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EMPLOYEE ENGAGEMENT INTERVENTIONS AND THEIR IMPACT ON WORK FROM HOME EMPLOYEES

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ABSTRACT

Workplace is changing dramatically and work is no longer restrained by physical locations or time, mainly driven by the introduction of remote work technology. This has resulted in new work arrangements where employees are presented with a variety of alternatives to work from home or any place outside of their traditional office settings. At the same time, managers are seeing remote work arrangements that vary in terms of the virtual intensity, which is the degree or amount of time that the employee works virtually or remotely adding chaos to a system that is far away from being under reasonable control.

Keywords: *Physical Location, Remote Work Technology, Work from Home, Traditional Office Settings.*

Introduction

Employee Engagement in Work from Home scenario is a complex and challenging goal for organizations. In COVID – 19 situation most of the workforce globally shifted to work from home. For any organization which uses multi generational and multi cultural work force, remote engagement-friendly work culture is all the more important as it has to cater to the needs of both group of employees.

But, success stories of flourishing business organizations in a work form scenario have been scripted on contributions made by engaged employees. Engaged employees profoundly express themselves physically, cognitively and emotionally during their role performances in the organization. They act as drivers of financial and market success. They give stellar performances by trying to stretch themselves and continuously striving to outperform and set new standards of excellence. Enhancing virtual employee engagement has gained momentum in business organizations across the globe. Employees are engaged when organizations have healthy work culture and communication practices, where they can get remote platforms to express their concerns and opportunities to grow and develop their potential. Today competitors can emulate the performance of the service provided by the organization, but they cannot imitate the vigor, dedication and absorption of employees at the workplace.

Review of Literature

The field of employee engagement is burgeoning as companies pour resources into developing a more engaged workforce. Researchers and analysts at the Gallup organization have spent years of research on this phenomenon known as employee/workplace engagement. Gallup analysts concluded that organizational leaders misplace their efforts in trying to develop and increase cultures of engagement **(Adkins, 2016)** and that organizational leaders focus on measuring engagement quantitatively instead of improving it, resulting in a worldwide engagement crisis **(Mann & Harter, 2016).**

One example of this engagement crisis is with America's largest and most profitable retailers, Walmart. Walmart has consistently increased their sales and revenue year after year, but their employees' attrition/turnover rates continued to increase **(Weber, 2015).** If leaders and stakeholders of organizations base their employee engagement climate on an annual quantitative survey, then an opportunity is missed to positively impact their cultures of engagement **(Fuller, 2014).**

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The engagement crisis is further exacerbated by the lack of a unified definition of engagement, understanding how it is experienced by remote workers and how it is experienced by managers

Who supervise remote workers **(Aon Hewitt, 2015; Custom Insight, 2013).** Analysts have provided some of the most robust and relevant employee engagement data over the last 2 decades **(Gallup, 2016).** Gallup analysts and experts concluded that engaged employees work with commitment and passion and feel a profound connection to their organization **(Adkins, 2016). Reilly (2014)** opined that **e**ngaged employees work to drive innovation and move the organization forward. The concepts on engaged employees best describes the dynamic nature of employee engagement versus the other factors that are often attributed with engagement, that is, employee satisfaction and employee happiness **(Crawford, Rich, Buckman, & Bergeron, 2014).**

Technology has altered the traditional definition of a workplace, because of advances in technology work can be done anywhere at any time, which may also alter the way we define organizational culture **(Nickson, 2016)**. A culture of engagement is one where employees feel like customers in the sense that they work in an empowering environment where they can choose meaningful work to do **(Brown, Melian, Solow, Chheng, & Parker, 2015).** Within cultures of engagement employees are also provided an opportunity to contribute to the mission of the organization in a way that best suits their skills and are provided opportunities to engage in workplace flexibility that enhance their work life balance **(Alvesson & Sveningsson, 2015).** Creating this type of culture is something organizational leaders must do deliberately and is not something that is accomplished by happenstance **(Parent & Lovelace, 2015).** Organizational cultures are driven from the top down (staring with the senior leadership) and are then filtered to and sustained by employees who share in their experience with the expressed culture.

According to Fallon (2015), the current literature is also limited to the context of the traditional working environment and does not explicitly address remote workplace engagement. The lack of a clear definition of workplace engagement for remote workers provides additional limitations because what data should measure is unclear. Thus, an exploratory qualitative research design is most appropriate because it provides the researcher the opportunity to fully explore the emerging phenomena as they present themselves.

Anitha, (2014) argues that organizational culture in the remote work environment, where managers and employees may not have any regular face-to-face interaction, is not explicitly expressed, and there are no defined methods of observing remote work cultures. **Atwood, (2015)** believes that the inability to physically and regularly observe the working conditions and behaviors of remote employees leaves managers with limited information about their employees' workplace engagement, which often leads to lack of trust between the manager and employee.

Elvekrog (2015) strongly believes that the remote worker is not in the office, so they often feel forgotten about when it comes to social interactions with their colleagues, which leads to remote workers feeling as if they are not a functional part of the team. The remote worker is often left out of the daily communications and ad-hoc meetings that occur in the office; therefore, they feel at an unfair disadvantage when those communications lead to work assignments and developmental opportunities for their in-office colleagues.

Employees who work in the office have the advantage of knowing the political climate and energy of the office which provides them with information they can use to navigate through their day successfully. Remote workers on the other hand only gain that type of information if it is shared directly with them **(Bates, 2013)**. Remote workers experience workplace culture challenges that can also lead to them feeling isolated and targeted for additional work, micromanagement and fewer chances for promotion and career growth and development **(Michaels, 2016)**.

Definitions of the Terms Used in this Research

Employee Engagement

Employee Engagement is an emerging phenomenon which should be strictly taken care of by the managers in the present scenario of work from home business environment. The managers should be keen to identify whether employees are engaged or disengaged in their work environment, since disengagement or alienation can be the principal problem of workers for their lack of motivation and commitment. Meaningless work is often associated with detachment and apathy from one's own work. In such conditions, individuals are thought to be estranged from their selves.

Engagement Interventions

Employee engagement is measured by certain measurables which are administered in the organization as engagement interventions which are: Work efficiency, Co-workers support, Work life balance, learning and development and manager connect.

For an individual employee, engagement is measured via work efficiency which measures the perception of the employee to work effectively at home. Co-workers support which is the ability of the employee to connect with team members seamlessly. Work life balance measures whether the employee is able to manage time to balance work and personal commitments. Learning and Development measures whether the employee is able to dedicate time for learning programs. Manager connect measures the connection employees have with their managers in their everyday work commitments.

Work from Home Employees

Work from home employees defines the growing trend of employees who don't walk into a traditional office each weekday morning, instead opting to work remotely part- or full-time from home, abroad, or in a well-designed home working space in the name of flexibility, technological progress and productivity.

Human Resource terminology refers work from home employees to the "telecommuting" or even "remote working", but the term "work from home" simply means **a**ny work employees do that doesn't require commuting into an office.

Background of this Study

Employee engagement till now has been a generalized term as the industry is still not sure of the parameters which actually define and relate to virtual employee engagement. When it comes to virtual employee engagement interventions and how it is measured and how its impact is perceived by the employees who are working from home, there is a need to map and measure these and also establish the link between the different engagement interventions when concerned with engagement practices.

Statement of the Problem

There is a paucity of research in the area of employee engagement interventions and how their impact is measured in emerging markets like India. Measurement and its impact of those variables are studied by very few researchers. This is very important for the successful growth of the companies who are shifting to a work from home environment and the main asset of the organization i.e. employees need to be taken care of. When they are taken care well, it improves their well-being and satisfaction. These employees will be more productive and loyal and play a vital role towards fulfilling the goal of organization.

Management Problem

As the Global Market has shifted to work from home and has become competitive due to advancement of technologies and also the profit margin shrinking, role played by employee has become highly specific and specialized and thereby has become major variable for cost control and organizational performance. Hence industry has accepted the value of Human Capital but they are faced with challenge of attracting new talent, grooming and retention of existing talents. Therefore, this study will add value to the same.

Research Methodology

Research Background

This is an analytical study using statistical data to generate results. This research uses a survey method which focuses on contemporary events and does not require control over behavior of events. Study uses a close ended survey questionnaire in order to find out the effectiveness of the engagement interventions with respect to work from home employees in the selected organization.

Research Objectives

- To study the effectiveness of the existing employee engagement interventions on Work from Home employees
- To develop a comprehensive knowledge on significance of the engagement interventions on Work from Home Employees.
- To assess the difference in the level of impact of the engagement interventions on employee engagement through existing engagement measuring variables.

- To find out whether the demography of employees has any impact on the engagement interventions and the overall engagement score in the organization.
- To propose recommendations and suggestions which enhances the virtual engagement score of the employees.

Hypotheses

H_1: The age of the employees has no significant difference with respect to engagement interventions

H_2: The gender of the employees has no significant difference with respect to the engagement interventions

H_3: The designation of the employees has no significant difference with respect to the engagement interventions

H_4: The tenure of the employees has no significant difference with respect to the engagement interventions.

Sub – Hypotheses

$H_{1.1}$: Employees of different age groups will not have significant difference in the effectiveness scores with respect to engagement interventions.

$H_{2.1}$: Male and female will not have significant difference in the effectiveness scores with respect to engagement interventions.

$H_{3.1}$: Employees with different designations will not have significant difference in the effectiveness scores with respect to engagement interventions.

$H_{4.1}$: Employees with different levels of experience will not have significant difference in the effectiveness scores with respect to engagement interventions.

Sample Size

The employees of a Design House are the participants for the study. The study tries to get the data from all work from employees in the organization. The questionnaire was distributed among 95 employees in the organization. After removing the responses with errors and missing values, study is finalized with 80 sample size. The population of the current study is the entire work from home employees working in the organization. This covers accessibility over 95 employees. The said figure covers the total workforce of the company. Relatively large population would need a reasonably high percentage of the population to draw representative and accurate conclusions and predictions.

Sampling Method

To obtain a representative subset of the population, convenience sampling was used. A convenience sample is a sample where the respondents are selected, in part or in whole, at the convenience of the researcher. The chosen design house employs both permanent and employees on contractual basis. Permanent employees constitute the prime designers to the founders. The employees on contractual mode is highly dynamic. Since the survey is not mandatory to be filled by all the employees, the participation of the employees was voluntary which is an indicator of the application of convenience sampling and thus the non-probabilistic sample size was obtained.

Framework of Analysis

Descriptive Statistics

- Frequencies, percentages, was utilized to analyze the demographic data.
- Graphical illustrations to facilitate understanding of data was facilitated by the SPSS

Data Collection Procedure

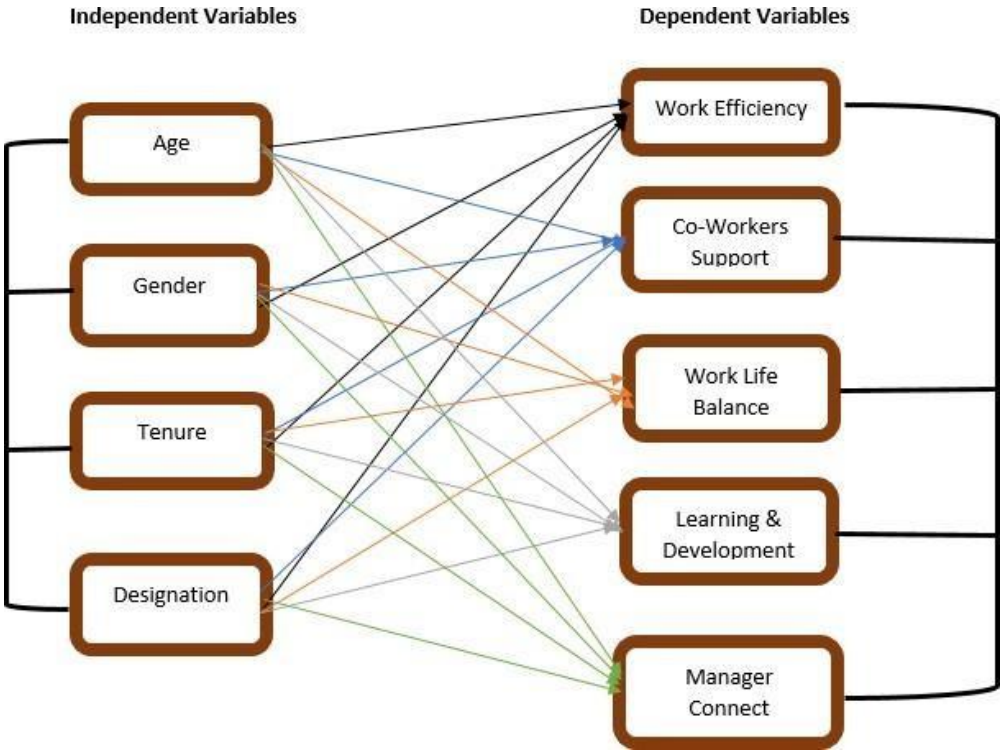
The questionnaire consisted of closed statements with Likert scale rating. The questionnaire has five parts, first part has questions relating to Work efficiency, second has questions relating to Co-workers support, third part was questions related to Work-life balance, fourth part is related to Learning and development opportunities in the firm, fifth part was related to manager connect in the firm. The questionnaire was prepared in such a way that it would collect all the necessary information related to the perception of the employees which are deemed qualitative. Demographic data of the employees was also collected from the employees themselves.

Analytical Tools

After the data collected were recorded systematically, relevant tools had been adopted to get the effective and efficient analysis of the collected data. In the questionnaire, the Likert scale pattern is used to get the best outputs from the employees as well as the management. Likert scale is a psychometric questionnaire that is commonly used for questionnaire and is widely used for research purposes. Questions in the Likert scale is answered by the respondent to the level of satisfaction he or she is able to derive from the objective of the question. The format of the Likert scale questionnaire ranges from 1 to 5, where 1 means strongly disagree, 2 means disagree, 3 means neutral, 4 means agree and 5 means strongly agree. To understand the demographics of the data collected pie charts and line graphs are used. The statistical tools used for the analysis of data are: ANOVA and t-test.

Conceptual Framework Model

Figure 1



Classification of Dependent Variables

Work Efficiency	WE1	I can complete my tasks more efficiently when I work from home
	WE2	I am able to stretch myself and take up more projects apart from my regular tasks when I work from home
	WE3	I don't find operational challenges in working from home
Co-Workers Support	CWS1	I am able to quickly gather team for virtual meetings
	CWS2	I find it difficult to stay connected with my colleagues
	CWS3	I can reach out to my teams swiftly for any queries/clarifications
Work Life Balance	WLB1	I am able to spend more quality time with my family while working from home
	WLB2	I have picked up new hobbies while working from home
	WLB3	I don't feel like I am working for more number of hours while working from home
Learning & Development	**LD1**	I can manage time better and able to enroll myself for various organization learning programs
	LD2	I have enrolled myself in the training programs that are happening
	LD3	I am able to learn work from my team
Manager Connect	MC1	I am able to connect with my manager frequently while working from home
	MC2	I am able to have regular connect with customers
	MC3	My manager allocates task periodically in a planned manner

Classification of Independent Variables: Classification: Age

Gen X: Above 40 years of age Millennials: Between 25 to 39 years of age Gen Z: Less than 25 years of age

Gender Classification

- Male and Female

Designation Classification

- ADC - Associate Design Consultant DC - Design Consultant
- SDC - Senior Design Consultant
- PDC - Principal Design Consultant

Tenure Classification

- Less than 1 Year 1 – 2 Year
- Greater than 2 Years

Data Analysis and Interpretation

Inferential Analysis

ANOVA SPSS Results

- **Independent Variable:** Age of the employees
- **Dependent Variables:** Work Efficiency, Co-Workers Support, Work – Life Balance, Learning and Development and Manager Connect.

Hypothesis Testing

H_1: The age of the employees has no significant difference with respect to engagement interventions

$H_{1.1}$: Employees of different age groups will not have significant difference in the effectiveness scores with respect to engagement interventions.

The ANOVA SPSS results obtained are presented in Table 1.

Table 1

Dependent Variables	Degrees of Freedom (df)	F value	Sig. Value
WE1	F(2,77)	1.355	0.264
WE2	F(2,77)	0.549	0.58
WE3	F(2,77)	1.344	0.267
CWS1	F(2,77)	0.839	0.436
CWS2	F(2,77)	3.789	0.027
CWS3	F(2,77)	1.264	0.288
WLB1	F(2,77)	1.926	0.153
WLB2	F(2,77)	0.3	0.97
WLB3	F(2,77)	1.4	0.253
LD1	F(2,77)	1.66	0.197
LD2	F(2,77)	3.7	0.29
LD3	F(2,77)	0.773	0.465
MC1	F(2,77)	0.834	0.438
MC2	F(2,77)	0.068	0.909
MC3	F(2,77)	0.737	0.482

As can be inferred from Table 1, ANOVA was conducted to compare the effect of Age groups – Gen X, Millennials and Gen Z (IV) on Work Efficiency – WE1, WE2, WE3, Co-Workers Support – CWS1, CWS2,CWS3, Work Life Balance – WLB1, WLB2, WLB3, Learning and Development – LD1, LD2, LD3 and Manager Connect – MC1, MC2, MC3 (DV). From the Table, we can see that the significance value is greater than 0.05, i.e. P value is greater than 0.05. Hence it can be concluded that there is no significant difference between the Age of the employees and the Engagement interventions.

Hence the hypothesis and the sub-hypothesis is rejected.

From this it can be concluded that there is significant relationship with respect to the age of the employees and engagement interventions. Thus employees of different age groups will have significant difference in the effectiveness scores with respect to engagement interventions.

t-Test SPSS Results

- **Independent Variable:** Gender of the employees
- **Dependent Variables:** Work Efficiency, Co-Workers Support, Work – Life Balance, Learning and Development and Manager Connect.

Hypothesis Testing

H_2: Gender of the employees has no significant difference with respect to the engagement interventions

$H_{2.1}$: Male and female employees will not have significant difference in the effectiveness scores with respect to engagement interventions.

The T-test SPSS results obtained are presented in Table 2

Table 2

T-Test	Group Statistics			Independent Samples Test		
Dependent Variables	**Gender**	**Mean**	**SD**	**T**	**df**	**P Value**
WE1	Male	4.13	0.908	-2.075	78	0.041
	Female	4.54	0.637			
WE2	Male	4.21	0.848	0.334	78	0.739
	Female	4.14	0.932			
WE3	Male	3.75	1.007	0.29	78	0.772
	Female	3.68	1.124			
CWS1	Male	4.02	0.852	-0.436	78	0.772
	Female	4.11	0.875			
CWS2	Male	3.88	1.041	-0.949	78	0.345
	Female	4.11	0.916			
CWS3	Male	4.15	0.872	0.057	78	0.954
	Female	4.14	0.705			
WLB1	Male	4.15	0.668	2.891	78	0.005
	Female	4.57	0.504			
WLB2	Male	3.88	1.199	-0.668	78	0.506
	Female	4.07	1.184			
WLB3	Male	3.23	1.182	-0.197	78	0.845
	Female	3.29	1.213			
LD1	Male	3.73	1.069	0.068	78	0.946
	Female	3.71	0.976			
LD2	Male	3.87	1.03	-0.741	78	0.461
	Female	4.04	0.881			
LD3	Male	3.71	0.957	0.893	78	0.375
	Female	3.5	1.106			
MC1	Male	4.29	0.825	-0.572	78	0.569
	Female	4.39	0.685			
MC2	Male	4.17	0.857	-0.392	78	0.696
	Female	4.25	0.799			
MC3	Male	4.04	0.969	-1.206	78	0.231
	Female	4.29	0.659			

As can be inferred from Table 2, T-test was conducted to compare the effect of Gender – Male and Female (IV) on Work Efficiency – WE1, WE2, WE3, Co-Workers Support – CWS1, CWS2,CWS3, Work Life Balance – WLB1, WLB2, WLB3, Learning and Development – LD1, LD2, LD3 and Manager Connect – MC1, MC2, MC3 (DV). From the table, we can see that the significance value is greater than 0.05, i.e. P value is greater than 0.05 for all Dependent Variables except for WE1 and WLB 1. But this difference is not significant when included with the other dependent variables. Hence it can be concluded that there is no significant difference between the Gender of the employees and the Engagement interventions.

Hence the hypothesis and the sub-hypothesis is rejected.

From this it can be concluded that there is significant relationship with respect to the gender of the employees and engagement interventions Thus employees of male and female gender have significant difference in the effectiveness scores with respect to engagement interventions.

ANOVA SPSS Results

- **Independent Variable:** Designation of the employees
- **Dependent Variables:** Work Efficiency, Co-Workers Support, Work – Life Balance, Learning and Development and Manager Connect.

Hypothesis Testing

H_3: The designation of the employees has no significant difference with respect to the engagement interventions

$H_{3.1}$: Employees with different designations will not have a significant difference in the effectiveness scores with respect to engagement interventions.

The ANOVA SPSS results obtained are presented in Table 3.

Dependent Variables	Degrees of Freedom (df)	F value	Sig. Value
WE1	F(3,76)	1.032	0.383
WE2	F(3,76)	0.438	0.727
WE3	F(3,76)	1.671	0.18
CWS1	F(3,76)	0.529	0.664
CWS2	F(3,76)	0.52	0.67
CWS3	F(3,76)	0.536	0.659
WLB1	F(3,76)	2.835	0.44
WLB2	F(3,76)	0.732	0.536
WLB3	F(3,76)	1.943	0.13
LD1	F(3,76)	1.051	0.375
LD2	F(3,76)	0.098	0.961
LD3	F(3,76)	1.216	0.31
MC1	F(3,76)	0.469	0.705
MC2	F(3,76)	0.053	0.984
MC3	F(3,76)	0.565	0.64

As can be inferred from the table above, ANOVA was conducted to compare the effect of Designation – ADC, DC, PDC & SDC (IV) on Work Efficiency – WE1, WE2, WE3, Co-Workers Support – CWS1, CWS2, CWS3, Work Life Balance – WLB1, WLB2, WLB3, Learning and Development – LD1, LD2, LD3 and Manager Connect – MC1, MC2, MC3 (DV). From the table, we can see that the significance value is greater than 0.05, i.e. P value is greater than 0.05. Hence it can be concluded that there was no significant difference between the Designation of the employees and the Engagement interventions.

Hence the hypothesis and the sub-hypothesis is rejected.

From this it can be concluded that there is a significant relationship with respect to the designation of the employees and engagement interventions Thus employees of different designations will have significant difference in the effectiveness scores with respect to engagement interventions.

ANOVA SPSS Results

- **Independent Variable:** Tenure of the employees
- **Dependent Variables:** Work Efficiency, Co-Workers Support, Work – Life Balance, Learning and Development and Manager Connect.

Hypothesis Testing

H_4: The tenure of the employees has no significant difference with respect to the engagement interventions.

$H_{4.1}$: Employees with different levels of experience will not have significant difference in the effectiveness scores with respect to engagement interventions.

The ANOVA SPSS results obtained are presented in Table 4

Table 4

Dependent Variables	Degrees of Freedom (df)	F value	Sig. Value
WE1	F(2,77)	0.392	0.677
WE2	F(2,77)	1.002	0.372
WE3	F(2,77)	2.081	0.132
CWS1	F(2,77)	0.324	0.724
CWS2	F(2,77)	0.268	0.766
CWS3	F(2,77)	0.467	0.629
WLB1	F(2,77)	0.613	0.544
WLB2	F(2,77)	0.823	0.443
WLB3	F(2,77)	0.808	0.449
LD1	F(2,77)	1.471	0.236
LD2	F(2,77)	0.638	0.531
LD3	F(2,77)	0.932	0.398
MC1	F(2,77)	0.145	0.865
MC2	F(2,77)	1.219	0.301
MC3	F(2,77)	0.184	0.832

As can be inferred from Table 4, ANOVA was conducted to compare the effect of Tenure

(IV) on Work Efficiency – WE1, WE2, WE3, Co-Workers Support – CWS1, CWS2,CWS3, Work Life Balance – WLB1, WLB2, WLB3, Learning and Development – LD1, LD2, LD3 and Manager Connect – MC1, MC2, MC3 (DV). From the Table, we can see that the significance value is greater than 0.05, i.e. P value is greater than 0.05. Hence it can be concluded that there is no significant difference between the Tenure of the employees and the Engagement interventions.

Hence the hypothesis and the sub-hypothesis are rejected.

From this it can be concluded that there is significant relationship with respect to the tenure of the employees and engagement interventions Thus employees of different levels of experience will have significant difference in the effectiveness scores with respect to engagement interventions.

Findings and Recommendations

The work from home employees have positive approach towards the existing engagement interventions and these can be enhanced in several ways.

As inferred from the data, Age of the work from employees plays a crucial role in the effectiveness of the engagement interventions employed by the company. In terms of Work efficiency, Co-Workers Support, Work – Life balance and Manager Connect, all three age groups are able to find the middle ground. Gen X are most comfortable working from a designated office space whereas Millennials and Gen Z are more adaptable and comfortable working anywhere. In terms of Learning and Development interventions, Millennials and Gen Z prefer to spend additional time for training and upgrading themselves with new skills. Hence additional number of hours can be allocated for Millennials and Gen Z in this intervention.

With respect to Gender and the various engagement interventions, in terms of Work

Life balance, both genders are able to spend more time with their family which is saved from the time spent in travel commute to and from the office and hence they are able to spend more time than while working in the office. Female gender has greater affinity towards Work life balance intervention and their working efficiency has also greatly improved.

With respect to Designations, employees who are in Associate Design Consultant and Design Consultant levels feel more connected and engaged with respect to Working from home. Employees who are in the senior level PDC and SDC feel there is lack of connection as the communications happen in remote and their work life balance is not completely achieved. Since the senior level employees are required to make decisions within a specific time frame, sometimes work time gets integrated into family time.

With respect to tenure of the employees, employees who are new to the company the engagement interventions have good scores. Employees who have more than a year of experience need more engagement solutions with respect to communication and learning and development.

Hence it is suggested that more virtual channels of communication with respect to video calling and weekly and monthly connect sessions to make the employees more connected to the organization.

The senior level employees can be retained with more manager level training from reputed institutions so that these employees can be retained by the company as results of the engagement interventions employed by them. Thus, the learning and development opportunities must be improved.

Since the employees are working from home, in sight of improved circumstances in the foreseeable future, employees can be allowed to work from home for half of the working days as seemed fit according to the work role.

For better levels of manager connect it is recommended that managers must establish these "rules of engagement" with employees as soon as possible, ideally during the first online check-in meeting. While some choices about specific expectations may be better than others, the most important factor is that all employees share the same set of expectations for communication.

The easiest way to establish some basic social interaction is to leave some time at the beginning of team calls just for non-work items like enquiring about how the weekend was spent to catch up on the time spent. Thus, these virtual events help reduce feelings of isolation, promoting a sense of belonging.

Conclusion

The modern workplace is becoming more globalized and increasingly virtual every day, The purpose of this analytical research was to identify the effectiveness of engagement interventions with the responses to the variables that are critical for measuring engagement also known as engagement drivers used by the company to measure the various engagement activities deployed by them.

The results obtained can be used to maintain and strengthen the workplace engagement of work from employees. The secondary themes which resulted from the study indicate that there are daily communication challenges as these work from employees do not have the same face to face communication and real-time in-person conveniences of the traditional working environment. This research has found several implications such that necessary tools must be provided by the organization to enable the employees to have an alternate to face to face conversations. The tools can be good internet connectivity options, secure video call conferencing resources etc.

The management must also provide the employees with the authority to make decisions on their own, including the freedom and flexibility to set their own work schedule. The managers can also be trained not to micro-manage the work of their team to improve productivity. The employees have higher engagement scores when their colleagues are treated more like friends and family than just co-workers. This includes celebration of birthdays and work anniversaries via virtual team calls. Video conferencing has many advantages, especially for smaller groups: Visual cues allow for increased "mutual knowledge" about co-workers and help reduce the sense of isolation among teams. For these situations, provide mobile-enabled individual messaging functionality (like Slack, Zoom, Microsoft Teams, etc.) which can be used for simpler, less formal conversations, as well as time-sensitive communication

The learning and development can be further accelerated by third party learning companies like Percipio and Harvard Manage Mentor which is facilitated by the company. This can be extended to all the employees in the organization instead of just the senior level employees so that the employees will feel a sense of belonging with the organization.

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Tables

ANOVA

Sum of Squares			df	Mean Square	F	Sig.
WE1	Between Groups	1.902	2	.951	1.355	.264
	Within Groups	54.048	77	.702		
	Total	55.950	79			
WE2	Between Groups	.847	2	.423	.549	.580
	Within Groups	59.341	77	.771		
	Total	60.187	79			
WE3	Between Groups	2.899	2	1.450	1.344	.267
	Within Groups	83.051	77	1.079		
	Total	85.950	79			
CWS1	Between Groups	1.233	2	.616	.839	.436
	Within Groups	56.567	77	.735		
	Total	57.800	79			
CWS2	Between Groups	7.068	2	3.534	3.789	.027
	Within Groups	71.820	77	.933		
	Total	78.888	79			
CWS3	Between Groups	1.659	2	.830	1.264	.288
	Within Groups	50.541	77	.656		
	Total	52.200	79			
WLB1	Between Groups	1.562	2	.781	1.926	.153
	Within Groups	31.238	77	.406		
	Total	32.800	79			
WLB2	Between Groups	.088	2	.044	.030	.970
	Within Groups	111.712	77	1.451		
	Total	111.800	79			
WLB3	Between Groups	3.894	2	1.947	1.400	.253
	Within Groups	107.106	77	1.391		
	Total	111.000	79			
LD1	Between Groups	3.469	2	1.735	1.660	.197
	Within Groups	80.481	77	1.045		
	Total	83.950	79			
LD2	Between Groups	6.624	2	3.312	3.700	.029
	Within Groups	68.926	77	.895		
	Total	75.550	79			
LD3	Between Groups	1.584	2	.792	.773	.465
	Within Groups	78.904	77	1.025		
	Total	80.488	79			
MC1	Between Groups	1.008	2	.504	.834	.438
	Within Groups	46.542	77	.604		
	Total	47.550	79			
MC2	Between Groups	.136	2	.068	.096	.909
	Within Groups	54.664	77	.710		
	Total	54.800	79			
MC3	Between Groups	1.141	2	.571	.737	.482
	Within Groups	59.609	77	.774		
	Total	60.750	79			

T-Test

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
WE1	Male	52	4.13	.908	.126
	Female	28	4.54	.637	.120
WE2	Male	52	4.21	.848	.118
	Female	28	4.14	.932	.176
WE3	Male	52	3.75	1.007	.140
	Female	28	3.68	1.124	.212
CWS1	Male	52	4.02	.852	.118
	Female	28	4.11	.875	.165
CWS2	Male	52	3.88	1.041	.144
	Female	28	4.11	.916	.173
CWS3	Male	52	4.15	.872	.121
	Female	28	4.14	.705	.133
WLB1	Male	52	4.15	.668	.093
	Female	28	4.57	.504	.095
WLB2	Male	52	3.88	1.199	.166
	Female	28	4.07	1.184	.224
WLB3	Male	52	3.23	1.182	.164
	Female	28	3.29	1.213	.229
LD1	Male	52	3.73	1.069	.148
	Female	28	3.71	.976	.184
LD2	Male	52	3.87	1.030	.143
	Female	28	4.04	.881	.167
LD3	Male	52	3.71	.957	.133
	Female	28	3.50	1.106	.209
MC1	Male	52	4.29	.825	.114
	Female	28	4.39	.685	.130
MC2	Male	52	4.17	.857	.119
	Female	28	4.25	.799	.151
MC3	Male	52	4.04	.969	.134
	Female	28	4.29	.659	.124

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
WE1	Equal variances assumed	.699	.406	- 2.075	78	.041	-.401	.193	-.786	-.016
	Equal variances not assumed			- 2.302	72.462	.024	-.401	.174	-.748	-.054
WE2	Equal variances assumed	.296	.588	.334	78	.739	.069	.206	-.341	.478
	Equal variances not assumed			.324	51.087	.747	.069	.212	-.356	.494
WE3	Equal variances assumed	.554	.459	.290	78	.772	.071	.246	-.418	.561
	Equal variances not assumed			.281	50.414	.780	.071	.254	-.439	.582
CWS1	Equal variances assumed	.537	.466	-.436	78	.664	-.088	.202	-.489	.313
	Equal variances not assumed			-.433	54.103	.667	-.088	.203	-.495	.319

CWS2	Equal variances assumed	.083	.774	-.949	78	.345	-.223	.234	-.689	.244
	Equal variances not assumed			-.987	61.783	.328	-.223	.226	-.673	.228
CWS3	Equal variances assumed	.916	.341	.057	78	.954	.011	.192	-.371	.393
	Equal variances not assumed			.061	66.047	.951	.011	.180	-.348	.370
WLB1	Equal variances assumed	.154	.696	- 2.891	78	.005	-.418	.144	-.705	-.130
	Equal variances not assumed			- 3.143	69.391	.002	-.418	.133	-.683	-.153
WLB2	Equal variances assumed	.342	.560	-.668	78	.506	-.187	.280	-.744	.370
	Equal variances not assumed			-.670	56.002	.506	-.187	.279	-.745	.372
WLB3	Equal variances assumed	.024	.878	-.197	78	.845	-.055	.280	-.612	.502
	Equal variances not assumed			-.195	54.171	.846	-.055	.282	-.620	.510
LD1	Equal variances assumed	.110	.741	.068	78	.946	.016	.243	-.468	.501
	Equal variances not assumed			.070	59.897	.945	.016	.237	-.457	.490
LD2	Equal variances assumed	1.523	.221	-.741	78	.461	-.170	.230	-.628	.287
	Equal variances not assumed			-.777	63.203	.440	-.170	.219	-.609	.268
LD3	Equal variances assumed	.723	.398	.893	78	.375	.212	.237	-.260	.683
	Equal variances not assumed			.855	48.948	.397	.212	.247	-.286	.709
MC1	Equal variances assumed	.240	.626	-.572	78	.569	-.104	.183	-.468	.259
	Equal variances not assumed			-.604	64.693	.548	-.104	.173	-.449	.241
MC2	Equal variances assumed	.270	.605	-.392	78	.696	-.077	.196	-.468	.314
	Equal variances not assumed			-.400	58.827	.690	-.077	.192	-.462	.308
MC3	Equal variances assumed	1.129	.291	- 1.206	78	.231	-.247	.205	-.655	.161
	Equal variances not assumed			- 1.350	73.660	.181	-.247	.183	-.612	.118

ANOVA

Sum of Squares			df	Mean Square	F	Sig.
WE1	Between Groups	2.190	3	.730	1.032	.383
	Within Groups	53.760	76	.707		
Total		55.950	79			
WE2	Between Groups	1.022	3	.341	.438	.727
	Within Groups	59.165	76	.778		
	Total	60.188	79			
WE3	Between Groups	5.318	3	1.773	1.671	.180
	Within Groups	80.632	76	1.061		
	Total	85.950	79			
CWS1	Between Groups	1.182	3	.394	.529	.664
	Within Groups	56.618	76	.745		
	Total	57.800	79			
CWS2	Between Groups	1.588	3	.529	.520	.670
	Within Groups	77.300	76	1.017		
	Total	78.888	79			
CWS3	Between Groups	1.082	3	.361	.536	.659
	Within Groups	51.118	76	.673		
	Total	52.200	79			

WLB1	Between Groups	3.302	3	1.101	2.835	.044
	Within Groups	29.498	76	.388		
	Total	32.800	79			
WLB2	Between Groups	3.140	3	1.047	.732	.536
	Within Groups	108.660	76	1.430		
	Total	111.800	79			
WLB3	Between Groups	7.908	3	2.636	1.943	.130
	Within Groups	103.092	76	1.356		
	Total	111.000	79			
LD1	Between Groups	3.343	3	1.114	1.051	.375
	Within Groups	80.607	76	1.061		
	Total	83.950	79			
LD2	Between Groups	.290	3	.097	.098	.961
	Within Groups	75.260	76	.990		
	Total	75.550	79			
LD3	Between Groups	3.688	3	1.229	1.216	.310
	Within Groups	76.800	76	1.011		
	Total	80.488	79			
MC1	Between Groups	.865	3	.288	.469	.705
	Within Groups	46.685	76	.614		
	Total	47.550	79			
MC2	Between Groups	.115	3	.038	.053	.984
	Within Groups	54.685	76	.720		
	Total	54.800	79			
MC3	Between Groups	1.325	3	.442	.565	.640
	Within Groups	59.425	76	.782		
	Total	60.750	79			

ANOVA

Sum of Squares			df	Mean Square	F	Sig.
WE1	Between Groups	.564	2	.282	.392	.677
	Within Groups	55.386	77	.719		
	Total	55.950	79			
WE2	Between Groups	1.527	2	.763	1.002	.372
	Within Groups	58.661	77	.762		
	Total	60.187	79			
WE3	Between Groups	4.407	2	2.204	2.081	.132
	Within Groups	81.543	77	1.059		
	Total	85.950	79			
CWS1	Between Groups	.482	2	.241	.324	.724
	Within Groups	57.318	77	.744		
	Total	57.800	79			
CWS2	Between Groups	.545	2	.272	.268	.766
	Within Groups	78.343	77	1.017		
	Total	78.887	79			
CWS3	Between Groups	.625	2	.313	.467	.629
	Within Groups	51.575	77	.670		
	Total	52.200	79			
WLB1	Between Groups	.514	2	.257	.613	.544
	Within Groups	32.286	77	.419		
	Total	32.800	79			
WLB2	Between Groups	2.339	2	1.170	.823	.443
	Within Groups	109.461	77	1.422		
	Total	111.800	79			

WLB3	Between Groups	2.282	2	1.141	.808	.449
	Within Groups	108.718	77	1.412		
	Total	111.000	79			
LD1	Between Groups	3.089	2	1.545	1.471	.236
	Within Groups	80.861	77	1.050		
Total		83.950	79			
LD2	Between Groups	1.232	2	.616	.638	.531
	Within Groups	74.318	77	.965		
	Total	75.550	79			
LD3	Between Groups	1.902	2	.951	.932	.398
	Within Groups	78.586	77	1.021		
	Total	80.487	79			
MC1	Between Groups	.179	2	.089	.145	.865
	Within Groups	47.371	77	.615		
	Total	47.550	79			
MC2	Between Groups	1.682	2	.841	1.219	.301
	Within Groups	53.118	77	.690		
	Total	54.800	79			
MC3	Between Groups	.289	2	.145	.184	.832
	Within Groups	60.461	77	.785		
	Total	60.750	79