, it is the leader's obligation to devote extra attention to them. Leaders are increasingly relying on technology to communicate with their colleagues, such as e-mail/ Zoom/ etc. (Avolio et al., 2001).

**Communication in an organization**

Communication is one of the key elements in ensuring employee engagement. (Bindl, 2010). Corporate communication is crucial for obtaining employment, spreading business values to all staff members, and assisting them in achieving the organization's goals. The two concepts of employee engagement and organizational communication satisfaction are intertwined. A related study found that keeping senior staff happy with corporate communication is also essential. Employees have a strong emotional connection to both their work and the organization.

A drawback of WFH is that it has "limited access to employees." Even when addressed by colleagues and superiors, employees nevertheless suffer from the "loss of face-to-face contact and the benefits of face-to-face communication." (Greer, 2014). Since team members are physically separated from one another and rely on one another, supervisors find it challenging to coordinate. Proper communication is especially important for WFH activities (Kazekami, 2020).

**Work-life Balance**

Life at work and at home Balance is a broader phrase that should include all working-class people, whether they are married or not, have family ties or not, and are not only married, have kids, are in a relationship, or are working mothers. Everyone has challenges because of workplace stress and technology that makes it harder to distinguish between work and life. Businesses have been forced to streamline and restructure owing to competitive and consumer demands, forcing fewer people to work harder (Poelmans, 2008).

Employees who desire to combine their professional and personal growth like flexible work arrangements. Flexible work hours empower people to take greater responsibility for their life, which has psychological advantages including less stress and anxiety. Additionally, this will increase commitment, drive, attention, and dedication at work (Downe & Koekemoer, 2011).

**Theories on the Impacts Predicted on the Conceptual Framework**

**Telework Behavioral Model (TBM)**

This strategy is concerned with psychological effects, individual outcomes, and performance effectiveness. The TBM postulates that the range of telework choices that are authorized by company policy moderates the interaction between human incentive and telework options (if one should telework, where and how to telework, and how frequently to telework). Making the option to work from home has mental

repercussions. Possible consequences include increased or decreased work-life conflict, less travel time, schedule flexibility, and other personal implications. Decisions on telework can also have an impact on enterprises, demanding a shift in behavior. As a result, businesses will need to review and modify their telework policies in order to maximize benefits and minimize drawbacks (Campbell & Heales, 2008).

- Integrated Model of employee engagement

Although some of them have championed and symptomatically defined bits of neuroscience and certain aspects of work engagement, they often do not aim to capture and link neurobiology, effort, behavior, and well-being across all domains of work. There are limitations to how evidence has been interpreted and processed in the absence of unquestionable explanations for causality, yet this still leaves them as visible and statistically significant - not necessarily bad things. The Integrated Model of Employee Engagement recognizes the neurobiological origins, interdependence, and constant change of the concepts of needs, motivation, behavior, performance, and well-being. This foundation makes preferred approaches to engagement, caring, administration, leadership, and workplace environments, structures, and behaviors more clear (Triangles, 2019).

**Zinger Model of Employee Engagement**

Business consultant David Zinger is a relationship builder whose company focuses on fostering connections among people to raise employee engagement in organizations. Because he has more than 25 years of expertise in this industry, he can combine the most recent research with practical tactics to provide significant results. He has offered a reliable model that sheds light on a number of areas of employee participation, dedication, and engagement based on his considerable study on the subject. The Zinger Model of Employee Retention is the name given to this idea. The model sets 12 standards that management must adhere to in order to yield meaningful outcomes (David Zinger, 2009).

## 3. Research Methodology

The design of this study is based on the Research Onion structure proposed by Saunders et al (2009). It includes philosophical and religious assumptions that have an impact on how research questions are perceived and research methodologies are chosen. The research-onion framework offers a more thorough analysis of the fundamental issues that must be resolved in order to develop a successful approach. The Onion model was used in this study to determine the variables influencing employee well-being during the CoviD-19 epidemic in Sri Lanka's telecommunications industry.

Positivism was chosen for this study because it is rational to use the existing hypothesis. In other words, it reflects the natural scientist's philosophical position. Additionally, this study is based on objective ontological assumptions

Deductive research is accepted when moving from a over-all rule which is a law-like inference to a specific condition in hand. It is typically used to put theory to the test. The inductive approach is used when developing a theory based on specific observations from which rules are developed.

The author chose the survey strategy because it makes it simple to gather the necessary information. This study will collect data using a questionnaire and analyze it quantitatively. As a result, a survey strategy is most appropriate because it allows for the administration of a large number of questionnaires.

This research is based on quantitative data, and statistical tools are used to summarize and present data as well as test hypotheses. As a result, the quantitative Mono method is employed.

The Morgan table, established by Krejcie and Morgan, is used in investigation to identify the adequate picture of the population (Krejcie & Morgan, 1970). Considering the Morgan table, 384 workforces have been considered as the sample for this study since there is no record found what the total headcount of employees who are working in the telecommunication sector in Sri Lanka.

The most commonly used SPSS (Statistical Package for Sociology) tool was used to analyze the survey data. The concept was also put to the test using correlation and review analysis. The skewness and central tendency approaches were used to test a few variables.

The researcher has determined the elements influencing employee well-being during the COVID-19 pandemic in Sri Lanka's telecommunications industry in accordance to the literature review in this research study. The conceptual structure of the study, constructed by the author following a thorough assessment of the research goals and the gathered literature review.
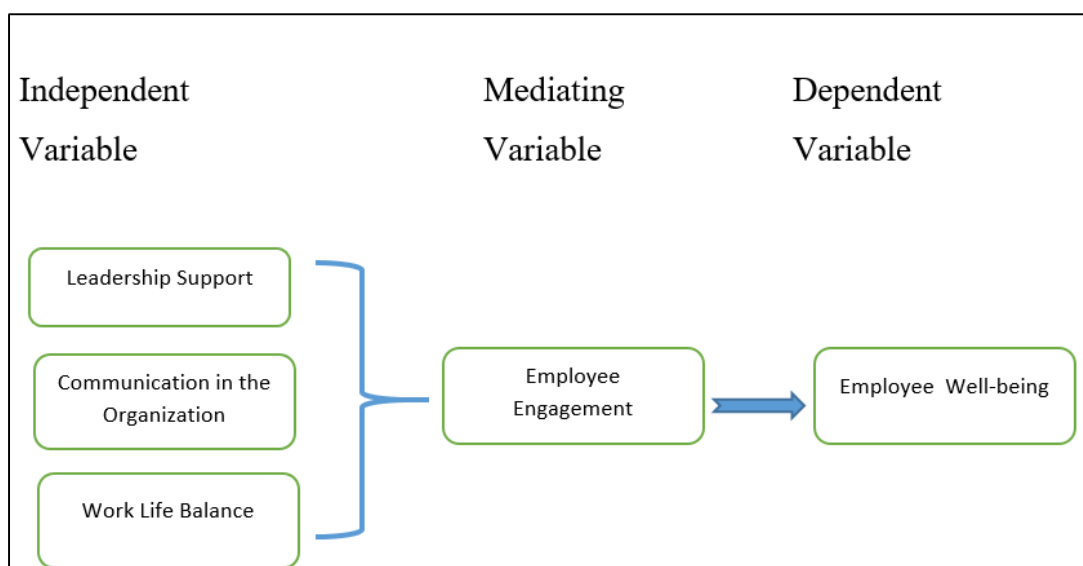
**Figure 1**

Initial research suggests that, via the mediation of employee engagement, elements impacting employee wellness include leadership support, group communication, and work-life balance.

The following are the study's hypotheses, which are based on the questions and goals for the study. In order to gather evidence to support theories that have previously been put forward in the literature, hypotheses are developed. This will initially contain either forecasts or assumptions, which will be validated or refuted based on empirical facts. Based on the assumptions drawn from past reading, research, and observation, the hypothesis describes the tests that will be conducted in the present study.

| | |
|---|---|
| $H1_1$ | Leadership support affect the employee engagement and employee well-being during Covid - 19 pandemic in telecommunication industry in Sri Lanka. |
| $H2_1$ | Communication in the organization affect the employee engagement and employee well-being during Covid - 19 pandemic in telecommunication industry in Sri Lanka. 7 |
| $H3_1$ | Work Life Balance affect the employee engagement and employee well-being during Covid - 19 pandemic in telecommunication industry in Sri Lanka |
| $H4_1$ | Employee Engagement affect the employee engagement and employee well-being during Covid - 19 pandemic in telecommunication industry in Sri Lanka |

## 4. Data Analysis and Discussion

- **Factor Analysis**

The factor analysis is used to show the analysis numerical variables choose. As per the below table, there are no component is considered as invalid as all the values are not less than 0.5. so the author has not dropped any set of data for further analysis of this study.

**Rotated Component Matrix[a]**

| | Component 1 | Component 2 | Component 3 |
|---|---|---|---|
| LS2 | .864 | | |
| LS4 | .840 | | |
| LS1 | .838 | | |
| LS3 | .825 | | |
| CO2 | .577 | | |
| WLB2 | | .870 | |
| WLB3 | | .765 | |
| WLB1 | | .702 | |
| CO1 | | | .820 |
| CO3 | | | .762 |

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations.

**Figure 2**

- **Tests for Reliability**

Below table describes the reliability statistics of parameters prior to the deletion of an item. Since the Cronbach alpha value is greater than 0.7, as shown in the below table, the internal consistency of the variables is assured. Therefore, the information gathered below confirms the reliability of the research. In the appendix the author has shown the individual calculation of the reliability test which was used for this summarized table

| Variable type | Variables | Cronbach's Alpha |
|---|---|---|
| Independent Variable | Leadership Support | 0.882 |
| | Communication in an Organization | 0.480 |
| | Work-life Balance | 0.696 |
| Mediating Variable | Employee Engagement | 0.834 |
| Dependent Variable | Employee Well-Being | 0.868 |

**Figure 3**

● **Tests for Validity**

As per the above shown data, KMO value of all the variables are in a high level as a group. The bench mark for the AVE is 50% to keep them in one group as set of data. It is concluded by looking at the above figures these set of data under each variable is suitable to proceed as a set of data.

| Variable Type | Variables | KMO Value | P-Value of Bartlett's test | AVE |
|---|---|---|---|---|
| Independent Variable | Leadership Support | 0.836 | 1.000 | 0.74 |
| | Communication in Organization | 0.586 | 1.000 | 0.49 |
| | Work-life Balance | 0.609 | 1.000 | 0.62 |
| Mediating Variable | Employee Engagement | 0.784 | 1.000 | 0.66 |
| Dependent Variable | Employee Well-Being | 0.864 | 1.000 | 0.65 |

**Figure 4**

● **Test for Discriminant Validity**

Discriminant validity represents the correlation between the independent variables with each other (Abbey et al., 1999). In order to be accepted, squared correlations is required to be less than the AVE figure obtained in the table 8. According to the below, the information collected can be accepted as sufficient to carry on, and the differences are within acceptable limits except for a few valid combinations.

| | | Leadership Support | Communication in an Organization | Work-life Balance | Employee Engagement |
|---|---|---|---|---|---|
| Leadership Support | Pearson Correlation | AVE=0.74 | | | |
| | Squared Correlation | | | | |
| Communication in an organization | Pearson Correlation | 0.392 | AVE=0.49 | | |
| | Squared Correlation | 0.153 | | | |
| Work-life Balance | Pearson Correlation | 0.180 | 0.140 | AVE=0.62 | |
| | Squared Correlation | 0.032 | 0.019 | | |
| Employee Engagement | Pearson Correlation | 0.567 | 0.214 | 0.197 | AVE=0.66 |
| | Squared Correlation | 0.321 | 0.045 | 0.037 | |
| **. Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed). | | | | | |

**Figure 5**

● **Hypothesis Testing**

Hypothesis testing  is the order used to degree the strength  of proof from  the sample and  gives  a  framework  to  make  assumptions  identified  with  the  population. Table indicates the  validated hypothesis.

| Dependent Variable | Variables (Independent/ Mediating) | Correlation | Significance | Hypothesis | Acceptance |
|---|---|---|---|---|---|
| Employee Performance | | | | | |
| | Leadership Support | 0.567 | | $H1_0$ | Rejected |
| | | | Significant | $H1_1$ | Accepted |
| | Communication in Organization | 0.214 | | $H2_0$ | Rejected |
| | | | Significant | $H2_1$ | Accepted |
| | Work Life Balance | 0.197 | | $H3_0$ | Rejected |
| | | | Significant | $H3_1$ | Accepted |
| | Employee Engagement | | | $H4_0$ | Rejected |
| | | 0.807 | Significant | $H4_1$ | Accepted |

**Figure 6**

Various analytical techniques to look into research variability and provide impartial conclusions. The unitary average test was then used to determine the variables' validity and reliability. Additionally, the exact statistics of the example outline of the master database were provided. The Sobel test was further used to examine the mediating relationship between the independent and dependent variables. Finally, each hypothesis was statistically assessed using Pearson Correlation and simple regression analysis. As a consequence, it was observed that the study's independent variables—leadership support, organizational communication, and work-life balance—have favorable associations with the dependent variable.

## 5. Conclusion and Recommendation

This study's main objective was to pinpoint the elements affecting workers' health in the telecommunications sector during the Covid-19 epidemic. The study's conclusions indicate that work-life balance, organizational communication, and leadership support all have a favorable effect on employee well-being. Additionally, it was discovered that employee engagement as a mediator had a significant impact. In the context of WFH, the research findings will help to improve employee wellbeing.

Future researchers can add more queries and facets to each independent variable to give a more thorough understanding of the variable. For a more full analysis, future

researchers ought to employ a bigger sample size. By including more geographic locations or carrying out the same research in a different location, future researchers may be able to enhance their findings.

Furthermore, in order to better comprehend the issue and show fresh possibilities for all businesses, future academics might do study in other industries on the same topic. Future scholars will be able to choose from a number of communities to join.

The dimensions discovered show an overall positive correlation with the variables. However, when making recommendations, the author of the study took into account the employee feedback from the questionnaire.

**Recommendations To Improve Leadership Support Of Employees While Work From Home.**

Leadership support strongly influences adoption of online platforms. By changing the time horizon and sample size of the study same result might generate in future studies. As a result, through strengthening employee leadership support, the telecommunications infrastructure industry in Sri Lanka has a better chance of effectively adopting online platforms. Similarly, the conceptual framework produced in this research study can be applied to various sectors of the Sri Lankan telecommunications industry. Furthermore, according to the study's findings, enhancing basic hardware and networking expertise, software proficiency, and formal personnel training have a greater influence on Leadership support. Leadership support, on the other hand, can be defined as the application of knowledge and skills required to perform well in a given position or group of occupations within the business as a whole. These competences are inextricably linked to the skills and knowledge. With the advent of online transactional systems, the level of telecommunications sector knowledge and computer literacy can be identified as such competencies. While working from home, leadership support is becoming an increasingly crucial actor in enterprises.

**Recommendations to Improve Communication in Organization of Employees While Work From Home**

Communication in organizations and openness are critical when it comes to supporting a remote workforce. Holding bi-weekly or monthly meetings, particularly with video, links the team not only to you, but also to one another. It is critical to follow up with a personal call to reach out for specific needs or to raise someone's spirits. You must connect with your employees, be truthful, and win their trust. Loyalty is born from trust (Barbara Adams, 2021). Managers must keep remote workers in the forefront of their minds and act with the purpose of keeping them included in order to provide the best support possible. Managers recognize the challenges that distant workers face in comparison to those who are there in person. Managers must conduct meetings that include people on the phone or via video streaming, who are sometimes overlooked (Larry Boyer, 2021). How individuals feel influences how they behave, and how people behave influences the health and outcome of most relationships. Our clients conduct emotional surveys on their staff on a regular basis, asking them how they are feeling today and how they believe they should be feeling. They devised a plan to repair the

gaps based on the aggregate feedback and the disparities between the two "states." Many Communications in organizations have had excellent success working with dispersed talent for many years. It's an excellent moment to develop new regulations that support all employees equally, whether they work in one location or all over the world. Don't establish "we" and "them" groups; instead, treat everyone the way they deserve to be treated in order to develop the engaged workforce you require (Darcy Eikenberg, 2021). Make certain that your remote employees' well-being is taken care of. Otherwise, they may leave to work for someone who provides better treatment, terms, and conditions. Connect as a human person on a frequent basis through video calls, not to micromanage or demonstrate trust issues, but to receive honest feedback and thoughts on how your mutual collaboration may be enhanced. Create genuine connections.

**Recommendations to Improve Work Life Balance of Employees While Work From Home**

The work-life balance suggestions above apply to people who work from home as well, but the tips below are intended for flexible employees who spend some of their working hours in an office and some of their working hours at home. Work life balance is crucial to your company's financial line. You need happy, healthy employees who will show up to work every morning and continue to provide great work even if they work from home. The finest leaders inspire their teams, develop trusting relationships, and have the ability to overcome adversity (Scrutchfield, 2021). Working from home blurs the distinction between business and personal life. Consistent communication is essential when you're in your physical workplace, but it's even more necessary when you're not. Employee engagement and good leadership are inextricably linked. Video conferencing provides numerous benefits, including enhanced "shared awareness" about coworkers and a reduction in team isolation. Managers and leaders must recognize stress, listen to employees' anxieties and concerns, and empathize with their difficulties (Sharesz T, 2021). According to work from home, your timetable for working from home should undoubtedly include a time when you tell yourself, "If I haven't done it today, it certainly won't get done, and I need to carve out some time for my well-being and sanity." So, set a time limit for yourself, and even scribble a deadline on a post-it notes for the wall. Otherwise, it will have to be done the next day. This is to ensure that your nights (or mornings, depending on your schedule) are free for hobbies, socializing, Face Timing your parents, cooking, relaxing, and taking care of yourself. Because all adaptation causes some level of stress, change and happiness do not usually correspond. Encourage employees and managers to be adaptable and be available to help and guide them along the way. Host purposeful and engaging virtual meetings, for example, to promote physical and mental well-being. The ability of an organization to communicate effectively and alter goals demonstrates its ability to adapt in stressful conditions. Making these changes isn't always simple, and it may take some time. Employees will be able to negotiate whatever changes come their way, feel connected to work despite social alienation, and help you establish a virtual culture of organic workplace pleasure if you provide the required resources and support across your organization (Vered Kogan, 2021). Fostering a sense of belonging is one method to support your remote workers. You might begin by identifying a set of shared team values. Determine what is

most essential to the members in your team. Then, seek for innovative methods to honor those principles among both remote and traditional employees. For example, if they said "fun" was the most important factor, think of creative methods to bring the group together (Darcy Eikenberg, 2021).

## Recommendations to Improve Employee Engagement While Work From Home

Focusing on your team members' flaws can have a negative impact on engagement and, as a result, productivity. Employees who apply their skills on a daily basis are six times more likely to be engaged in their professions, according to Gallup data. Everyone is unique, with unique strengths, passions, and shortcomings. One of the pillars of a strong team leader is focusing on individual strengths and assembling a team of people with a diverse set of skills to complete a task. As long as everyone participates by offering a valuable expertise to the team, their flaws should not be highlighted (Darcy Eikenberg, 2021). "Almost all of us have had that moment in the office where we wanted to strangle the individual sitting next to us at some point." I adore this sentence because it's so true - when you're so upset by one of your coworkers because their beliefs, mannerisms, or attitude to work seem entirely foreign to you. But what occurs in the scene after that? That is the most crucial thing to remember here. If the person next to you in a meeting says something that you entirely disagree with in fact, it's not any of these. Collaboration is an essential component of every well-functioning company, and it is even more critical for remote workers to implement. Fortunately, there are a variety of resources available to assist you in incorporating collaborative efforts into your day-to-day operations. Collaboration among your team is now easier and more accessible than ever, thanks to whiteboarding sessions, video conferencing, and G Suite's several platforms (Houston, 2021). To achieve the most productive level of work performance, each team member must grasp both the collective group goals and their individual goals. Clearly defined goals help to maintain focus and promote morale by uniting everyone around a single vision and outlining objectives that the entire team can strive toward together. You can utilize project management software like Asana, Jira, or Monday.com to help you track your goals and keep on track. There is no guarantee that work will be completed on schedule unless a concerted effort in accountability is made (or at all). As a result, managers must keep track of the team's progress on a frequent basis. Find what works best for your group, whether it's midweek check-ins or end-of-week video chats and stick with it as the project progresses.

People rely on regular face-to-face encounters, but many remote teams make the fatal mistake of ignoring this truth. Without consistent facetime, teams become disorganized, and productivity suffers. Setting clear goals and deadlines, establishing accountability, and prioritizing face-to-face communication are the keys to long-term success. If your team uses these abilities, they will be able to remain productive and engaged in a remote work environment (Ketefian, 2018).

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