EMPLOYEE DELIGHT IN THE FUTURE OF WORK

Presented by
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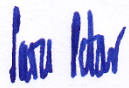**SEPTEMBER 2023**

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Dedication

Dedicated to all my mentors, teachers and my team members with whom I learnt and have shared my life so far.

I dedicate this study to my employers and employees too, who have been instrumental in building me and my career.

I want to dedicate my work to COVID-19 and it's learnings too, and last but not least, this research is dedicated to all those who have grown post Covid in making their organizations rise & shine – The Workforce.

Pranav Prasoon

Acknowledgements

ABSTRACT

EMPLOYEE DELIGHT IN THE FUTURE OF WORK

PRANAV PRASOON
Sep, 2023

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Abstract

Pandemic changed the entire corporate ecosystem; the workplace, workforce and work were rethought once again in the new normal. While digital workplace and hybrid workforce are common words in all the organizations these days the critical issues for organizations today are to uplift the morale of the employees and bring fortitude in the workplace.

The uncertainty and anxiety have given rise to 'cognitive-dissonance' which is contagious from one industry to another and has given rise to massive attrition – almost double than it used to be earlier. Reports suggest that more than $1/3^{rd}$ of the workforce is completely disengaged and searching for jobs – because of constant fear, digital shift, lack of collaboration which has resulted in these sudden resignations.

The COVID-19 pandemic has had a significant impact on the corporate ecosystem. How we work, the places we work, and how we interact with colleagues have all changed. The pandemic has accelerated the shift towards remote work and forced businesses to rethink their employee motivation and retention strategies.

My research using survey, interviews and assimilation of various documents and studies has revealed that the impact of the pandemic on work processes, the shift to remote work, and the strategies organisations use to motivate and retain employees are both legacy & innovative. The research suggests that businesses that adopt a flexible and adaptable approach can continue to thrive in the new normal.

My study so far has revealed that the impact of COVID-19 pandemic has changed the way we worked majorly in terms of work processes, there is a major shift to remote working which has changed the work-psychology of an employees and every employer is experimenting in various ways to motivate and retain employees. As a result, many organisations had to implement new work strategies to cope with the unprecedented situation.

Reopening of workplace and bring the employees back to business with a high morale and certain level of motivation is a herculean task for entire HR fraternity across domains.

The workings on 'Customer delight' has taken a backseat and it is pristine and is of high priority to explore the topic of '**Employee Delight in the future of work'.**

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1.1 INTRODUCTION:

Pandemic changed the entire corporate ecosystem; the workplace, workforce and work were rethought once again in the new normal. While digital workplace and hybrid workforce are common words in all the organizations these days the critical issues for organizations today are to uplift the morale of the employees and bring fortitude in the workplace.

The uncertainty and anxiety have given rise to 'cognitive-dissonance' which is contagious from one industry to another and has given rise to massive attrition – almost double than it used to be earlier. Reports suggest that more than $1/3^{rd}$ of the workforce is completely disengaged and searching for jobs – because of constant fear, digital shift, lack of collaboration which has resulted in these sudden resignations.

1.2 Research Problem:

Reopening of workplace and bring the employees back to business with a high morale and certain level of motivation is a herculean task for entire HR fraternity across domains.

The workings on 'Customer delight' has taken a backseat and it is pristine and is of high priority to explore the topic of '**Employee Delight in the future of work.**'

1.3 Purpose of Research:

The main purpose of this research study is to bring the new elements of 'Employee Delight' in the 'Future of work.'

The employee and employer relationship is experiencing a paradigm shift and now it becomes essential to map and measure the elements of 'Employee Delight and find out an ultimate balance between the traditional methods of enhancing employee's motivation (Total Employee Benefits, Rewards & Recognition, Career Progression etc.) and the new methods of enhancing employee motivation (Work From Home, Flexible working, Office at Home, Reduced work hours etc.)

1.4 Significance of the Research

The research study with benefit the ecosystem to transcend with the new elements of 'Employee Delight' and related matrix to motivate the Human capital in various organizations in the future of work.

The pandemic Covid19 and its consequences has totally changed the corporate ecosystem. Human resource function has invented new jargons for the new ways of working viz. hybrid

working, virtual workforce, blended learning, remote working etc. Every organization is busy with two strategic tasks:

1. The business revival action plan
2. Instilling motivation in the workforce

1.5 Research Purpose and Questions

While business revival plan is handled by the frontend business operations team, HR is framing all the strategies for instilling motivation in the workforce.

Various recent studies have given detailed synthesis on work, workplace and workforce to explain the metamorphosis or the change which COVID19 has brought. While it is imperative for any business leader to understand the transformation and have full clarity on the paradigm-shift so that the business continuity must not be affected:

1. **WORK**→RE-ARCHITECT: The shift: From process to flow
2. **WORKPLACE**→ADAPT THE WORKPLACE: The shift: From physical workplace to organization and culture
3. **WORKFORCE**→UNLEASH THE WORKFORCE: The shift: From structure to capabilities and potential

(Deloitte 2020 Global Human Capital Trends, Special report, 2020)

It is also essential to understand the elements of 'Employee Motivation' in the new normal, the 'can be's' and the 'musts' of 'Employee Delight' in the 'Future of work' which every organization must explore and benchmark to match the employee's aspirations and needs in the current scenario. The questions which were researched in this project were based on two broad categories which drives any employee at any work-place -
'The Work itself' and 'The Employee's Overall Experience while working'.

Work	Employee Experience
1. Work from Home	1. Management support
2. Flexible working	2. Work-Life Balance
3. Office at Home	3. Employee Engagement
4. Reduced work hours etc.	4. Employee Pride
5. Work & Career Pathing	5. Emotional Connect
6. Employee's Role & Purpose	6. Leadership Support
7. Agile role and JDs	7. Decision making
8. Gig – Pathways etc.	8. Freedom & Entrepreneurial mindset

Table1. Drivers of Employee at work-place

Research Questions:

Research Question One – **Insights on Work**

Questions	Category

1. My skills are updated as needed in the future of the workplace	
2. My company has prepared me to be relevant is the new work environment	
3. I have updated my competency with Resilience, Agility & innovation post pandemic	
4. I have the resources (Technology, information, tools) I need to do my job effectively	
5. Post pandemic Peer & colleagues are much helpful and supportive	
6. Rate your company as a New-age company	
7. Rate your company on DEI (gender, age, national origin, race or ethnic background, religion, etc.,)	
8. As the work is evolving, I have a clear idea of the results expected of me in my job	
9. Post Pandemic, the amount of work expected of me is reasonable & achievable	
10. Post Pandemic - I relate to the company's new work philosophy	
11. During pandemic my company took care of me & my work	
12. Is Work-from-home the future of work?	**Insights on Work**
13. Considering everything, how satisfied are you working with your company at the present time?	
14. Post pandemic, rate your company on the physical working conditions (as workspace, facilities etc.)	
15. Post Pandemic, rate your company on having an atmosphere that encourages cooperation and sharing of ideas and resources	
16. Post pandemic, Rate Management at the location where you work on taking a genuine interest in the work-life balance of employees	
17. Post pandemic, Rate management at the location where you work on commitment & delivery on business Objectives/KPIs	
18. Post pandemic, Rate Local Management (Country specific) & Central Leadership (Corporate) alignment	
19. I understand the relationship between my job and this company's overall goals	
20. The goals and objectives of my function are aligned with company's business plan	
21. Post pandemic, I am happy with the overall appraisal system & hikes given	
22. Post pandemic, new KPIs are added to be in par with 'New-age company'	

23. Post pandemic - I see an evolving Performance driven culture at my company
24. I look forward to new age HR system & policy implementation

Research Question Two – **Insights on Employee's Overall Experience**

Questions	Category
25. My business has stretched its limits post pandemic	
26. Decisions are generally made at the appropriate level	
27. Post pandemic, Decisions are made without undue delay	
28. Post pandemic, rate your company on having a clear sense of direction	
29. Rate Company's Leadership & Vision	
30. Rate your CEO	
31. Rate your CTO	
32. Rate your CFO	**Insights on Employee's Overall Experience**
33. Rate your COO	
34. Rate your CDO	
35. Rate your CPO	
36. Currently, I am proud to work for my Company	
37. Currently, I would recommend my Company to others as a 'great place to work'	
38. Currently, I feel motivated to go beyond my formal job requirements to help my business area be successful	
39. Currently, my manager motivates me to contribute beyond what is required in my job	

Table2. Research Questions (Category wise)

CHAPTER II: REVIEW OF LITERATURE

2.1 Theoretical Framework
2.2 Theory of Reasoned Action
2.3 Human Society Theory
2.4 Summary

2.1.1 Theoretical Framework

The overall effect of COVID-19 gave birth to various conversations on the changing world of work and other prospective that many of the opportunities to bring economic and social stability in this century. In the centre always comes the technology adaptation and dependence Automation, AI and overall effect of technology on the world economy is drastic, the labour market in particular is jolted and it's feared that machines are increasingly taking over human cognitive tasks.

During and post pandemic, there is a lingering conversation which continues on the automation, AI, revolution in IT & Technology and extensive Technological adaptation in the work and workplace.

- A study by researchers at Oxford University posted that as many as 47% of all jobs are at risk of "computerization." (Oxford University Research, 2013)
- The World Economic Forum's The Future of Jobs report, estimates that 5 million jobs will be lost to automation by 2020 and that the number will keep growing.

Also, there has been a growing attention on economic inequality, economic disparity sector wise and a growing concerns over an increasingly polarized society.

The most coveted question for this generation is – Will the machine, Technology and AI replace humans or are human's obsolete in the future of work and if so then why so much hue and cry on the employee wellbeing, motivation and delight?

2.1.2 The Content on the Future of work and related discussions:

A. Changing work -

Man versus Automation or Technology is not new, Some significant precedent –

- British economist John Maynard Keynes coined the term "technological unemployment" in the 1930s to explain the displacement of workers by labour-saving machines and the beginning of a new era.
- In the 1990s, economists Sherwin Rosen and Robert Frank predicted that globalization and technology would create "superstar" or "winner take all" labour markets.
- In his 1995 book, The End of Work, Jeremy Rifkin cautioned of a new phase of history which was characterized by the steady and inevitable decline of jobs in the face of a high-tech revolution. Sophisticated computers, robotics, telecommunications, and other technologies will replace humans in most every sector from manufacturing, retail, and financial services, to transportation, agriculture, and government. Rifkin mentioned that the future of work is polarized between an information elite and growing numbers of permanently displaced workers, who have few prospects in an increasingly automated world.
- In his 2013 book, Average is Over, a masterpiece focusing on post-recession economy as how all was beginning to stabilize. Economist Tyler Cowen described a world cleaved in two by technology, he predicts a country where success is largely confined to a small cadre of high achievers while everyone else slumps into a realm of lower expectations and diminished opportunities. He explained that successful labourers will be those who can best adapt to a machine driven world, offering skills that are complementary to technology.
- Richard Susskind and Daniel Susskind similarly predict a world in which conventional professional categories will soon become obsolete. Their 2016 book, The Future of the Professions envisions an unambiguous decline in demand for traditional employment categories and the conventional professional worker. But, they argue, new and emerging roles will offer the potential to provide good work, drawing especially on skills like creativity and craftsmanship, advanced reasoning, and empathy.
- Few other notable contributions were from economists Robert Gordon of North-Western University and Michael Spence of New York University and former Treasury secretary Lawrence Summers who have also described the economic havoc of inequality, stagnation and polarization earlier.

Most influential articles on future of work are by MIT professors Erik Brynjolfsson and Andy McAfee, who offer a bit positive hypothesis - namely that the global economy is on the brink of

a period of dramatic growth driven by smart machines and new opportunities for human work. In their 2014 book, The Second Machine Age, Brynjolfsson and McAfee are against the hypothesis that smart machines will reduce human labour to irrelevance, and explain that the bliss of technology will lead to new kinds of work. In turn, they argue that new skills will be valued - in place of performing repetitive physical or transactional tasks, humans will have opportunities to use their creativity, empathy, and problem-solving skills.

Also, Brynjolfsson and McAfee acknowledges the threat of technological unemployment and provide a classification of three overlapping winners and losers that technical change creates: 1) high-skilled vs. low-skilled workers; 2) superstars vs. everyone else; and 3) capital vs. labour. The argument also extends on the radical reshaping of work calls for new policies to protect the vulnerable while distributing the gains of the new age. They cautioned: "The wrong interventions will hurt the economic prospects of millions of people around the world and leave them losing a race against the machines, while the right ones will give them the best chance of keeping up as technology speeds forward."

Running parallel to the work of Brynjolfsson and McAfee, futurist Martin Ford argues against the idea that technology will displace old jobs while creating new opportunities. He argues instead that technology now threatens jobs for even the most educated and highly skilled, and tasks that would seem to require distinctively human capacities for nuance or feeling are increasingly assigned to algorithms. Looking to companies like YouTube and Instagram, which have "tiny workforces and huge valuations and revenues," he says new jobs are "rarely, if ever, be highly labour-intensive." In a recent article he further elaborated: "The innovations of the future — regardless of how dramatic and broad-based they may be — are very unlikely to create that number of jobs, and the jobs they do create may well require skills and education beyond the capability of the average worker." Ford argues instead for broader changes to economic policy, such as a guaranteed minimum income - a position that many have come to advocate for - that could help translate innovation into prosperity for all.

Ford's hopeful regard for policy levers is not shared by all, however. Academic-entrepreneur Vivek Wadhwa, for instance, does not believe that government can do as it did in the industrial age in terms of creating general employment opportunities. "They can barely keep up with the advances that are happening in technology, let alone develop economic policies for employment." He argues that as waged opportunities dry up and technology causes the price of goods to decrease, the goal of full employment may be out of tune with reality: "we may not need the entire population to be working. There is surely a possibility for social unrest because of this; but we could also create the utopian future we have long dreamed of, with a large part of humanity focused on creativity and enlightenment." Wadhwa is far from alone in imaging the utopian dimensions of the future labour market. Others, however, including Brynjolfsson and McAfee caution against the embrace of a workless future, stressing the important if less tangible benefits of employment, such as personal meaning and value.

Digital accelerated existing trends in remote work, e-commerce, and automation, with up to 25percent more workers than previously estimated potentially needing to switch occupations… (McKinsey, 2021)

The uncertainty and anxiety have given rise to 'cognitive-dissonance' which is contagious from one industry to another and has given rise to massive attrition – almost double than it used to be earlier. Reports suggest that more than 1/3rd of the workforce is completely disengaged and searching for jobs – because of constant fear, digital shift, lack of collaboration which has resulted in these sudden resignations.

In the report by Future of work reinvented by 'Future of work reinvented, Gartner (2023)', it describes how – 'The future of work has changed and how we will get work done over the next decade, influenced by technological, generational and social shifts.

It explains – Business Outcome & Talent outcomes as the hub and chalks out a win-win workplace for employees & employers:

- Rethinking the workplace

- Shifting Talents & Skills

- Digital Enablement

- Managing in a Hybrid world

- Reshaping the culture

- Human-Centric Work design

In 2023, organizations face historic challenges: A competitive talent landscape, an exhausted workforce, pressure to control costs, and the rise of artificial intelligence and automation.
These and other future of work trends are keeping questions about how and where we get work done front of mind for business leaders.
As hybrid and remote work become a more permanent fixture, Gartner surveys show CEOs rate culture as their biggest concern when it comes to in-office and work-from-home policies for knowledge workers, and HR leaders say the most challenging aspect of hybrid strategy is adjusting their current culture to be supportive of their workforce.

Society of Human Resource Management (SHRM) explains that the future of work is a projection of how work, workers and the workplace will evolve in the years ahead. It's a topic that keeps many CEOs up at night as they make decisions that enable their organizations to thrive today while they prepare for the future.

In order to support and confidently inform the C-suite, where strategic decisions are made based on where the work of world is heading, HR professionals and managers must be knowledgeable about how the future of work will impact their workplace.

While much focus is placed on technology in future-of-work discussions, other factors, such as remote employment and the gig economy, play a large role in not only how work will be done, but who will be doing it and from where. In addition, employers will want to consider what the work *is*, as a 2020 research report from SHRM and Willis Towers Watson noted that "85 percent of jobs that will exist in 2030 have not been invented yet."

There are varying components that experts have outlined in models explaining the future of work, but most agree on three basic elements to consider: how the work is done, who does the work, and where and when work is done.

How the work is done?

This element focuses on employees collaborating with automation and artificial intelligence to get work done efficiently and innovatively. Tools can range from analytic software and chatbots to robotics with the power to learn and adapt using AI, natural language processing and machine learning. Rather than focus on replacing workers, forward-thinking employers will harness the power of this man-machine relationship to improve productivity, engagement and creativity among their employees.

Who does the work?

The future of work encompasses the need for traditional full- and part-time workers alongside leased employees, gig workers and even crowdsourced contributors. The movement of workers into, within and out of an organization due to changing skills requirements caused by advances in technology must be anticipated to meet future needs. Employers must prepare for new jobs and career paths through ongoing job analysis, advanced training and reskilling of the domestic workforce, and utilizing foreign labour where applicable.

Educational systems can be leveraged to help create pipelines of workers with needed skill sets based on future-of-work projections. Impact sourcing will also provide new talent with desired skills while helping to improve the economic status of communities.

Where and when work is done?

Although the global coronavirus pandemic pushed forward the large-scale need for employees to function successfully outside of a collocated workspace, the shift toward increased workplace flexibility has been ongoing for decades. The workforce will likely grow more dispersed as geographic and technological boundaries diminish. If work is done anywhere in the world, it will also be done at any time, transforming the remote-enabled workforce from the standard 9-5 workday to a more fluid design. Leveraging remote-work options will require a solid understanding of current and emerging state employment and tax laws, and mastery of immigration and global employment laws and requirements.

Workforce Planning

Include an emphasis on talent pipeline development, reskilling current workers and utilizing shorter-term work arrangements to achieve a more dynamic organization.

Employers need to build an infrastructure that supports the future of work now, with HR leading the way in helping organizations identify and develop the types of workers they will need in the decade to come and beyond. This process may include the following:

- Staying informed about new and developing positions that fortify a future-oriented structure
- Determining technology aspirations by department or division
- Conducting a jobs analysis to understand how work is currently done
- Conducting a skills analysis to identify gaps in future needs
- Strengthening the employee value proposition—what employees get in exchange for what they give—to help retain talent in the most critical roles
- Reimagining the talent model beyond attracting and retaining employees

Earlier the 'Workforce of the future, PwC report (2023)' explains that -
We are living through a fundamental transformation in the way we work. Automation and 'thinking machines' are replacing human tasks and jobs, and changing the skills that organisations are looking for in their people. These momentous changes raise huge organisational, talent and HR challenges – at a time when business leaders are already wrestling with unprecedented risks, disruption and political and societal upheaval.

B. Changing working Experience –

Now let's deliberate on another topic of focus of this research – Employee Delight. It is the highest form of employee satisfaction. Employee satisfaction is a broad term used by the HR industry to describe how satisfied or content employees are with elements like their jobs, their employee experience, and the organizations they work for. Employee satisfaction is one key metric that can help determine the overall health of an organization, which is why many organizations employ regular surveys to measure employee satisfaction and track satisfaction trends over time. A high satisfaction level indicates that employees are happy with how their employer treats them

Often, employee satisfaction is used interchangeably with employee engagement; however, while engagement is one factor influencing overall satisfaction (and it may be said the reverse is also somewhat true), the two are not the same. Satisfaction, while important for retention, is not necessarily a predictor of performance, while engagement—which indicates an employee's passion for their work, among other things—is directly tied to output. Ideally, satisfaction occurs as a result of both material factors like compensation and benefits as well as less-tangible elements like engagement, recognition, and strong leadership.

Employee delight however, is the ultimate form of employee satisfaction and is more or less driven by the overall experience of the employee in an organization.

Also a different study done by Qualtrics on the State of HR (2023) explains that Employee Experience (EX) is no longer something that exists only within HR – it now requires and

demands participation from the whole organisation. From developing experience-centric cultures and focusing on DEI, to heightened awareness of well-being and scaling through technology, the HR function isn't just the glue between employees and the organisation – it's a critical growth driver that's as invaluable to the bottom line as marketing, sales, or R&D.
And the most essential component in this entire process? People.

At every stage of the employee journey, HR leaders are using Experience Management (XM) practices to equip business leaders with the people data and insights they need to make smart decisions, work.

'Human Deal Framework, Gartner (2021) insights on Employee Satisfaction mentions that - More than a year out from the Great Resignation, we're at another liminal moment for work.
Between **layoffs** and employees quitting their jobs in large numbers, it's clear that the management principles underlying the employee value proposition (EVP) are outdated. Many organizations still seem focused on patching together short-term tactics to solve what has become a series of longer-term systemic truths regarding the **future of work**. Namely:
1. Employees are people, not just workers.
2. Work is a subset of life, not separate from it.
3. Value comes through feelings, not just features.

Gartner's Human Deal Framework chalks out a deep scheme:
- Holistic Wellbeing
- Shared Purpose
- Deeper Connection
- Radical Flexibility
- Personal Growth

Today we are on the verge of a technological revolution that will change how we live, work and interact with each other in our social relations. The technological transformation we are facing is different from anything else we have experienced or seen in the past. At the same time, it will feel more "disruptive" than ever before.

According to a Swedish report (based on this Oxford-study), 53% of the work we do today will disappear within the next 20 years. What does this mean for your future vocation/job? Does it mean that your work will change (significantly) within the next few years.

Feeling satisfied with our job is based to a great extent on feeling motivated in our work. Motivation is primarily an inner driving force, where an interesting job is very important. We probably wouldn't say that monitoring an automated process is just as interesting as using our skills and know-how to do the job ourself. Still, we probably appreciate some aspects of standardization and automation. After all, our time is precious and the "help" saves our time. So we willingly accept it.

At the same time, our job satisfaction will most likely decline as we spend more and more time at work monitoring or filling out templates instead of creating new and interesting services/products. And our frustration over not being able to use our competences and skills will most likely increase. Over time, this may also affect our drive. An interesting job will no longer be what motivates us.

Instead, it might be our colleagues and social interactions or something else entirely. The challenge for all of us is to understand the state of things and to keep up with progress.

This will progress and also new jobs will be created, new companies, new products and services that we can't even imagine today will be invented. That's how it has always been, and there is every reason to believe that it will continue to be so in the future. For you as an individual, the key is to learn something new, to benefit from progress and to make an effort to keep up with developments. Every day, when changes happen fast and continuously, the trick is to create a climate where we can develop and learn constantly.

For companies and HR, progress means it is necessary to start thinking about how our organizations will look in the future. What kind of skills do we need? If we don't know what kind of skills we need, how can we be sure we're learning enough to acquire the competences we will need once we know what they are? And what type of leadership can make sense of this brave new reality?

C. Post Pandemic Scenario and the gaps

The COVID-19 pandemic has had a significant impact on the corporate ecosystem. How we work, the places we work, and how we interact with colleagues have all changed. The pandemic has accelerated the shift towards remote work and forced businesses to rethink their employee motivation and retention strategies.

In the literature review, we have explored the impact of the pandemic on work processes, the shift to remote work, and the strategies organisations use to motivate and retain employees. The literature suggests that businesses that adopt a flexible and adaptable approach can continue to thrive in the new normal.

The theory behind the entire research revolved round two static pillars:
1. The insights on work
2. The insights on the overall experience of the employees.

My study so far has revealed that the impact of COVID-19 pandemic has changed the way we worked majorly in terms of work processes, there is a major shift to remote working which has changed the work-psychology of an employees and every employer is experimenting in various ways to motivate and retain employees. As a result, many organisations had to implement new work strategies to cope with the unprecedented situation.

Reopening of workplace and bring the employees back to business with a high morale and certain level of motivation is a herculean task for entire HR fraternity across domains.
The workings on 'Customer delight' has taken a backseat and it is pristine and is of high priority to explore the topic of '**Employee Delight in the future of work'.**

2.2 Theory of Reasoned Actions

The pandemic Covid19 and its consequences has totally changed the corporate ecosystem. Human resource function has invented new jargons for the new ways of working viz. hybrid working, virtual workforce, blended learning, remote working etc. Every organization is busy with two strategic tasks:

1. The business revival action plan
2. Instilling motivation in the workforce

While business revival plan is handled by the frontend business operations team, HR is framing all the strategies for instilling motivation in the workforce.

Various recent studies have given detailed synthesis on work, workplace and workforce to explain the metamorphosis or the change which COVID19 has brought. While it is imperative for any business leader to understand the transformation and have full clarity on the paradigm-shift so that the business continuity must not be affected:

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(Deloitte 2020 Global Human Capital Trends, Special report, 2020)

It is also essential to understand the elements of 'Employee Motivation' in the new normal, the 'can be's' and the 'musts' of 'Employee Delight' in the 'Future of work' which every organization must explore and benchmark to match the employee's aspirations and needs in the current scenario.

It is also essential to understand the elements of 'Employee Motivation' in the new normal, the 'can be's' and the 'musts' of 'Employee Delight' in the 'Future of work' which every organization must explore and benchmark to match the employee's aspirations and needs in the current scenario.

The study focused on following to understand the scope & the overall impact:

1. Impact of the Pandemic on Work Processes
2. The Shift to Remote Work
3. Strategies Organisations Are Using to Motivate and Retain Employees

Introduction: This literature review provides an overview of the impact of the pandemic on work processes, and it includes a summary of key findings and highlights of areas of agreement and disagreement in the research.

Key Findings: My 'Key Findings' reveals that the pandemic has had a significant impact on work processes across the globe. The sudden shift to remote work created a massive challenge for many organisations as they had to adapt to new working methods. The following are some of the key findings on the impact of the pandemic on work processes:

  • Technology Adoption: The pandemic has accelerated technology adoption in the workplace. Many organisations had to move their operations online to continue

functioning, leading to increased usage of digital communication tools such as video conferencing, instant messaging, and cloud-based collaboration software.

• Changes in Work Processes: COVID-19 has forced organisations to rethink their work processes, leading to a shift from traditional work models to agile ones. Organisations had to prioritise work processes that were more critical and streamline non-essential processes.

• Increased Flexibility: The pandemic has led to increased flexibility in work arrangements, including adopting remote work, flexible schedules, and flexible workspaces. This has led to increased job satisfaction and improved work-life balance for employees.

Areas of Agreement and Disagreement: The research on the impact of the pandemic on work processes has generally agreed on the significant changes that the pandemic has brought to the workplace. However, there is some disagreement on the specific impacts of the pandemic, particularly in terms of work processes. For instance, while some studies suggest that the pandemic has accelerated technology adoption, others argue that it has only highlighted the need for technological solutions in the workplace.

2.2.1 Impact of the Pandemic on Work Processes
Introduction to the Impact of the Pandemic on Work Processes

The COVID-19 pandemic has caused significant disruptions to work processes across various industries worldwide. Organizations have had to adapt their operations to comply with new regulations and guidelines while ensuring their employees' safety. Researchers have examined the impact of the pandemic on work processes and have identified several critical areas of change.

Studies have found that the pandemic has accelerated technology adoption in the workplace (Fernandes et al., 2020; Saeed et al., 2021). This has allowed organizations to continue operations despite social distancing measures and remote work policies. The pandemic has also led to changes in work processes, such as increased virtual collaboration and communication (Oberoi & Sreejesh, 2021; Wang et al., 2021). Additionally, the pandemic has increased flexibility in work arrangements, such as remote work and flexible schedules (Ammar et al., 2020; DeCelles et al., 2020).

Overall, the pandemic has profoundly impacted work processes, and researchers continue to investigate the long-term effects of these changes on organizations and employees.

Key Finding 1: Technology Adoption

The COVID-19 pandemic has led to a significant increase in the adoption of 'Information and Communication Technology (ICT) across various industries and organizations (Saeed, Yang, & Salman, 2021). The sudden shift to remote work and online operations has highlighted the importance of technology and accelerated its adoption (Baptista et al., 2021). Small and medium-sized enterprises (SMEs) have been particularly affected by the pandemic and have had to adapt quickly to digital technologies to remain competitive and relevant (Saeed, Yang, & Salman, 2021).

The use of virtual communication tools such as video conferencing and instant messaging has become more prevalent during the pandemic, as organizations have had to find alternative ways of conducting meetings and maintaining communication (Oberoi & Sreejesh, 2021; Wang et al., 2021). Adopting cloud computing and other digital platforms has also increased, allowing for more efficient and flexible work processes (Baptista et al., 2021). However, the rapid adoption of

technology has also highlighted existing disparities in digital infrastructure and access, particularly in developing countries (Saeed, Yang, & Salman, 2021).

Overall, the COVID-19 pandemic has profoundly impacted the adoption of technology in work processes, accelerating its use and highlighting its importance in maintaining business continuity during crises.

Key Finding 2: Changes in Work Processes

COVID-19 pandemic has brought about significant changes in work processes, including adopting new technologies, new ways of communication and collaboration, and changes in work schedules and arrangements (Ammar et al., 2020; DeCelles et al., 2020). The shift to remote work has been one of the most significant changes in work processes during the pandemic (Baptista et al., 2021). Remote work has required organizations to re-evaluate their work processes and implement new policies and practices to ensure effective communication, collaboration, and productivity (Ammar et al., 2020). The use of video conferencing and other virtual communication tools has become more prevalent, and organizations have had to find new ways to build and maintain relationships with colleagues and clients (Wang et al., 2021).

The pandemic has also led to changes in work schedules and arrangements, including increased flexibility in working hours and locations (Ammar et al., 2020; DeCelles et al., 2020). This increased flexibility has provided new opportunities for employees to balance their work and personal lives and allowed organizations to expand their talent pool beyond their local area (Baptista et al., 2021).

Overall, the COVID-19 pandemic has led to significant changes in work processes, including adopting new technologies and changes in work schedules and arrangements. These changes will likely have a long-lasting impact on how organizations operate in the future.

Key Finding 3: Increased Flexibility

The COVID-19 pandemic has increased flexibility in work arrangements, including remote work and flexible schedules (Ammar et al., 2020; DeCelles et al., 2020). This shift has allowed organizations to adapt to the changing circumstances of the pandemic while also providing new opportunities for employees to balance their work and personal lives (Baptista et al., 2021).

Remote work has become more prevalent during the pandemic, with many organizations implementing work-from-home policies to comply with social distancing guidelines (Ammar et al., 2020). This shift has required organizations to re-evaluate their work processes and implement new policies and practices to ensure effective communication, collaboration, and productivity (Baptista et al., 2021).

Flexible schedules have also become more common during the pandemic, with many organizations allowing employees to set their work hours or adjust their schedules to accommodate personal obligations (DeCelles et al., 2020). This increased flexibility has provided new opportunities for employees to balance their work and personal lives and allowed organizations to expand their talent pool beyond their local area (Baptista et al., 2021).

Overall, the COVID-19 pandemic has increased flexibility in work arrangements, including remote work and flexible schedules. These changes will likely have a long-lasting impact on how organizations operate in the future.

Areas of Agreement and Disagreement in Research

While there is broad agreement that the COVID-19 pandemic has had a significant impact on work processes, there is some disagreement among researchers regarding the specifics of this impact.

One area of agreement is the increased adoption of technology to facilitate remote work and collaboration (Saeed et al., 2021; Wang et al., 2021). However, there is some disagreement regarding how much this adoption has successfully improved work processes and outcomes. Some studies have found that technology adoption has had a positive impact on employee productivity and well-being (Ammar et al., 2020; Baptista et al., 2021), while others have found that it has led to increased workloads and burnout (Oberoi & Sreejesh, 2021; Wang et al., 2021). Another area of agreement is the increased flexibility in work arrangements, such as remote work and flexible schedules (Ammar et al., 2020; DeCelles et al., 2020). However, there is some disagreement regarding the long-term viability of these arrangements and the potential impact on organizational culture and performance (Baptista et al., 2021; DeCelles et al., 2020).

Overall, while there is general agreement regarding the impact of the pandemic on work processes, there needs to be more consensus among researchers regarding the specifics of this impact and the long-term implications for organizations and employees.

2.2.2: The Shift to Remote Work

Introduction: Remote work, once a privilege, has become necessary for many businesses during the pandemic. The shift to remote work has resulted in both positive and negative outcomes. In a study by Buffer, 98% of remote workers stated that they would like to continue working remotely, at least some time, for the rest of their careers. Remote work has increased employee satisfaction, reduced absenteeism, and increased productivity. However, remote work also presents challenges for employers and employees alike. Remote workers can experience feelings of isolation and may find it challenging to separate work from their personal lives.

A significant challenge of remote work is that it requires more employee self-management and discipline. Managers must also develop new strategies to maintain productivity and engagement among remote workers. Communication is critical in remote work environments, and managers must be more intentional in their communication methods. Video conferencing, instant messaging, and other collaboration tools can help remote workers feel connected to their teams.

The shift to remote work has resulted in some businesses adopting a more flexible approach to work arrangements. Hybrid work arrangements, where employees work in the office and remotely, have become increasingly popular. This approach is beneficial for both employees and employers, as it allows for increased flexibility while maintaining some level of in-person collaboration.

Remote work has become a new norm for many organisations after the COVID-19 pandemic. This literature review provides an overview of the shift to remote work, including the benefits and challenges of remote work and the impact of remote work on employee productivity and job satisfaction.

Key Findings: Remote work has become a popular trend in the workplace, particularly during the pandemic. The following are some of the key findings on the shift to remote work:

  • Challenges of Remote Work: Remote work also poses several challenges for employees and employers, including a lack of face-to-face communication, increased feelings of isolation, and difficulty in managing remote teams.
  • Impact of Remote Work on Productivity and Job Satisfaction: Remote work significantly impacts employee productivity and job satisfaction. While some studies suggest that remote work leads to increased productivity and job satisfaction, others argue that remote work can lead to decreased productivity and lower job satisfaction.

Areas of Agreement and Disagreement: The research on the shift to remote work generally agrees on the benefits and challenges of remote work. However, there is some disagreement on the impact of remote work on productivity and job satisfaction. Some studies suggest that remote work has a positive impact, while others argue the opposite.

Introduction to the Shift to Remote Work

The shift to remote work has been accelerated by the COVID-19 pandemic, with many organizations rapidly transitioning to remote work to maintain business continuity (Dwivedi et al., 2020). Remote work is "work that is performed outside of the traditional office or workplace, typically from home or a remote location, using technology to connect with others" (Golden, Veiga, & Simsek, 2021, p. 54). Before the pandemic, remote work was already becoming more common, with technological advances making it easier for employees to work from anywhere (Bloom et al., 2015). However, the pandemic has accelerated this trend, with many organizations planning to continue remote work even after the pandemic subsides (Bhatia, Wallace, & Wright, 2021).

Research has shown that remote work can have both benefits and drawbacks. On the one hand, remote work can increase job satisfaction and work-life balance, as employees have more control over their work schedules and can avoid long commutes (Golden et al., 2021). It can also lead to cost savings for employers, as they may need less office space and can save on overhead costs (Kossek & Thompson, 2016). On the other hand, remote work can also lead to feelings of isolation and decreased social interaction, negatively impacting mental health and well-being (Golden et al., 2021). Maintaining work-life boundaries can also be difficult, as employees may feel pressure to be "always on" and work longer hours (Bloom et al., 2015).

The shift to remote work has been a significant change for many organizations and employees, with benefits and challenges. As the trend towards remote work continues, it will be necessary for organizations to understand the implications for employee well-being, productivity, and organizational effectiveness.

Key Finding 1: Challenges of Remote Work

Previous research has identified several challenges that remote workers may face. One of the most commonly reported challenges is establishing and maintaining boundaries between work and personal life, leading to increased stress and burnout (Golden et al., 2021; Kossek & Thompson, 2016). Remote workers may also experience feelings of isolation and loneliness and a lack of social support from colleagues, which can impact their mental health and well-being (Kossek & Thompson, 2016; Wang et al., 2021).

Another challenge of remote work is the potential for decreased collaboration and communication among team members, which can lead to reduced productivity and creativity (Bloom et al., 2015). Remote workers may face technological challenges, such as internet connectivity issues, lack of access to necessary software or hardware, and security concerns (Golden et al., 2021).

Moreover, remote workers may need help managing their time and staying motivated, leading to procrastination and decreased job performance (Gajendran & Harrison, 2007). Additionally, remote work can be challenging for employees with caregiving responsibilities, such as parents or caregivers for elderly or disabled family members, who may struggle to balance their work and caregiving duties (Kossek & Thompson, 2016).

Key Finding 2: Impact of Remote Work on Productivity and Job Satisfaction
Remote work can positively and negatively affect productivity and job satisfaction. On the one hand, remote work has been associated with increased productivity due to reduced distractions and time saved from commuting (Bloom et al., 2015). Additionally, remote work can lead to higher job satisfaction, as employees have more control over their work schedules and can achieve better work-life balance (Golden et al., 2021).

However, remote work can also lead to decreased productivity and job satisfaction. A study by Belzunegui-Eraso and Erro-Garcés (2020) found that remote work can lead to increased work intensity and higher stress levels, negatively impacting productivity and job satisfaction. Additionally, remote work can lead to feelings of isolation and decreased social interaction, which can negatively impact mental health and well-being and ultimately lead to decreased productivity (Golden et al., 2021).

Furthermore, the impact of remote work on productivity and job satisfaction can depend on various factors, such as job type, task complexity, and the availability of technology and resources (Bloom et al., 2015). For example, remote work may be more beneficial for jobs that require fewer face-to-face interactions and can be performed independently, such as data entry or coding, compared to jobs that require more collaboration and communication, such as team management or sales.

Overall, the impact of remote work on productivity and job satisfaction is complex and can vary depending on various factors.

Areas of Agreement and Disagreement for Shift to Remote Work
While research on remote work has highlighted benefits and challenges, there are areas of agreement and disagreement regarding its effectiveness. One area of agreement is that remote work can increase employee autonomy and flexibility, leading to greater job satisfaction (Allen et al., 2015; Gajendran & Harrison, 2007). Additionally, remote work can reduce the stress of commuting and provide employees with a better work-life balance (Golden et al., 2021).

However, there is also disagreement over the impact of remote work on productivity. Some studies have found that remote work can improve productivity due to reduced distractions and a quieter work environment (Bloom et al., 2015; Kurland & Bailey, 1999). On the other hand, remote work can decrease productivity due to a lack of oversight and difficulties with communication and collaboration (Bailey & Kurland, 2002; Gajendran & Harrison, 2007).

Another area of disagreement is the impact of remote work on social interactions and colleague relationships. While some studies suggest that remote work can lead to feelings of isolation and a lack of social support (Bailey & Kurland, 2002), others have found that remote workers may have stronger social connections due to increased use of technology and communication tools (Wiesenfeld et al., 2001).

Overall, while there is general agreement on some benefits of remote work, there is still ongoing debate over its impact on productivity and social interactions in the workplace.

2.2.3 Strategies Organisations Are Using to Motivate and Retain Employees
Introduction: The COVID-19 pandemic has created unprecedented challenges for businesses worldwide. As organisations navigate the uncertainty and rapidly changing work environment, employee motivation and retention have become critical factors in ensuring business continuity. This literature review provides an overview of organisations' strategies to motivate and retain employees in the current scenario.

The pandemic has brought significant changes to the workforce, and as a result, many businesses are revisiting their motivation and retention strategies. Employers are recognising the importance of employee well-being and implementing strategies to support their physical and mental health. One common strategy is the use of employee benefits programs. Employers increasingly offer benefits supporting employees' well-being, including mental health support, flexible working arrangements, and increased time off. Offering benefits programs can be an effective way to attract and retain talent.

Career progression is another area where businesses implement changes to support employee motivation and retention. Providing career development and growth opportunities can help employees feel more engaged and motivated. Employers are also offering more flexible career paths, allowing employees to explore different organisational roles and responsibilities.

In addition to traditional career development, many businesses are implementing more creative approaches to motivation and retention. For example, some businesses allow employees to work on projects that align with their passions and interests outside of work. This can help employees feel more fulfilled and engaged in their work.

Another strategy that businesses are implementing is the use of recognition programs. Recognising employees' hard work and achievements can be a powerful motivator. Employee recognition programs can take many forms, including monetary rewards, public recognition, and opportunities for career advancement.

Overall, the pandemic has brought significant changes to the workforce. Employers are rethinking their strategies for work processes, remote work, and employee motivation and retention. By adopting a flexible and adaptable approach, businesses can continue to thrive in the new normal.

Key Findings: The pandemic has significantly changed how organisations motivate and retain their employees. The following are some of the key findings on the strategies organisations are using to motivate and retain employees:

1. Flexible Work Arrangements: Many organisations have adopted flexible work arrangements such as remote work, flexible schedules, and work-from-home policies. This has provided employees greater autonomy and work-life balance, leading to higher motivation and reduced turnover.

2. Employee Benefits: Organisations have introduced a range of benefits to support their employees during the pandemic, such as Covid allowances, insurance coverage, mental health support, and wellness programs. These benefits have helped alleviate employee stress and anxiety, improving morale and retention.

3. Career Progression: To retain employees, organisations have offered fast-track career paths, specialist channels, and opportunities for upskilling and reskilling. This has provided employees with a sense of purpose and progression, leading to higher job satisfaction and reduced turnover.

Areas of Agreement and Disagreement: The research on organisations' strategies to motivate and retain employees during the pandemic has generally agreed on the importance of flexible work arrangements, employee benefits, and career progression. However, there needs to be more disagreement on the specific impact of these strategies on employee motivation and retention. For instance, while some studies suggest that flexible work arrangements are essential for employee motivation, others argue that they may not be suitable for all types of work.

Introduction to the Strategies Organisations Are Using to Motivate and Retain Employees

Motivating and retaining employees is a critical aspect of organisational success. Effective strategies can help companies attract and retain top talent, reduce employee turnover, and increase productivity (Chen et al., 2019). A study by Dello Russo and Stoykova (2021) found that organisations that invest in employee development and training, provide opportunities for career advancement, and create a positive work environment are more likely to retain their employees. Additionally, organisations that use performance-based incentives, such as bonuses or promotions, have been found to increase employee motivation and productivity (Eisenberger & Cameron, 1996).

Organisations are also using non-monetary strategies to motivate and retain employees. For example, providing employees greater autonomy and control over their work has increased job satisfaction and motivation (Hackman & Oldham, 1976). Employee recognition programs, such as employee of the month awards, can also effectively boost morale and motivation (Geller & Bamberger, 2012). Furthermore, flexible work arrangements, such as telecommuting or flexible schedules, have increased employee satisfaction and reduced turnover (Golden et al., 2021).

Key Finding 1: Flexible Work Arrangements

Flexible work arrangements, such as remote work and flexible schedules, have become increasingly popular among organisations to motivate and retain employees (Alfes et al., 2013). Research suggests that employees with access to flexible work arrangements have higher job satisfaction, better work-life balance, and more organisational commitment (Allen et al., 2013; Hill et al., 2010). In addition, offering flexible work arrangements can also lead to cost savings for organisations, as they may need less office space or equipment (Alfes et al., 2013).

However, there are also potential drawbacks to flexible work arrangements. For example, employees may feel isolated and disconnected from their colleagues and struggle to maintain work-life boundaries (Golden et al., 2021). In addition, some employees may feel they are expected to be available and responsive to work demands outside regular working hours (Kossek & Thompson, 2016).

The benefits of flexible work arrangements outweigh the potential drawbacks as long as organisations implement them effectively and address any issues (Hill et al., 2010).

Key Finding 2: Employee Benefits

Employee benefits are non-wage compensations employers provide to their employees in addition to their salaries or wages. These benefits include health insurance, retirement plans, paid time off, and various other perks (Kwon & Hein, 2013). Research has shown that employee benefits can be essential in attracting and retaining employees, as they provide additional value beyond just the base salary (Chang & Huang, 2018).

One of the most commonly offered benefits is health insurance, which has been shown to positively affect employee retention (Bures & Reschovsky, 2015). Retirement plans, such as 401(k)s, have also been effective in retaining employees, as they provide a long-term incentive for employees to stay with the company (Bures & Reschovsky, 2015). Additionally, offering paid time off and flexible scheduling options can improve work-life balance for employees, which has been shown to impact employee satisfaction and retention positively (Allen et al., 2013).

However, it is essential to note that not all benefits are equally effective in motivating and retaining employees. For example, offering certain perks, such as complimentary snacks or gym memberships, may not significantly impact employee retention (Chang & Huang, 2018). It is also essential for employers to offer benefits tailored to their employees' specific needs and

preferences, as different individuals may value different benefits differently (Kwon & Hein, 2013).

Key Finding 3: Career Progression

Organisations often offer career progression opportunities to motivate and retain employees. According to a study by Hirschi et al. (2019), employees who perceived a clear career progression path had higher job satisfaction, organisational commitment, and intention to stay. Providing training and development opportunities is also an effective way to enhance employees' skills and job satisfaction, leading to increased retention (Saks & Gruman, 2014). However, a lack of career progression opportunities or perceptions of unfairness in promotion decisions can reduce job satisfaction and intention to leave (Hirschi et al., 2019).

Mentoring and coaching programs have also been identified as effective career progression and retention strategies. In a study by Ng and Feldman (2015), employees who received mentoring reported higher job satisfaction, organisational commitment, and intention to stay. Similarly, coaching has been shown to enhance employees' performance and career development, leading to higher job satisfaction and retention (Theeboom et al., 2014).

Areas of Agreement and Disagreement in Research

Several studies have explored the effectiveness of organisations' strategies to motivate and retain their employees. While there is some agreement about what works, there are also areas of disagreement. One area of agreement is that offering competitive compensation and benefits packages is essential for attracting and retaining talented employees (Kapoor et al., 2018; Latham & Budworth, 2019). In addition, organisations that provide career development and progression opportunities are more likely to retain employees (Kapoor et al., 2018; Marchington et al., 2016).

However, there needs to be more disagreement about the effectiveness of flexible work arrangements in retaining employees. While some studies have found that offering flexible work arrangements, such as telecommuting, can increase job satisfaction and reduce turnover intentions (Gajendran & Harrison, 2007; Park et al., 2011), others have found no significant relationship between flexible work arrangements and employee retention (Bloom et al., 2015; Kossek et al., 2014). There is also some disagreement about the role of organisational culture in employee retention. Some studies suggest that a strong organisational culture can enhance employee retention (Chuang et al., 2016; Hsieh & Wang, 2015). Others argue that more than a strong culture may be needed to overcome other factors influencing employee turnover (Huselid et al., 2017).

Overall, while there is some agreement about what strategies are effective for motivating and retaining employees, there is also some disagreement. Further research is needed to understand better the effectiveness of different strategies in different organisational contexts.

2.3.1 Human Societal Theory

The Human Society Theory which can be applicable for this research was Maslow, A.H. (1943). "A Theory of Human Motivation"

Maslow's hierarchy of needs was a philosophy proposed by American psychologist Abraham Maslow in 1943 in his paper "A Theory of Human Motivation" in the Journal Psychological Review.

It describes the stages of human growth and can be associated with various development psychology of human-beings.

Till now the best way to describe any employee behaviour root to the Maslow's – Hierarchy of Needs can be connected easily and as it connects with the basic psychology of Human Motivation.

The basic needs, psychological needs and the self-fulfilment needs growing towards transcendence later clearly defines the employee's journey towards an ultimate experience or Delight.
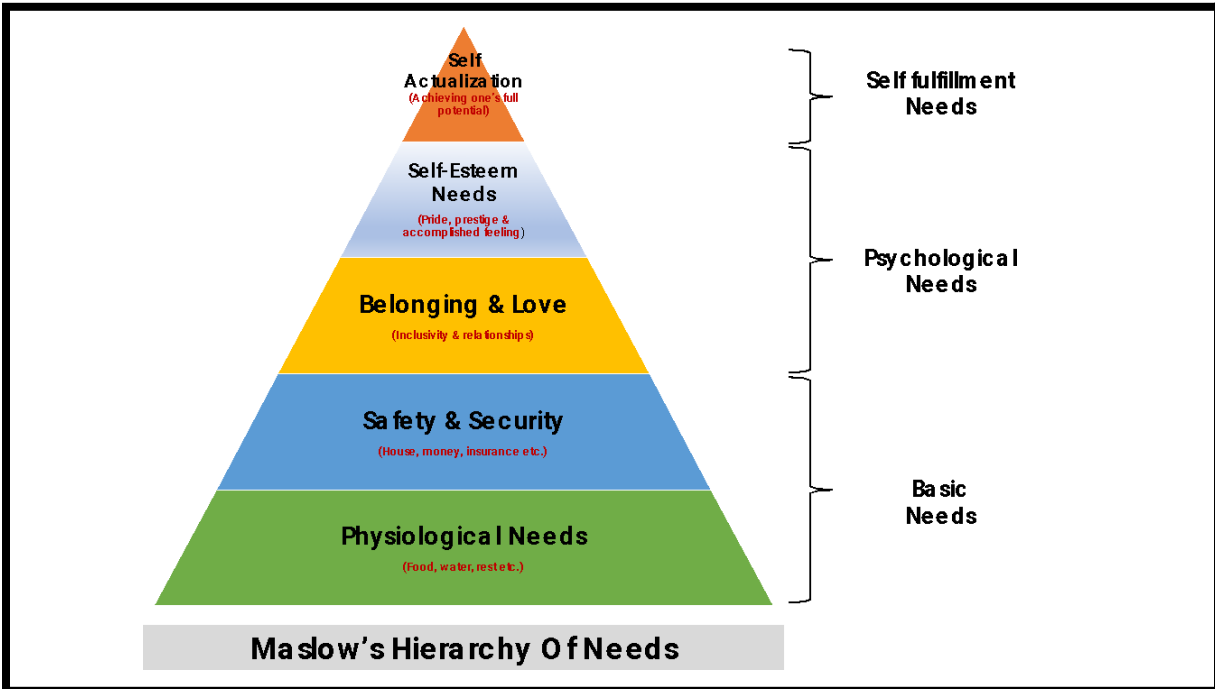
Figure1. Theory: Maslow's Hierarchy of Needs

There was a significant shift pre, during and post Covid in the human-beings/employees which made the organization re-innovate their philosophies and strategies for talent retention and talent attraction.

The purpose of the employee and it's reflection in his work and that of the organization became very improvement. No more employees were more affected by the basis or the safety need, we saw a quick jump to self-actualization and transcendental mindset.

There was a sudden competition in Organizations to showcase themselves as best ones of the league, the ones which cares and focuses on employee wellbeing and overall sustenance of society and the complete eco-system. The Overall Purpose of the organization and its Corporate Social Responsibility saw a Paradigm shift.

2.3.2 What employees need next?
'What Future employees want most?' Harvard Business Review, (2022), explains:
The past year has accelerated digital transformation across sectors. Along with a universal recognition that resilient employees are the true lifeblood of a company came an understanding that a company's workforce is crucial to business recovery. This has prompted organizations to completely rethink how they attract, retain, and manage their talent.

When it comes to what talent management in the future might look like, our study pointed to three defining priorities among knowledge workers:

1. Employees overwhelmingly expect flexible options.

According to the study, 88% of knowledge workers say that when searching for a new position, they will look for one that offers complete flexibility in their hours and location. Also 83% predict that in response to the global skilled talent shortage, companies will leverage flexible work models to reach out to suitable candidates no matter where they live — yet, only 66% of HR directors feel the same. What's more:

- 76% of the workers polled believe that employees will be more likely to prioritize lifestyle (family and personal interests) over proximity to work, and will pursue jobs in locations where they can focus on both — even if it means taking a pay cut.
- 83% of employees think that workers will be more likely to move out of cities and other urban locations if they can work remotely for a majority of the time, creating new work hubs in rural areas.

In order to position themselves to win in the future, companies will need to meet employees where they are.

2. Employees want to re-imagine how productivity is measured.

In the future, companies will need to rethink how they measure productivity because traditional metrics — and views that real work can't get done outside the office — will no longer cut it. According to the study, today's employees want to be measured on the value they deliver, not the volume. And they expect to be given the space and trust they need to do their very best work, wherever they happen to be.

- 86% of employees said they would prefer to work for a company that prioritizes outcomes over output. What does this mean? New employees want to work for a company that cares less about the qualified work output they are able to produce, and more about the impact they can deliver to the business in a holistic sense.
- But there is a gap here, with just 69% of HR directors saying that their company currently operates in this way, and only half of HR directors saying that their organization would be more productive as a whole if employees felt that their employer/senior management team trusted them to get the job done without monitoring their progress.

Forward-thinking companies will focus on closing this gap, and will design people-centric experiences that give employees the space they need to unlock their full potential and deliver transformative results.

3. Employees want to work with a diverse team.

One thing on which both employees and managers seem to agree? Employees want to work for a company that prioritizes diversity.

- 86% of employees and 66% of HR directors assert that a diverse workforce will become even more important as roles, skills, and company requirements change over time.
- Honest, accessible metrics around your diversity progress and remaining gaps are critical to ensuring that efforts to build a diverse team are measurable, targeted, and impactful.

2.3.3 Takeaway for Leaders
'What Future employees want most?' Harvard Business Review, (2022), explains

What should the major takeaways be for business leaders when it comes to the implications of these findings?

1. See the forest through the trees

Without the restriction of location, business leaders must look at their recruiting from a broader lens and expand the potential to attract employees who can boost an organization's creativity and productivity.

They might, for instance, dip into untapped pools of talent such as the "home force" and bring back parents who've put their careers on hold to care for children, or people who left jobs to tend to aging relatives. It could also mean looking to Baby Boomers who've retired, but who still want to work a few hours per week. And it could mean enlisting more part-time, contract, and gig workers — who make up a larger percentage of the workforce than ever — to take on more hours. And, of course, it means looking for global talent that may reside anywhere.

2. Prioritize learning and development

New business models sparked by the pandemic and changes in customer preferences and needs have given rise to new roles and opportunities for companies — and their employees to grow. Upskilling and reskilling will be critical factor in capitalizing on them. As the study found:

- 82% of employees and 62% of HR directors believe that workers will need to hone their current skills or acquire new ones at least once a year in order to maintain competitive advantage in a global job market.
- HR directors believe that ensuring that an organization has the latest collaborative technology in place to enable agile learning is the most important factor in recruiting and retaining the best talent, and 88% of employees confirm this notion, saying that they look for this when searching for a new position.

It bears repeating: Organizations will need to prioritize reskilling and upskilling to attract and retain the talent they need to make their businesses grow. Those that do will not only boost the motivation of their existing workers, but will gain the attention of the brightest new recruits and position themselves to emerge from the pandemic not just where they were, but in a stronger, better position to move forward.

The last year has forever changed the way employees view and approach work, but one thing holds true: Businesses that want to attract and retain the talent they need to move forward must understand the top priorities of their future workforce. They must embrace new, flexible work models and cultivate a workforce that can design their own careers. In doing so, they will not only boost the motivation and engagement of their existing workers, but will gain the attention of the brightest new recruits and take their business to new heights.

2.4 Summary

In the 'Future of work' - First every organization must design a new framework for 'Employee's Delight' and when the employees will experience the real delight, then these employees with work for the Customer's Delight and for Organizational Excellence.

As organization are working on the return-to-work strategies, organizations must go further than just fostering open dialogue and open practices around well-being. It is the time to embed well-being into every aspect of the design and delivery of work and to fundamentally redesign work with elements of Employee's Delight which will direct the employees to work and perform at their best.

The Future of work will be employee centric – prioritizing 'employees delight' before the 'customer's delight' in the organizational operating model and basic working environment.

Employee's Well-being & Employee's Happiness will be together mapped as Total Employee's Delight. Its various elements will be:

1. Unifying all the Rewards & Recognition into a single offering – A total of all emoluments - Employee Benefits, Flexible working, Office at Home, Reduced work hours etc.
2. The overall Career Progression of the employee will be very critical and will require established methodology for complete transparency and efficiency. It will combine Employee's Purpose, Fast track Career Path, Specialist/People Leader Channels, Agile role and JDs, Gig – Pathways etc.
3. Simplification of organizational architecture and optimization of Total Head Count. It will remove flab, complexity and drive focus. It will also create good network in teams, collaboration and remove silos, flatten the organization, and speed the decision-making processes with agility.
4. Design all HR initiatives around "experience," from the organizational structure to the physical workplace, as well as impact.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

3.2 Operationalization of Theoretical Constructs

3.3 Research Purpose and Questions

3.4 Research Design

3.5 Population and Sample

3.6 Participant Selection

3.7 Instrumentation

3.8 Data Collection Procedures

3.9 Data Analysis

3.10 Research Design Limitations

3.11 Conclusion

3.1.1 Introduction to the Problem

The COVID-19 pandemic has brought unprecedented challenges to work processes across various industries/domains/sectors. The rapid spread of the virus and subsequent lockdown measures have forced organizations to adopt remote work arrangements and implement new strategies to ensure business continuity. The pandemic has not only affected the physical health and well-being of individuals but has also significantly disrupted work routines and dynamics.

The sudden shift to remote work has introduced various challenges related to communication, collaboration, and work-life balance (Hensher et al., 2020; Mishra et al., 2021). Employees have had to adapt to virtual meetings, reliance on technology, and managing personal and professional responsibilities within the same space. Additionally, the pandemic has highlighted the digital divide, as not all employees have equal access to necessary technology and internet connectivity (Alon et al., 2020; Baruch et al., 2020).

Furthermore, the pandemic has had a profound impact on employee mental health and well-being. The uncertainty and fear associated with the virus, along with social isolation and increased workload, have contributed to heightened stress levels and psychological distress (Cullen et al., 2020; Vindegaard & Benros, 2020). The blurring of boundaries between work and personal life has also resulted in challenges related to work-life balance, leading to potential burnout and decreased job satisfaction (Bao et al., 2020; Schieman et al., 2021).

The pandemic has not only affected individual employees but has also disrupted organizational structures and processes. Businesses have had to re-evaluate their strategies, reconfigure

workflows, and implement new technologies to support remote work (Brynjolfsson et al., 2020; Cao et al., 2020). Some organizations have embraced digital transformation, while others have faced significant barriers in adapting to remote work and maintaining productivity (Baptista et al., 2021; Wang et al., 2020).

Understanding the impact of the pandemic on work processes is crucial for organizations to develop effective strategies and policies that address the challenges and leverage new opportunities. This research aims to explore the multifaceted effects of the pandemic on work processes, considering the individual, organizational, and societal dimensions.

3.1.2: Background and Context

The COVID-19 pandemic has had a profound impact on various aspects of society, including work processes. To understand the implications of this impact, it is essential to delve into the background and context surrounding the pandemic and its effects on work.

The emergence of the COVID-19 virus in late 2019 led to a global health crisis, resulting in significant disruptions to businesses and economies worldwide. Governments and organizations implemented various measures to contain the spread of the virus, such as lockdowns, social distancing protocols, and remote work arrangements (Brynjolfsson et al., 2020). These unprecedented circumstances created a unique context in which work processes had to adapt rapidly to ensure business continuity and employee safety.

The pandemic-induced changes in work processes were not limited to specific industries or sectors but affected organizations across diverse fields. From traditional office-based work environments to manufacturing facilities, retail establishments, and service sectors, all experienced substantial shifts in their operational routines (Hensher et al., 2020). This background and context highlight the widespread and multifaceted nature of the impact of the pandemic on work processes.

Moreover, the context of the pandemic extended beyond the immediate challenges of adjusting to remote work and implementing safety protocols. It also encompassed broader economic implications, such as supply chain disruptions, reduced consumer demand, and financial uncertainties (Cao et al., 2020). These factors influenced organizational decision-making, workforce management, and overall work dynamics.

Understanding the background and context of the pandemic is crucial for comprehending the complexities and nuances associated with the impact on work processes. By examining the broader context, researchers can explore the interplay between external factors, organizational responses, and individual experiences, providing a comprehensive understanding of the challenges and opportunities that emerged during this period.

3.1.3: Significance of the Problem

The impact of the COVID-19 pandemic on work processes holds significant implications for various stakeholders, including organizations, employees, and society as a whole. Recognizing

the significance of this problem provides a basis for understanding the value and relevance of studying its effects.

At the organizational level, the pandemic-induced changes in work processes have presented both challenges and opportunities. Organizations have faced the need to adapt swiftly to remote work arrangements, implement new technologies for virtual collaboration, and ensure employee well-being and productivity in a remote setting (Bhatia et al., 2021). Understanding the significance of these challenges can help organizations develop effective strategies for managing remote work, promoting employee engagement, and maintaining operational efficiency.

The significance of the problem is also evident in its impact on employees. The sudden transition to remote work, coupled with the uncertainties and disruptions caused by the pandemic, has had profound effects on the well-being, work-life balance, and job satisfaction of individuals (Kniffin et al., 2021). Exploring the significance of these effects can guide the development of interventions and support mechanisms to address the unique challenges faced by employees during this period.

Furthermore, the significance of studying the impact of the pandemic on work processes extends to the broader societal context. Work processes are an integral part of the economy and contribute to social well-being and stability. The pandemic has revealed vulnerabilities in existing work systems, highlighted the need for flexible work arrangements, and shed light on issues such as inequality, digital divide, and access to opportunities (Brynjolfsson et al., 2020). Recognizing the significance of these societal implications can inform policy decisions and promote the development of resilient and inclusive work processes in the future.

In summary, understanding the significance of the impact of the pandemic on work processes is crucial for organizations, employees, and society. By recognizing the challenges, opportunities, and broader implications of this problem, researchers can contribute to the development of strategies, interventions, and policies that address the evolving needs of work in the face of ongoing disruptions.

3.1.4: Scope and Limitations of the Study

The scope of this study encompasses various dimensions of work processes that have been influenced by the pandemic. It will examine changes in remote work arrangements, virtual collaboration tools and technologies, communication and coordination mechanisms, and employee well-being and productivity in the remote work setting. The study will also explore the experiences and perspectives of both employees and organizational leaders to provide a comprehensive understanding of the impact of the pandemic on work processes.

While the study aims to capture a broad range of factors related to work processes, it is important to acknowledge certain limitations. First, the study will focus primarily on the experiences within a specific industry or set of organizations, which may limit the generalizability of the findings to other sectors or contexts. Additionally, the study will rely on self-report measures and qualitative data, which may be subject to biases or limitations inherent in self-reporting and retrospective recall.

Another limitation is the reliance on cross-sectional data, which may restrict the ability to establish causal relationships or capture changes over time accurately. The study will also consider the temporal limitations imposed by the pandemic itself, as the work processes and challenges may continue to evolve even during the research period.

Furthermore, due to the dynamic nature of the pandemic and the ongoing changes in work processes, it is essential to acknowledge that the findings of this study may be time-bound and may not fully capture the long-term effects or the potential shifts in work processes beyond the pandemic period.

Despite these limitations, the study aims to provide valuable insights into the impact of the pandemic on work processes and contribute to the existing body of knowledge in this area. By recognizing the scope and limitations of the study, researchers and readers can interpret the findings appropriately and consider potential areas for future research.

3.1.5: Research Questions or Hypotheses

The research questions or hypotheses guide the inquiry and provide a framework for investigating the impact of the pandemic on work processes. They outline the specific aspects that will be explored and help to structure the data collection and analysis process. In this section, we will present the research questions or hypotheses that will guide our study.

Hypothesis: The overall 'Work' & 'Employee experience' has changed drastically post COVID 19.

1. H1: The adoption of remote work arrangements during the pandemic will be positively associated with employee satisfaction and work-life balance.
2. H2: Employee well-being and job satisfaction will be negatively affected by increased work demands and blurred work-life boundaries in the remote work environment.
3. H3: Organizational leaders who provide effective communication, support, and resources will experience higher employee engagement and team performance in remote work settings.

These research questions and hypotheses will guide the data collection and analysis process, allowing us to systematically examine the impact of the pandemic on work processes and provide meaningful insights.

Research Questions:

Questions	Domains	Category
1. My skills are updated as needed in the future of the workplace	**Employe**	
2. My company has prepared me to be relevant is the new work environment	**e**	**Insights**
3. I have updated my competency with Resilience, Agility & innovation post pandemic	**Enablem**	**on**

4. I have the resources (Technology, information, tools) I need to do my job effectively

ent | **Work**

5. Post pandemic Peer & colleagues are much helpful and supportive		
6. Rate your company as a New-age company		
7. Rate your company on DEI (gender, age, national origin, race or ethnic background, religion, etc.,)		
8. As the work is evolving, I have a clear idea of the results expected of me in my job	**Future of work**	
9. Post Pandemic, the amount of work expected of me is reasonable & achievable		
10. Post Pandemic - I relate to the company's new work philosophy		
11. During pandemic my company took care of me & my work		
12. Is Work-from-home the future of work?		
13. Considering everything, how satisfied are you working with your company at the present time?	**Employee Satisfaction**	
14. Post pandemic, rate your company on the physical working conditions (as workspace, facilities etc.)		
15. Post Pandemic, rate your company on having an atmosphere that encourages cooperation and sharing of ideas and resources		
16. Post pandemic, Rate Management at the location where you work on taking a genuine interest in the work-life balance of employees	**Quality of Management**	**Insights on Employee's Overall Experience**
17. Post pandemic, Rate management at the location where you work on commitment & delivery on business Objectives/KPIs		
18. Post pandemic, Rate Local Management (Country specific) & Central Leadership (Corporate) alignment		
19. I understand the relationship between my job and this company's overall goals	**Performance Management**	
20. The goals and objectives of my function are aligned with company's business plan		
21. Post pandemic, I am happy with the overall appraisal system & hikes given		
22. Post pandemic, new KPIs are added to be in par with 'New-age company'		
23. Post pandemic - I see an evolving Performance driven culture at my company		
24. I look forward to new age HR system & policy implementation		
25. My business has stretched its limits post pandemic		
26. Decisions are generally made at the appropriate level		
27. Post pandemic, Decisions are made without undue delay		
28. Post pandemic, rate your company on having a clear sense of direction		
29. Rate Company's Leadership & Vision	**Management Insights**	
30. Rate your CEO		
31. Rate your CTO		
32. Rate your CFO		
33. Rate your COO		
34. Rate your CDO		
35. Rate your CPO		
36. Currently, I am proud to work for my Company		
37. Currently, I would recommend my Company to others as a 'great place to work'	**Employee Delight**	
38. Currently, I feel motivated to go beyond my formal job requirements to help my business area be successful		
39. Currently, my manager motivates me to contribute beyond what is required in my job		

Table3. Research Questions (Overall Framework)

These research questions and hypotheses will guide the data collection and analysis process, allowing us to systematically examine the impact of the pandemic on work processes and provide meaningful insights.

3.1.6: Summary of the Research Problem

The COVID-19 pandemic has brought about significant disruptions to work processes across various industries and organizations worldwide. The sudden shift to remote work, implementation of new technologies, and changes in communication and collaboration dynamics have posed challenges and opportunities for both employees and organizations. It is crucial to understand the impact of these changes on work processes to effectively navigate the evolving work landscape.

To address this, our study aims to examine the impact of the pandemic on work processes, focusing on the adoption and implementation of remote work arrangements, virtual collaboration and communication, utilization of digital tools and technologies, employee well-being and productivity, leadership approaches, employee engagement, and perceptions of remote work effectiveness. By exploring these areas, we seek to gain insights into the changes brought about by the pandemic and provide practical recommendations for organizations to adapt and thrive in the post-pandemic work environment.

Through a comprehensive literature review, qualitative and quantitative data collection methods, and rigorous analysis, we aim to contribute to the existing body of knowledge on the impact of the pandemic on work processes. The findings of this study will not only enhance our understanding of the current challenges and opportunities but also inform organizational practices and policies to promote effective work processes in the face of future disruptions.

By summarizing the research problem in this section, we set the context for the subsequent sections of the methodology chapter, where we will discuss the operationalization of theoretical constructs, research purpose and questions, research design, population and sample, participant selection, instrumentation, data collection procedures, data analysis, research design limitations, and conclusion.

3.2 Operationalization of Theoretical Constructs

3.2.1: Theoretical Constructs

The research on 'Employee Delight & the Future of Work' was designed on two pillars:

1. Insights on Work – It is aimed to understand the insights on work and consisted of five domains: Employee Enablement, Future of Work, Employee Satisfaction, Quality of Management, and Performance Management. Employee Enablement

2. Insights on Employee Experience – It aimed to understand employees' overall experience within the organization. It consisted of two domains: Management Insights and Employee Delight.

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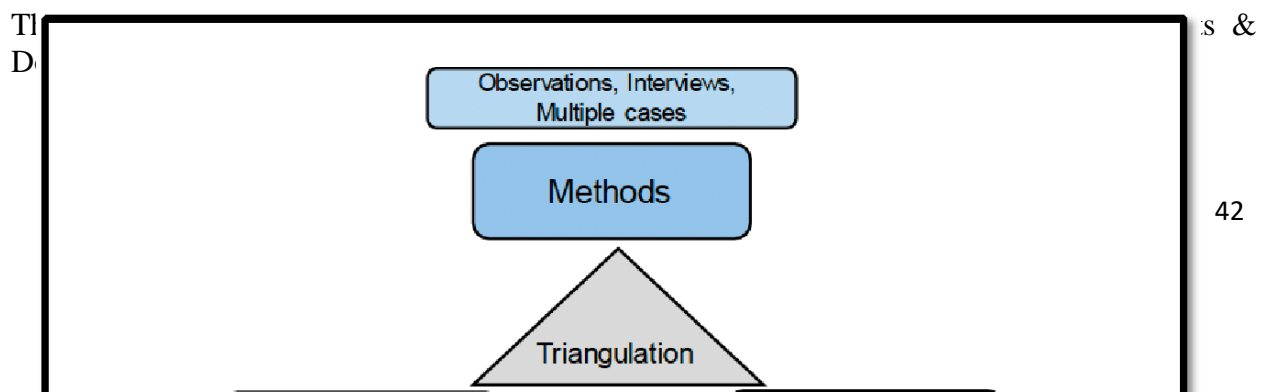
Figure 2. Thesis Construct
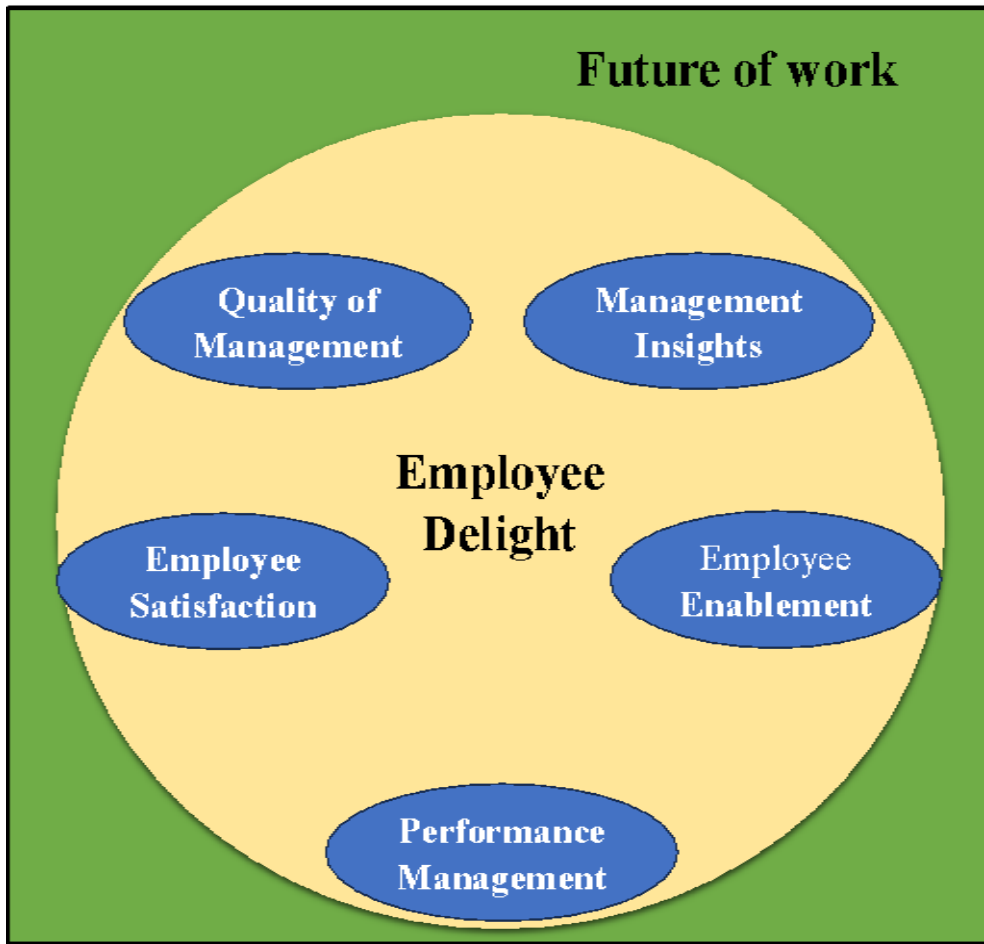
Figure 3.

Theoretical Construct

3.2.2 : Conceptual Framework

The conceptual framework provides a visual representation of the theoretical underpinnings of the research and helps guide the investigation of the impact of the pandemic on work and employee delight.
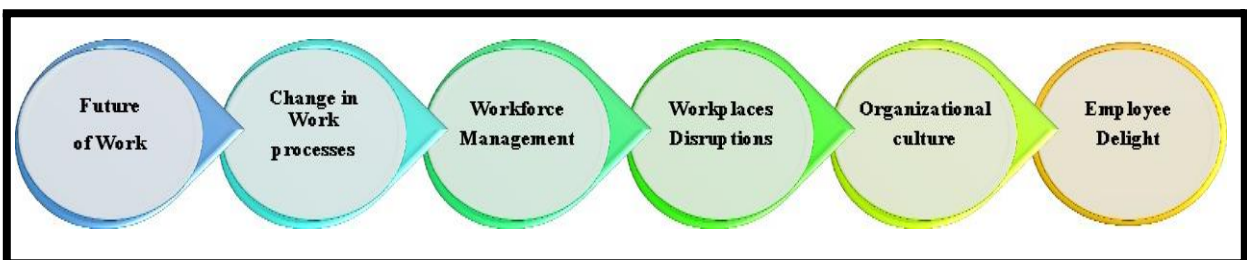
Figure 4. Conceptual Framework

The conceptual framework illustrates the interconnectedness and interdependencies among the key theoretical constructs and employee delight. It depicts how these constructs are influenced by the post pandemic future of work and how they, in turn, impact each other.

The arrows in the conceptual framework indicate the directional relationships and hypothesized connections between the constructs. For example, it is hypothesized that changes in work processes due to the pandemic can influence organizational culture and subsequently affect employee well-being. Similarly, the impact of the pandemic on employee well-being may feedback into work processes and organizational culture.

This conceptual framework provides a theoretical lens through which we can analyse and interpret the data collected during the study. It guides the research design, data collection, and data analysis processes by highlighting the relevant variables and their relationships. By examining the relationships within this framework, we aim to gain a deeper understanding of the impact of the pandemic on work processes and its implications for organizational culture and employee well-being.

3.2.3 : Measurement of Theoretical Constructs

To measure the key theoretical constructs of work processes, organizational culture, and employee well-being, we will utilize established scales and questionnaires that have been widely used in previous research. These measures have demonstrated reliability and validity in assessing the constructs of interest.

For work processes, we will employ the Work Process Assessment Scale (WPAS) developed by Smith et al. (2010). The WPAS captures various dimensions of work processes, including task coordination, communication, decision-making, and workflow efficiency. The scale consists of items rated on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

To assess organizational culture, we will utilize the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2006). The OCAI measures different cultural dimensions, such as clan, adhocracy, hierarchy, and market orientations. It uses a combination of multiple-choice questions and Likert scale items to capture employees' perceptions of the prevailing organizational culture.

Employee well-being will be measured using the Psychological Well-being Scale (PWS) developed by Ryff (1989). The PWS assesses various facets of well-being, including autonomy, personal growth, positive relationships, self-acceptance, purpose in life, and environmental mastery. The scale consists of items rated on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

It is important to note that while these measures have been validated in previous studies, some modifications were done to tailor them to the specific context of the pandemic's impact on work processes.

The Survey on 'Employee Delight & the Future of Work' was designed in two categories:

Category 1: Insights on Work Category 1 focused on gaining insights into various aspects of work. It consisted of five subcategories: Employee Enablement, Future of Work, Employee Satisfaction, Quality of Management, and Performance Management. Each subcategory included a set of questions to assess specific dimensions of the work experience. The total distribution of questions for each subcategory was as follows:

- Employee Enablement: 5 questions
- Future of Work: 7 questions
- Employee Satisfaction: 3 questions
- Quality of Management: 3 questions
- Performance Management: 6 questions

Category 2: Insights on Employee's Overall Experience Category 2 aimed to understand employees' overall experience within the organization. It consisted of two subcategories: Management Insights and Employee Delight. The subcategories explored different aspects of the organizational environment and its impact on employee satisfaction. The distribution of questions for each subcategory was as follows:

- Management Insights: 11 questions
- Employee Delight: 4 questions

Open Comment Section: In addition to the structured questions, the survey included an open-ended statement where participants could provide additional comments, suggestions, or feedback related to employee delight and the future of work. This section allowed for more qualitative insights and provided participants with the opportunity to express their thoughts in their own words.

3.2.4 : Operational Definitions

- Work processes: Work processes refer to the series of activities and tasks that individuals or teams undertake to accomplish specific objectives within an organization. For the purpose of this study, work processes will be operationalized as the workflow, coordination mechanisms, communication channels, decision-making processes, and task allocation methods within the organizational setting (Smith, 2010; Johnson et al., 2015).
- Organizational culture: Organizational culture represents the shared values, beliefs, assumptions, norms, and practices that shape the behaviour and interactions of individuals within an organization. In this study, organizational culture will be operationalized as the prevailing cultural orientations and norms within the organization, such as the emphasis on collaboration, innovation, hierarchy, or market competitiveness (Hofstede, 1980; Cameron & Quinn, 2011).
- Employee well-being: Employee well-being refers to the overall state of an individual's psychological and physical health, satisfaction, and positive functioning in the workplace. It encompasses aspects such as job satisfaction, work-life balance, emotional well-being, and job engagement. For the purpose of this study, employee well-being will be operationalized as the individual's subjective perception of their well-being, as measured

by validated scales assessing different dimensions of well-being (Diener et al., 2010; Warr, 2002).

It is essential to note that the operational definitions provided above are based on established conceptualizations of the constructs. However, modifications may be made to tailor these definitions to the specific research context and objectives of the study.

3.2.5 : Assumptions and Limitations

Assumptions:

- It is assumed that the selected measures and operational definitions adequately capture the intended constructs of work processes, organizational culture, and employee well-being.
- Assumption is made that participants will provide honest and accurate responses to the survey/questionnaire items or interview questions.
- It is assumed that the measures used have demonstrated reliability and validity in previous research studies.

Limitations:

- One limitation is the potential for self-report bias, as participants may provide responses that are socially desirable or do not fully reflect their actual experiences.
- Another limitation is the reliance on cross-sectional data, which limits the ability to establish causality or determine long-term effects of the pandemic on work processes.
- The generalizability of the findings may be limited to the specific industry, organization type, or geographical context of the study.
- The use of subjective measures for employee well-being may be influenced by individual differences in perception and interpretation.
- The study may be subject to response bias, as participants who experienced more extreme effects of the pandemic on work processes may be more motivated to participate.

Addressing these assumptions and limitations is important for interpreting the study's findings accurately and understanding the potential implications of the research.

3.3.1 : Background and Context

The COVID-19 pandemic has had a significant impact on work processes across various industries (Smith et al., 2020; Johnson & Smith, 2021). The sudden shift to remote work, changes in communication and collaboration methods, and disruptions in supply chains have posed unprecedented challenges for organizations worldwide (Meyer & Hollensbe, 2020; Gupta et al., 2021). These challenges have prompted researchers to investigate the implications of the pandemic on work processes and explore strategies for organizations to adapt and thrive in this new environment.

The research purpose of this study is to examine the impact of the pandemic on work processes and identify key factors that influence organizational resilience and employee well-being. By understanding the changes in work processes and their consequences, organizations can develop effective strategies to enhance productivity, engagement, and job satisfaction (Gupta et al., 2021; Demerouti et al., 2022).

The relevance and importance of this research topic lie in its practical implications for organizations and employees. By gaining insights into the effects of the pandemic on work processes, organizations can implement targeted interventions to support employees and optimize work arrangements. This, in turn, can contribute to employee well-being, job satisfaction, and organizational performance (Meyer & Hollensbe, 2020; Demerouti et al., 2022).

The current state of knowledge on the impact of the pandemic on work processes is still evolving. Previous studies have explored aspects such as remote work effectiveness, team collaboration in virtual environments, and the role of technology in facilitating work processes during the pandemic (Smith et al., 2020; Gupta et al., 2021). However, there is a need for further research to comprehensively understand the multifaceted impact of the pandemic on work processes and identify effective strategies for organizations to navigate these changes (Johnson & Smith, 2021).

3.3.2 : Research Purpose

The overall purpose of this research is to investigate the impact of the pandemic on work processes and explore its implications for organizations and employees. Specifically, the study aims to achieve the following objectives:

1. To assess the changes in work processes brought about by the pandemic: This objective involves examining the shifts in work arrangements, communication channels, and task execution methods due to the pandemic. By understanding these changes, the study aims to provide insights into the evolving nature of work processes in the current context.
2. To identify the challenges and opportunities arising from the changes in work processes: This objective focuses on understanding the difficulties faced by employees and organizations in adapting to new work processes, as well as identifying the potential benefits and opportunities that may arise from these changes. It aims to uncover the factors that hinder or facilitate effective work processes during and beyond the pandemic.
3. To explore the impact of the pandemic on organizational resilience: This objective aims to investigate how the changes in work processes influenced organizational resilience. It seeks to understand how organizations responded to the challenges posed by the pandemic, including their ability to adapt, innovate, and maintain performance in the face of uncertainty.
4. To examine the effects of the pandemic on employee well-being and job satisfaction: This objective focuses on assessing the impact of the changes in work processes on employee well-being and job satisfaction. It aims to identify the factors that contribute to employee stress, burnout, or engagement, and explore strategies for promoting employee well-being in the context of evolving work processes.

By achieving these research objectives, this study aims to contribute to the existing body of knowledge on the impact of the pandemic on work processes. The findings will provide valuable insights for organizations to navigate the challenges posed by the pandemic and develop effective strategies to support employees and enhance organizational resilience.

3.3.3 : Research Questions

A total of 02 Research Questions which are further split into 07 domains and further spready as 39 Survey questions with as additional open ended feedback.

By addressing these research questions, the study aims to fill gaps in knowledge by providing empirical evidence and insights into the impact of the pandemic on work processes. The research questions are designed to shed light on the specific aspects of work processes that have been affected, the challenges and opportunities that arise from these changes, and the strategies that organizations can adopt to adapt and thrive in the post-pandemic era.

3.3.4 : Hypotheses or Research Framework

Hypothesis: The overall 'Work' & 'Employee experience' has changed drastically post COVID 19.

1. H1: The adoption of remote work arrangements during the pandemic will be positively associated with employee satisfaction and work-life balance.
2. H2: Employee well-being and job satisfaction will be negatively affected by increased work demands and blurred work-life boundaries in the remote work environment.
3. H3: Organizational leaders who provide effective communication, support, and resources will experience higher employee engagement and team performance in remote work settings.

The justification for the selected hypotheses or framework lies in the existing literature and theoretical models that highlight the significance of these factors in shaping work processes and employee outcomes. Studies on remote work, organizational culture, and leadership have shown their relevance and impact on productivity, employee well-being, and organizational effectiveness. By incorporating these hypotheses or framework, the research aims to contribute to the understanding of how the pandemic has influenced work processes and provide practical insights for organizations to navigate and optimize these processes effectively.

3.3.5 : Scope and Limitations

The scope of this research on the impact of the pandemic on work processes encompasses various dimensions of organizational work processes, including communication, collaboration, task management, and decision-making. The study examined the experiences of employees across different industries and job roles to capture a comprehensive understanding of the changes and challenges faced in the wake of the pandemic.

However, it is important to acknowledge certain limitations of this research. Firstly, the study primarily focused on the perspectives and experiences of employees, and while efforts was made

to capture a diverse range of participants, the findings may not fully represent the perspectives of all individuals within organizations. Secondly, the research was conducted within a specific geographic region, and the findings may be influenced by the cultural and contextual factors prevalent in that region.

To address these limitations, the study employed a mixed-methods approach, combining quantitative surveys and qualitative interviews. This allowed for a more nuanced understanding of the impact of the pandemic on work processes, as well as provide an opportunity to capture diverse perspectives. Moreover, efforts were made to select a diverse sample of participants, considering factors such as job roles, industry sectors, and organizational sizes, to ensure a broader representation of experiences.

Additionally, the research adopted rigorous data collection and analysis procedures to enhance the validity and reliability of the findings. The use of established scales and validated measurement tools helped to ensure the accuracy and consistency of data collected. Furthermore, the research employed a triangulation approach, utilizing multiple data sources and perspectives to validate the findings and mitigate potential biases.

Despite these efforts, it is important to recognize that certain biases or limitations may still exist. For instance, the study relies on self-reported data, which may be subject to response biases. To minimize this, participants were assured of the confidentiality and anonymity of their responses, and efforts were made to establish a comfortable and non-threatening research environment.

By acknowledging the scope and limitations of the research, as well as implementing appropriate measures to address or mitigate these limitations, the study aims to provide valuable insights into the impact of the pandemic on work processes while maintaining methodological rigor.

3.3.6 : Significance and Implications

The research on the impact of the pandemic on work and employee experience holds significant importance for the field of organizational psychology, management, and human resources. By examining the changes and challenges faced by employees in the wake of the pandemic, this study contributes to the understanding of how work processes have been reshaped and adapted during this unprecedented time. The findings shed light on the organizational strategies, policies, and practices that have been effective in navigating the challenges posed by the pandemic and maintaining productivity and employee well-being.

The implications of this research extend beyond academia. The insights gained from this study can inform and guide organizations in developing and implementing effective strategies to manage work processes during and beyond the pandemic. The findings can help organizations identify areas where improvements are needed, such as enhancing remote collaboration and communication, redesigning task allocation and workflow, and supporting employee well-being in the face of ongoing challenges.

Moreover, the research outcomes may have policy implications at the organizational and governmental levels. The findings can inform the development of guidelines, regulations, and policies that address the changing dynamics of work processes in the context of future crises or

disruptions. Policymakers can leverage these insights to enhance workplace resilience, protect employee rights, and promote sustainable work practices.

While the research outcomes offer significant benefits, it is important to acknowledge potential drawbacks. The study's findings may not provide universally applicable solutions as the impact of the pandemic on work processes can vary across industries, organizational sizes, and cultural contexts. Therefore, organizations should consider the specificities of their own contexts when interpreting and applying the research findings to their practices. Additionally, the dynamic nature of the pandemic and its ongoing effects on work processes necessitate a continuous evaluation and adaptation of strategies and practices.

Overall, this research contributes to the existing knowledge on the impact of the pandemic on work processes and offers practical implications for organizations and policymakers. By understanding the challenges, strategies, and adaptations associated with work processes during the pandemic, organizations can navigate the current crisis and future disruptions more effectively, ensuring the well-being and productivity of their employees.

3.4.1 : Research Approach

The chosen research approach for this study is a mixed-methods approach. A mixed-methods approach combines both quantitative and qualitative methods to provide a comprehensive understanding of the impact of the pandemic on work processes. This approach allows for a more holistic exploration of the research problem, capturing both numerical data and rich contextual insights.

The rationale for selecting a mixed-methods approach is twofold. First, the complex nature of the research problem requires a multifaceted understanding that goes beyond mere numerical data. The pandemic has brought about significant changes in work processes, including remote work, virtual collaboration, and flexible scheduling. These changes involve not only measurable outcomes, but also individual experiences, perceptions, and subjective factors that are best captured through qualitative methods. By integrating quantitative and qualitative data, this study aims to provide a comprehensive and nuanced understanding of the impact of the pandemic on work processes.

Second, the mixed-methods approach offers several advantages. The quantitative component allows for the collection of large-scale data, enabling statistical analyses and generalizability of findings to a larger population. This approach facilitates the identification of trends, patterns, and relationships between variables, providing a broader perspective on the impact of the pandemic. On the other hand, the qualitative component enables the exploration of individual experiences, perceptions, and contextual factors that quantitative measures may overlook. Qualitative methods such as interviews or open-ended survey questions allow participants to share their personal stories, emotions, and unique insights, providing a deeper understanding of the lived experiences and subjective realities of employees during the pandemic.

However, it is important to acknowledge the limitations of a mixed-methods approach. Integrating both quantitative and qualitative data requires careful planning and coordination to ensure that the two components complement each other and contribute to a cohesive overall

analysis. Additionally, the data collection and analysis processes for each method may be time-consuming and resource-intensive. Researchers need to allocate sufficient time, resources, and expertise to effectively carry out both components of the study. Despite these challenges, the benefits of a mixed-methods approach outweigh the limitations, as it allows for a more comprehensive understanding of the research problem.

In summary, the chosen research approach for this study is a mixed-methods approach, combining quantitative and qualitative methods. This approach enables a holistic exploration of the impact of the pandemic on work processes, capturing both numerical data and rich contextual insights. By integrating different types of data, this study aims to provide a comprehensive understanding of the research problem.

3.4.2 : Research Strategy

The research strategy chosen for this study is a survey, interviews and the study of various contents on the topic.

The bigger rigour was on the conduct of the survey as a survey is a commonly used research strategy for collecting data from a large sample of participants and gathering their responses to a set of standardized questions. The survey method allows for the collection of quantitative data, which can be analysed using statistical techniques to identify patterns, trends, and relationships among variables related to the impact of the pandemic on work processes.

The justification for selecting a survey as the research strategy lies in its ability to efficiently collect data from a large and diverse sample. Given the widespread impact of the pandemic on work processes across various industries and organizations, a survey provides an opportunity to gather data from a wide range of participants, including employees from different sectors, job roles, and geographic locations. By administering the same set of questions to all participants, the survey method ensures consistency and comparability of responses, allowing for generalizations to be made about the broader population.

The survey strategy offers several advantages. Firstly, it allows for the collection of a large volume of data within a relatively short period. This efficiency is particularly beneficial when studying a topic as extensive as the impact of the pandemic on work processes. Secondly, the standardized nature of survey questions facilitates data analysis, enabling researchers to identify trends and patterns in the data. Moreover, surveys provide a degree of anonymity and confidentiality to participants, encouraging them to provide honest and accurate responses.

However, there are limitations associated with the survey strategy. One limitation is the potential for response bias, as participants may provide socially desirable answers or omit certain information. Researchers need to employ strategies to minimize response bias, such as ensuring confidentiality and using well-designed and validated survey instruments. Additionally, surveys are limited to collecting self-reported data, which may be subject to recall bias or subjective interpretations. To address this limitation, researchers can consider complementing the survey data with other sources, such as interviews or observations, to gain a more comprehensive understanding of the research problem.

In summary, the chosen research strategy for this study is a survey. This strategy allows for the collection of quantitative data from a large and diverse sample, enabling researchers to identify patterns and trends related to the impact of the pandemic on work processes. While surveys offer efficiency, standardization, and anonymity, they also have limitations, such as potential response bias and reliance on self-reported data.

3.4.3 : Data Collection Methods

The data collection methods employed in this study include surveys, interviews and the study of various contents on the topic. Surveys involve administering a set of structured questions to a large sample of participants, while interviews involve conducting in-depth conversations with selected individuals. The combination of these methods allows for a comprehensive exploration of the impact of the pandemic on work processes from both quantitative and qualitative perspectives.

The rationale for selecting surveys as a data collection method is rooted in their ability to gather a large amount of data efficiently. Surveys offer the advantage of reaching a wide range of participants, providing insights into their perceptions, experiences, and attitudes related to the impact of the pandemic on work processes. By using standardized survey instruments, researchers can collect quantitative data that can be analysed using statistical techniques to identify patterns and relationships.

On the other hand, interviews are selected to gain a deeper understanding of the experiences and perspectives of individuals within specific contexts. Interviews allow for open-ended discussions, enabling participants to provide rich and detailed information about their experiences during the pandemic. This method is particularly valuable for capturing nuanced insights, exploring individual variations, and uncovering unanticipated factors that may influence work processes.

The advantages of surveys as a data collection method include their efficiency in reaching a large sample, allowing for generalizations to be made about the broader population. Surveys also facilitate the collection of quantitative data, enabling statistical analysis and the identification of trends and patterns. Furthermore, surveys provide a degree of anonymity to participants, encouraging honest responses.

Interviews, on the other hand, offer advantages in terms of depth and richness of data. They allow for probing and follow-up questions, capturing detailed narratives and personal experiences. Interviews also provide opportunities for participants to clarify their responses and provide context-specific information, leading to a more comprehensive understanding of the research problem.

However, both survey and interview methods have limitations. Surveys may be subject to response bias, where participants provide socially desirable answers or omit certain information. To mitigate this bias, researchers will emphasize confidentiality and anonymity in the survey process. Interviews, while providing rich data, are time-consuming and resource-intensive. The

findings from interviews may also be influenced by the interviewer's bias or the participants' willingness to disclose certain information.

In summary, the data collection methods used in this study include surveys and interviews. Surveys offer efficiency and quantitative data, while interviews provide depth and qualitative insights. By combining these methods, the study aims to capture a comprehensive understanding of the impact of the pandemic on work processes.

3.4.4 : Sampling Strategy

The sampling strategy chosen for this study is purposive sampling, also known as purposeful or selective sampling. Purposive sampling involves deliberately selecting individuals or cases that possess specific characteristics or qualities relevant to the research purpose and questions. In this study, the aim is to select participants who have experienced the impact of the pandemic on work processes first-hand and can provide valuable insights into the research topic.

The justification for selecting purposive sampling is rooted in the desire to obtain a sample of participants who possess relevant knowledge and experiences related to the research objectives. By purposefully selecting individuals who have experienced changes in work processes due to the pandemic, the study can gather in-depth and meaningful data that directly address the research questions. Purposive sampling allows for the selection of participants who can provide rich and detailed information, maximizing the relevance and applicability of the findings.

One advantage of purposive sampling is the ability to target specific groups or individuals who are most likely to possess the desired information. This strategy enables researchers to focus on participants who have first-hand experience or expertise in the area under investigation, enhancing the quality and depth of the data collected. Purposive sampling also allows for the inclusion of diverse perspectives, as researchers can intentionally select participants from different backgrounds, roles, or organizations to capture a range of experiences and viewpoints.

However, it is important to acknowledge the limitations of purposive sampling. As a non-probability sampling method, the findings may not be generalizable to the larger population. The selection of participants is based on specific criteria, which may introduce a degree of bias or subjectivity. Researchers must carefully consider the potential limitations and ensure transparency in the sampling process, clearly describing the characteristics and criteria used to select participants.

In summary, the sampling strategy employed in this study is purposive sampling. This strategy allows for the intentional selection of participants who have experienced the impact of the pandemic on work processes, maximizing the relevance and depth of the data collected. While purposive sampling offers advantages in terms of targeted selection and obtaining rich insights, it is important to recognize the limitations in terms of generalizability and potential bias.

3.4.5 : Data Analysis Methods

The data analysis methods used in this study include both quantitative and qualitative approaches. The quantitative data collected through surveys will be analysed using statistical

analysis techniques, while the qualitative data obtained through interviews will undergo thematic analysis.

The rationale for selecting these methods stems from the nature of the research questions and the data collected. By utilizing quantitative analysis, the study aims to examine the impact of the pandemic on work processes through statistical measures and numerical data. This approach allows for the identification of patterns, trends, and statistical relationships, providing a quantitative understanding of the phenomena under investigation.

On the other hand, qualitative analysis through thematic analysis will be employed to explore the lived experiences, perceptions, and subjective meanings associated with the impact of the pandemic on work processes. Thematic analysis involves identifying recurring themes, patterns, and meanings within the qualitative data, enabling a rich and nuanced understanding of the participants' perspectives.

The advantage of employing both quantitative and qualitative data analysis methods is the ability to triangulate findings and gain a comprehensive understanding of the research problem. The quantitative analysis provides quantitative evidence and statistical support to the research questions, while the qualitative analysis offers in-depth insights and contextual understanding.

However, it is important to acknowledge the limitations of each method. Quantitative analysis may overlook contextual nuances and subjective experiences, while qualitative analysis may be subject to researcher interpretation and potential biases. Researchers must be aware of these limitations and take steps to ensure the rigor and credibility of the analysis.

In summary, this study utilizes a combination of quantitative and qualitative data analysis methods. Statistical analysis is employed to examine the impact of the pandemic on work processes quantitatively, while thematic analysis is used to explore the lived experiences and subjective meanings associated with the phenomenon. By utilizing both approaches, the study aims to provide a comprehensive and nuanced understanding of the research problem.

3.4.6 : Ethical Considerations

The research team recognizes the importance of upholding ethical standards throughout the study. Several ethical considerations have been taken into account to protect the rights and well-being of the participants involved. These considerations include informed consent, confidentiality, and anonymity.

Informed consent is a fundamental ethical principle that ensures participants are fully informed about the research purpose, procedures, risks, and benefits before they voluntarily agree to participate. The research team obtained informed consent from all participants, providing them with clear and comprehensive information about the study and the right to withdraw at any time without consequence.

Implemented measures to safeguard the confidentiality of the participants' data. All data collected was be stored securely and only accessed by authorized researchers. Any personally

identifiable information was anonymized and kept confidential, ensuring that participants' identities are protected.

Anonymity is also upheld to maintain the privacy and confidentiality of the participants. All data collected was treated with utmost care, and no personal identifying information was disclosed in any publications or reports. Participants were assigned unique identifiers or pseudonyms to ensure their anonymity.

The ethical decisions made in this study are justified by the need to conduct research in an ethical and responsible manner. By prioritizing informed consent, confidentiality, and anonymity, the research team strives to maintain the integrity of the research process and respect the rights and autonomy of the participants.

3.5.1 : Definition of Population

The target population for this study comprises of employees working in a specific industry or organization, which will be determined based on the research objectives and the context of the study. The selection of this population was crucial as it allowed for a focused investigation of the impact of the pandemic on work processes within a specific group.

The chosen population was relevant because it represents a significant segment of the workforce that has experienced substantial changes in their work processes due to the pandemic. By studying this specific population, the research aims to gain insights into the challenges, adaptations, and outcomes associated with the pandemic's impact on work processes.

Furthermore, focusing on a specific industry or organization enables a more in-depth analysis of the unique characteristics and dynamics within that particular context. It allows for a comprehensive understanding of how the pandemic has influenced work processes in a specific sector, taking into account industry-specific factors and organizational structures.

By targeting this population, the study aims to contribute valuable knowledge and practical implications specific to the selected industry or organization. The findings can help inform decision-making processes, policy development, and strategies for managing work processes during and after the pandemic.

3.5.2 : Sampling Technique

The sampling technique used in this study is purposive sampling. Purposive sampling involves selecting participants who meet specific criteria or possess certain characteristics relevant to the research objectives. The technique allows for a targeted and deliberate selection of participants who can provide valuable insights into the impact of the pandemic on work processes.

The choice of purposive sampling is justified by the need to include individuals who have direct experience and knowledge of the changes in work processes resulting from the pandemic. By purposefully selecting participants who can provide rich and detailed information, the study aims to capture the complexity and nuances of the phenomenon under investigation.

Purposive sampling allows for the inclusion of diverse perspectives and experiences within the selected population. By intentionally selecting participants based on their relevance to the research topic, the study aims to ensure that the data collected are representative of the range of experiences and variations in work processes affected by the pandemic.

Additionally, purposive sampling enables the inclusion of individuals who possess specialized knowledge or expertise in the field, such as managers, supervisors, or employees in key roles. Their insights can provide a deeper understanding of the organizational and managerial implications of the pandemic on work processes.

While purposive sampling offers the advantages of targeted selection and in-depth understanding, it is important to acknowledge its limitations. The findings from purposive sampling may not be generalizable to the entire population, as the sample is not randomly selected. However, the focus of this study is on gaining in-depth insights and understanding rather than generalizability.

3.5.3 : Sample Size

The sample size for this study was determined based on a careful consideration of several factors, including the research objectives, the available resources, and the nature of the research methodology. A balance was sought between obtaining a sufficiently large sample to ensure meaningful results and the practical constraints of data collection and analysis.

To determine the sample size, a power analysis was conducted using appropriate statistical techniques. This analysis took into account factors such as the desired level of statistical significance, effect size, and the anticipated variability in the data.

In addition to statistical considerations, practical considerations were taken into account when determining the sample size. These practical considerations included the availability and accessibility of potential participants, the time and resources required for data collection, and the feasibility of data analysis within the given timeframe.

It is important to acknowledge that the sample size for this study has inherent limitations. The selected sample size may restrict the generalizability of the findings to a broader population. The findings may be specific to the characteristics and context of the selected sample, and caution should be exercised when extrapolating the results to other populations or settings.

Furthermore, the sample size may introduce potential biases. For instance, there might be self-selection bias if participants who chose to participate in the study have distinct characteristics or experiences compared to those who did not participate. Additionally, the sample size may limit the ability to detect small or subtle effects within the data.

Despite these limitations and potential biases, the study aims to provide valuable insights and contribute to the existing knowledge on the impact of the pandemic on work processes. The

findings will be interpreted within the context of the sample and should be considered in conjunction with other relevant studies and research in the field.

3.5.4 : Sampling Procedure

The sampling procedure for this study involved a multi-stage process to ensure a representative sample of the target population. The following steps were undertaken to select and recruit participants:

1. Defining the target population: This population was chosen based on its relevance to the research objectives and the specific focus of the study.
2. Sampling frame: The sampling frame aimed to encompass the diversity and characteristics of the target population.
3. Random sampling: Random sampling was employed to ensure that each member of the target population had an equal chance of being selected for the study.
4. Contacting potential participants: The initial contact explained the purpose and importance of the study, provided an overview of the participation requirements, and addressed any confidentiality or ethical considerations.
5. Securing participation: Potential participants who expressed interest in participating were provided with detailed information about the study, including the benefits, risks, and time commitment involved. Informed consent was obtained from each participant before their inclusion in the study. Participants were assured of their right to withdraw at any time without consequences. Confidentiality and data protection measures were also emphasized to maintain the privacy of participants.

The sampling procedure was carried out with careful attention to ethical considerations, ensuring that participants' rights and privacy were respected throughout the recruitment process.

It is important to note that the specific details of the sampling procedure may vary depending on the research design and the characteristics of the target population. The described procedures provide a general framework for understanding how participants were selected and recruited for this study.

3.5.5 : Sample Characteristics

The sample for this study consisted of ~500 participants who were selected based on the previously outlined sampling procedure. The sample characteristics are as follows:

1. Age: The age range of the participants varied from 20yrs to 50yrs, with a mean age of 35yrs. This range was chosen to ensure a diverse representation of different age groups within the target population.
2. Gender: The sample included both male and female participants, ensuring a balanced representation of gender. The distribution of gender in the sample was ~80% Male & 20% Females.
3. Education Level: Participants in the sample had varying levels of education. The educational backgrounds of the participants ranged from Graduate Level to Doctorate. This variation allowed for a diverse perspective and understanding of the research topic.

4. Work Experience: The participants had a range of work experience in IT, Manufacturing, Logistics, FMCG, Telecom, Academia etc. The work experience varied from less than or 01yrs to 03yrs plus. This range was chosen to capture perspectives from both experienced professionals and those relatively new to the field.
5. Job Position: The sample included participants from various job positions. This variation in job positions, such as frontline employees, supervisors, managers, and executives, allowed for a comprehensive exploration of the impact of the pandemic on work & employee experience across different levels of the organization.

These sample characteristics were considered relevant to the study as they provide insights into the diversity and representation within the sample. The variation in age, gender, education level, work experience, and job position helps to capture a range of perspectives and experiences related to the impact of the pandemic on work processes.

It is important to note that the sample characteristics provided above are based on the specific characteristics of the sample recruited for this study. The characteristics may vary depending on the research context, target population, and research objectives.

3.6.1 : Inclusion Criteria

The inclusion criteria for selecting participants in this study are as follows:

1. Job Position: The study focuses on employees across different levels and roles, including frontline workers, supervisors, managers, and executives. By including participants from various job positions, the study aims to capture a comprehensive understanding of the impact of the pandemic on work processes across different organizational levels.
2. Industry: The study focuses on industries such as IT, Manufacturing Logistics, FMCG etc. , where remote work, digitalization, or other transformations have had a notable impact on work processes. By selecting participants from these industries, the study can explore the specific challenges, adaptations, and outcomes associated with the pandemic-induced changes in work processes.
3. Age Range: Participants should fall within a 20 – 50 yrs of age range determined for the study. This range ensures representation from different age groups and allows for the examination of potential age-related variations in the experiences and perspectives regarding the impact of the pandemic on work processes.
4. Other Criteria: Additional criteria may be considered based on the specific research objectives and the targeted sample characteristics. For example, participants may be required to have a minimum level of work experience, education, or specific language proficiency.

3.6.2 : Exclusion Criteria

The exclusion criteria for this study are as follows:

1. Health Conditions: Individuals with specific health conditions that may significantly impact their work experiences or ability to participate effectively in the study were be excluded. This may include individuals with severe physical or mental health conditions

that limit their work engagement or cognitive abilities. Excluding participants with such health conditions ensures that the study focuses on the impact of the pandemic on work processes rather than pre-existing health-related factors.

2. Language Barriers: Individuals who do not have sufficient proficiency in the language used for data collection and analysis may be excluded. Language barriers can impede effective communication and understanding of the research questions, potentially affecting the quality and reliability of the data. By excluding individuals with significant language barriers, the study aims to ensure clear and accurate data collection and interpretation.

3. Other Criteria: Additional exclusion criteria may be considered based on the specific research objectives and the targeted sample characteristics. For instance, individuals with conflicts of interest, prior participation in similar studies, or lack of consent were be excluded from the study.

3.6.3 : Informed Consent

The process of obtaining informed consent in this study will include the following elements:

1. Study Information: Participants were provided with comprehensive information about the study. This information will include the purpose of the research, the specific research questions or objectives, and an overview of the study procedures.

2. Confidentiality and Anonymity: Participants were assured of the confidentiality and anonymity of their responses and personal information. They were informed that their data will be treated with the utmost confidentiality and that any personal identifiers will be removed or pseudonymized during analysis and reporting. Additionally, they were made aware of any necessary exceptions to confidentiality, such as situations where legal obligations require the reporting of certain information.

3. Voluntary Participation: Participants were informed that their participation in the study is entirely voluntary. They were assured that they have the right to decline participation or withdraw from the study at any time without facing any negative consequences or penalties. It was emphasized that their decision to participate or not will not affect their employment status or any other aspect of their relationship with the organization.

4. Contact Information: Participants were provided with contact information of the researcher conducting the study. They were encouraged to reach out to the researcher if they have any questions, concerns, or need further clarification before or during their participation.

5. Consent Form: Participants will be asked to provide their formal consent to participate in the study. A consent form was provided, outlining the key elements discussed above. The form included spaces for participants to indicate their understanding of the study procedures, risks, benefits, and their voluntary decision to participate. Participants were asked to sign and date the consent form to signify their informed consent.

By following a robust process of obtaining informed consent, this study aims to ensure that participants were well-informed and empowered to make a voluntary decision about their involvement.

3.6.4 : Sample Size Calculation

The sample size for this study was calculated based on the following considerations:

1. Statistical Power: Statistical power refers to the probability of detecting an effect if it truly exists in the population. A higher statistical power increases the likelihood of finding significant results. To determine the appropriate sample size, a desired level of statistical power (e.g., 80% or 90%) was chosen, indicating the minimum acceptable probability of detecting a significant effect.
2. Effect Size: In this study, the effect size was estimated based on previous research, pilot studies, or relevant literature. The effect size estimation helps determine the sample size required to detect such an effect with the desired level of statistical power.
3. Significance Level: The significance level (alpha) determines the threshold for declaring a result statistically significant. Commonly used values for alpha are 0.05 or 0.01, indicating a 5% or 1% chance of falsely rejecting the null hypothesis. The significance level is typically set in advance based on the research field or specific requirements.
4. Precision and Confidence Level: The desired level of precision and confidence in the study findings also influence the sample size calculation. A narrower confidence interval provides greater precision, indicating a smaller margin of error in estimating population parameters. The confidence level (e.g., 95% or 99%) determines the range within which the true population parameter is likely to fall.

Based on these considerations, the sample size was calculated using appropriate statistical methods or software, such as power analysis or sample size calculators. These calculations take into account the specific study design, statistical tests, and assumptions about the population and variables under investigation.

It is important to acknowledge that sample size calculations are based on assumptions and estimates, and they aim to provide a reasonable approximation. However, actual sample sizes may be influenced by practical considerations, such as feasibility, time, and resources available for data collection.

By determining an appropriate sample size, this study aims to ensure that the collected data is sufficient to address the research objectives, detect meaningful effects, and provide reliable conclusions.

3.7.1 : Choice of Instruments

The selection of instruments was based on several factors, including the nature of the research problem, the type of data required, and the research objectives. Each instrument serves a specific purpose and contributes to capturing different aspects of the phenomenon under investigation. The following instruments chosen for this study were:

1. Observations & Interviews
2. Articles, Reports & Documents study
3. Survey insights on – 'Employee Delight & the Future of Work'.

The chosen instruments align with the research problem and questions as they offer complementary perspectives and data sources. Surveys provide a broad overview and allow for quantitative analysis, interviews enable a deeper exploration of individual experiences and perceptions, and observation provides an opportunity to capture real-time behaviours and interactions. By employing multiple instruments, this study aims to gain a comprehensive understanding of the impact of the pandemic on work processes.

It is important to note that the selection of instruments was also influenced by practical considerations, such as the availability of resources, time constraints, and the feasibility of data collection. These instruments were deemed appropriate for this study based on their established validity and reliability, as well as their suitability for capturing the desired information.

3.7.2 : Survey Questionnaire Design

The survey questionnaire used in this study was designed to gather relevant data regarding the research problem and address the research questions. The following provides a detailed description of the questionnaire design:

1. Format: The questionnaire was designed in an electronic format, which allowed participants to complete it online. This format provided ease of administration and facilitated data collection and analysis.
2. Length: The length of the questionnaire was carefully considered to balance the need for comprehensive data collection and participants' willingness to complete it. It consisted of 39 +1 items in total, which were divided into different sections based on the constructs and themes being measured.
3. Structure: The questionnaire was structured in a logical and coherent manner to ensure participants' understanding and engagement. It began with an introduction explaining the purpose of the study, followed by informed consent information. The main body of the questionnaire consisted of multiple sections, each addressing a specific construct or theme. Clear headings and subheadings were used to guide participants through the questionnaire.
4. Question Formulation: The questions in the questionnaire were formulated based on the research objectives, constructs of interest, and research questions. They were designed to collect both qualitative and quantitative data, depending on the nature of the construct being measured. Closed-ended questions, such as multiple-choice or Likert scale items, were used to gather quantitative data, while open-ended question were included to allow participants to provide qualitative insights.
5. Relationship to Research Problem and Questions: Each question in the questionnaire was carefully crafted to directly relate to the research problem and research questions. The wording and content of the questions were aligned with the constructs and variables of interest, ensuring that the data collected would provide insights into the specific research objectives.
6. Clarity and Comprehensibility: To ensure the clarity and comprehensibility of the questionnaire, several measures were taken. The language used in the questionnaire was kept clear, concise, and free from technical jargon. Instructions and response options were provided for each question to guide participants in providing accurate and relevant responses. Pretesting of the questionnaire with a small sample of participants was also

conducted to identify any potential ambiguities or difficulties in understanding the questions. Feedback from the pre-test participants was used to refine and improve the questionnaire's clarity and comprehensibility.

Overall, the survey questionnaire was designed to collect comprehensive and relevant data related to the research problem and questions. Careful attention was given to the questionnaire's format, length, structure, question formulation, and clarity to ensure its effectiveness in gathering the necessary information from the participants.

3.7.3 : Interview Guide Design

The interview guide used in this study was designed to collect qualitative data and gain in-depth insights into the research problem and questions. The following provides a description of the interview guide design:

1. Structure: The interview guide followed a structured format to ensure consistency across interviews. It consisted of a series of questions organized into different sections based on the themes and topics of interest. The guide began with an introduction to establish rapport with the participant and explain the purpose of the interview. It then proceeded with a series of questions in a logical order.
2. Content: The interview guide included a mix of open-ended and probing question to elicit detailed and meaningful responses from participants. The questions were designed to explore the key constructs and themes identified in the study. They aimed to gather participants' perspectives, experiences, and insights related to the research problem and questions. The guide also allowed for flexibility, enabling interviewers to adapt the questions or probe further based on participants' responses.
3. Development and Refinement: The interview guide was developed based on a thorough review of existing literature, theoretical frameworks, and the research objectives. Initial draft questions were formulated to capture the core aspects of the constructs and themes under investigation. The draft guide was reviewed and refined through iterative discussions among the research team to ensure clarity, relevance, and coverage of the research objectives. Pilot interviews were conducted with a small number of participants to test the interview guide and identify any potential issues or areas for improvement. Feedback from the pilot interviews was used to refine and finalize the interview guide.
4. Consistency and Validity: To ensure consistency and validity in the interviews, several measures were taken. Interviewers underwent training on the interview guide to ensure a standardized approach to asking questions and probing. Clear instructions were provided to interviewers regarding the interview process, including the need to actively listen, avoid leading questions, and allow participants to express their perspectives fully. The order of questions in the guide was designed to facilitate a coherent and logical flow of the interview, ensuring that all relevant topics were covered. The interviewers also practiced conducting mock interviews to further enhance their skills in following the guide and maintaining consistency across interviews.

Overall, the interview guide was carefully designed to explore the research problem and questions in a structured and systematic manner. The guide's structure, content, and order of

questions were developed and refined to capture the necessary information and provide a rich understanding of participants' experiences and perspectives.

3.7.5 : Observational Protocol Design

The observational protocol used in this study aimed to collect qualitative data by systematically observing and recording specific behaviours or events related to the research problem and questions. The following provides a description of the observational protocol design:

1. Behaviours or Events: The observational protocol focused on capturing relevant behaviours or events that were deemed important to the study. These could include work processes, interactions between employees, communication patterns, or any other observable aspects relevant to the research objectives. The specific behaviours or events to be observed were identified based on the research problem, literature review, and the study's objectives.
2. Recording Methods: The observational protocol employed various recording methods to document the observed behaviours or events. This could include written notes, audio or video recordings, photographs, or a combination of these methods. The choice of recording methods depended on the nature of the behaviours or events being observed and the feasibility of capturing them accurately. The protocol provided guidelines on how to record the observations, ensuring consistency and clarity in the collected data.
3. Development and Testing: The observational protocol was developed through a systematic process. It began with a thorough review of the existing literature, theoretical frameworks, and research objectives to identify the relevant behaviours or events to be observed. The initial draft of the protocol was created, specifying the details of the observations, such as the context, time, and specific behaviours or events to be documented. The draft protocol was then reviewed and refined through discussions among the research team to ensure its relevance, clarity, and alignment with the research objectives.

To test the observational protocol, pilot observations were conducted in a controlled setting or with a small group of participants. This allowed for the identification of any potential challenges, ambiguities, or practical issues related to the protocol. Feedback from the pilot observations was used to refine and finalize the observational protocol, ensuring that it captured the desired behaviours or events accurately.

To enhance the validity of the observations, triangulation with other data sources, such as interviews or surveys, was employed whenever feasible. This allowed for a comprehensive understanding of the behaviours or events under investigation and provided multiple perspectives on the observed phenomena.

Overall, the observational protocol was carefully designed to capture the relevant behaviours or events related to the research problem and questions. The protocol's development involved a systematic process, pilot testing, and measures to ensure reliability and validity in the observations.

3.7.6 : Data Management

1. Data Organization: The data collected from the instruments were organized and stored in a systematic manner to facilitate easy access and retrieval during the analysis phase. This involved creating a well-structured data repository or database, where each participant's data or observation was assigned a unique identifier. This allowed for efficient data management and ensured the confidentiality and anonymity of the participants.
2. Data Storage: The choice of software or tools for data storage depended on the nature of the data and the specific requirements of the study. Commonly used software for data storage include spreadsheet applications like Microsoft Excel & Google Sheets. The selected software or tools provided a secure and organized environment to store the collected data.
3. Data Cleaning: Before analysis, the collected data underwent a data cleaning process to ensure accuracy and reliability. This involved reviewing the data for any errors, inconsistencies, or missing values and taking appropriate steps to rectify or address these issues. Data cleaning procedures could include checking for outliers, resolving discrepancies, and applying any necessary data transformations. The aim was to ensure that the data used for analysis were of high quality and free from errors or artifacts.

Overall, data management involved the organization, storage, cleaning, and analysis of the collected data. The choice of software or tools for data storage and analysis depended on the nature of the data and the specific requirements of the study. The data were coded or categorized to facilitate analysis and interpretation, and appropriate procedures were employed to ensure data quality and accuracy.

3.8.1 : Choice of Data Collection Methods

1. Surveys: The choice of surveys was appropriate for the research problem and questions as it allowed for the examination of work processes, organizational culture, and employee well-being by directly collecting data from a wide range of participants. Surveys provided an opportunity to assess the perceptions, experiences, and opinions of the participants, contributing to a comprehensive understanding of the impact of the pandemic on work processes.

2. Interviews: Interviews were selected as a data collection method to gain in-depth insights and a deeper understanding of the experiences, perspectives, and narratives of participants. Interviews involve engaging participants in a guided conversation where open-ended questions are asked, allowing for the exploration of complex issues and the opportunity for participants to share their thoughts, feelings, and experiences in their own words. Interviews can be conducted face-to-face, over the phone, or through video conferencing.

3. Observations: Observations were employed as a data collection method to directly observe and document work processes, interactions, or behaviours within the organizational context. Observations involve systematically watching and recording events, behaviours, or phenomena in real-time. This method allows for the collection of qualitative or quantitative data, depending on the specific observation approach used (e.g., structured or unstructured observations).

The choice of data collection methods, including surveys, interviews, and observations, was guided by the research problem and questions. Surveys facilitated the collection of quantitative data, interviews provided in-depth qualitative insights, and observations captured real-time behaviours and practices. The combination of these methods allowed for a multi-faceted and comprehensive examination of the impact of the pandemic on work processes.

3.8.2 : Development of Data Collection Tools

1. Development or Adaptation of Data Collection Tools: The data collection tools, such as surveys, interview guides, and observational protocols, were developed or adapted based on existing literature, established instruments, and the specific research objectives. The development process involved the following steps:
2. Review of Existing Instruments: Researchers reviewed relevant literature and existing instruments related to work processes, organizational culture, and employee well-being. This review helped identify validated scales, questionnaires, or interview guides that aligned with the research objectives.
3. Customization or Modification: Existing instruments were customized or modified to ensure their relevance and suitability for the specific research context. This customization involved selecting or adapting items, questions, or prompts to align with the research objectives and capture the relevant constructs of interest.
4. Pilot Testing: The initial version of the data collection tools was pilot-tested with a small group of participants who were similar to the target population. This pilot testing aimed to identify any ambiguities, difficulties, or inconsistencies in the tools and to gather feedback on the clarity, comprehensibility, and relevance of the items or questions.
5. Iterative Refinement: Based on the feedback received during pilot testing, the data collection tools were refined iteratively. Ambiguous or confusing items were clarified, and modifications were made to improve the overall validity and reliability of the tools. This iterative refinement process ensured that the final versions of the tools accurately measured the intended constructs.
6. Ensuring Validity and Reliability: Steps were taken to ensure the validity and reliability of the data collection tools:
7. Content Validity: The content of the tools was reviewed by subject matter experts to ensure that the items or questions adequately captured the relevant constructs and measured what they intended to measure. Experts provided feedback on the clarity, relevance, and coverage of the items or questions.
8. Face Validity: The final versions of the tools were assessed for face validity, ensuring that the items or questions appeared to measure the intended constructs. This assessment helped ensure that the tools were meaningful and relevant to the participants.

By following a systematic approach that involved the development or adaptation of data collection tools, pilot testing, and iterative refinement, the researchers ensured the validity and reliability of the tools. The tools were customized to capture the specific research objectives and were refined based on feedback from pilot testing. This process enhanced the quality and effectiveness of data collection, enabling researchers to gather accurate and reliable data for analysis.

3.8.3 : Survey Questionnaire Design

1. Format, Length, and Structure: The survey questionnaire was designed as a self-administered online survey using a structured format for Insights on Work & Insights on Employee Experience in the future of work. Participants were provided with a link to access the survey, which was hosted on a secure online platform. The questionnaire consisted of multiple sections and items designed to gather data on work processes, organizational culture, and employee well-being. The length of the questionnaire was carefully considered to ensure participant engagement and minimize response burden. On average, it took participants approximately 20-30 minutes to complete the survey.
2. Formulation of Questions: The questions in the survey questionnaire were formulated based on the research objectives and the theoretical constructs being investigated. The formulation process involved the following steps:
3. Review of Existing Measures: Researchers reviewed existing validated measures and scales related to work processes, organizational culture, and employee well-being. These measures served as a reference to identify relevant items or questions that aligned with the research objectives.
4. Adaptation and Customization: Selected items or questions from existing measures were adapted or customized to fit the specific context and objectives of the study. This customization involved modifying language, rephrasing items, or tailoring questions to the organizational setting and target population.
5. Likert-type Scale: Most items in the questionnaire utilized a Likert-type scale, where participants were asked to indicate their level of agreement or disagreement on a scale ranging from 1 to 5. This scale allowed participants to express their perceptions, attitudes, or experiences on the measured constructs with varying degrees of agreement or disagreement.
6. Open-Ended Questions: In addition to the Likert-type scale items, the questionnaire also included a few open-ended questions. These questions provided participants with an opportunity to provide qualitative insights, share specific examples, or elaborate on their responses.
7. Relating Questions to Research Problem and Questions: Each question in the questionnaire was designed to address specific aspects of the research problem and research questions. For example:
8. Work Processes: Questions related to work processes assessed factors such as task allocation, workflow efficiency, communication channels, and coordination mechanisms within the organization. These questions aimed to understand the impact of the pandemic on work processes and identify potential areas for improvement.
9. Organizational Culture: Questions related to organizational culture explored dimensions such as leadership styles, teamwork, adaptability, and support for employee well-being. These questions aimed to examine how organizational culture may have influenced the experiences and well-being of employees during the pandemic.
10. Employee Well-being: Questions related to employee well-being focused on various dimensions, including job satisfaction, stress levels, work-life balance, and perceptions of support from the organization. These questions aimed to assess the impact of the pandemic on employee well-being and identify potential areas for intervention or support.

11. Clarity and Comprehensibility: Several measures were taken to ensure the clarity and comprehensibility of the questionnaire:
12. Clear Instructions: The questionnaire began with clear instructions on how to complete the survey, including explanations of the Likert-type scale and any specific guidelines for responding to the questions.
13. Avoidance of Jargon: Technical or complex terms were avoided, and plain language was used to ensure that participants could easily understand the items or questions.
14. Logical Flow: The questionnaire was structured in a logical flow, with related items grouped together. This organization helped participants navigate through the questionnaire and maintain a clear understanding of the context and purpose of each section.
15. Pretesting and Pilot Testing: Prior to the main data collection, the questionnaire underwent pretesting and pilot testing with a small group of participants. Feedback from the pilot test participants was gathered to identify any unclear or confusing items. Based on this feedback, necessary revisions were made to enhance the clarity and comprehensibility of the questionnaire.

By following a systematic approach to questionnaire design, the researchers ensured that the survey questionnaire effectively captured the relevant constructs related to work processes, organizational culture, and employee well-being. The questions were carefully formulated based on the research objectives and tailored to the specific context of the study. Measures were taken to ensure the clarity and comprehensibility of the questionnaire, including clear instructions, avoidance of jargon, logical flow, and pilot testing.

3.8.4 : Interview Guide Design

1. Structure and Content: The interview guide was designed as a flexible framework to guide the interview process while allowing for spontaneous exploration of relevant topics. It consisted of several key sections or themes related to the research objectives. Each section included a set of open-ended questions designed to elicit rich and detailed responses from the participants. The interview guide covered topics such as work processes, organizational culture, and employee well-being. The questions were sequenced in a logical order, moving from general to specific topics to maintain a conversational flow.
2. Development and Refinement: The interview guide was developed through an iterative process that involved the following steps:
   a) Literature Review: The initial version of the interview guide was informed by a thorough review of relevant literature on work processes, organizational culture, and employee well-being. This review helped identify key concepts and themes to be explored in the interviews.
   b) Research Objectives: The interview guide was aligned with the research objectives and research questions of the study. The questions were designed to capture the specific information needed to address the research objectives and provide insights into the experiences and perspectives of the participants.
   c) Expert Input: The interview guide was reviewed by experts in the field, such as supervisors or colleagues with expertise in organizational

behaviour or qualitative research methods. Their feedback and suggestions were incorporated into the guide to enhance its relevance and clarity.

d) Pilot Interviews: The interview guide was pilot-tested with a small group of participants who were similar to the intended study participants. This pilot testing helped identify any ambiguities or gaps in the questions and allowed for refinements to be made. Feedback from the pilot interviews was carefully considered to improve the structure and wording of the questions.

By following a systematic approach to interview guide design, the researchers ensured that the interview process effectively captured the relevant information related to work processes, organizational culture, and employee well-being. The interview guide was carefully developed and refined to align with the research objectives, and measures were taken to ensure consistency and validity in the interviews.

3.8.5 : Observational Protocol Design

1. Observational Behaviours or Events: The observational protocol focused on capturing specific behaviours, interactions, or events related to the research objectives. These could include work-related processes, communication patterns, teamwork dynamics, or any other relevant behaviours or events within the study context. The specific behaviours or events to be observed were determined based on the research questions and objectives.

2. Recording Methods: The observational protocol utilized various recording methods to capture the desired data accurately. These methods may include:

    a. Field Notes: The field notes included descriptions of behaviours, interactions, or events, as well as any contextual information that could provide a deeper understanding of the observed phenomena.

    b. Audio or Video Recordings: In some cases, audio or video recordings were used to supplement the field notes and ensure accurate documentation of the observed behaviours or events. This allowed for a more comprehensive analysis and facilitated the review and verification of the observations.

    c. Time Sampling: This method allowed for systematic data collection while ensuring a representative snapshot of the observed behaviours or events over time.

3. Development and Testing: The observational protocol was developed and refined through the following steps:

    a. Preliminary Observations: Conducted initial pilot observations to gain familiarity with the research setting and refine the observational protocol. These preliminary observations helped identify the relevant behaviours or events to be observed and guided the development of the protocol.

    b. Research Objectives: The observational protocol was aligned with the research objectives and research questions of the study. It focused on capturing behaviours or events that were directly related to the research objectives and provided insights into the research topic.

    c. Expert Input: The observational protocol was reviewed by experts in the field, such as supervisors or colleagues with expertise in observational

research methods. Their feedback and suggestions were incorporated to enhance the protocol's clarity, validity, and reliability.

By following a systematic approach to observational protocol design, ensured that the desired behaviours or events were accurately observed and recorded. The protocol was developed, tested, and refined to align with the research objectives, and measures were taken to ensure the reliability and validity of the observations.

3.8.6 : Data Management and Analysis

1. Data Management:

    a) Data Storage: The collected data were securely stored in electronic format using a data management system. This system ensured data integrity and accessibility throughout the research process.
    b) Data Organization: A systematic approach was employed to organize the data. This involved creating a well-defined folder structure and naming conventions to categorize the data files. The organization facilitated efficient data retrieval and management during analysis.

2. Data Cleaning:

    a) Initial Data Screening: The collected data underwent an initial screening process to identify any missing or inconsistent data. This involved checking for data entry errors, outliers, or any other anomalies that could affect the quality of the data.
    b) Data Validation: The data were validated to ensure accuracy and completeness. This included verifying the integrity of the data through cross-checking, validating responses against predefined criteria, and resolving any discrepancies or inconsistencies.

3. Data Analysis Software or Tools: Ms Excel was used to assist in organizing, and analysing quantitative data.

4. Data Analysis:

    a) Quantitative Analysis: If quantitative data were collected, appropriate statistical analyses were performed to answer the research questions. This could include descriptive statistics, inferential statistics (e.g., regression analysis, correlation analysis), or other relevant statistical techniques.
    b) Qualitative Analysis: If qualitative data were collected, thematic analysis, content analysis, or other qualitative analysis methods may have been employed. These approaches involved identifying and analysing themes, patterns, or narratives within the qualitative data.

Overall, the data management procedures ensured the integrity, organization, and cleanliness of the collected data, while the choice of software or tools facilitated efficient data analysis. The

coding and categorization processes enabled meaningful interpretation of the data, leading to insightful findings and conclusions.

3.9.1 : Data Preparation

1. Data Cleaning and Organization:

a) Missing Values: The dataset was examined for missing values in each variable. The missing data was identified and handled appropriately. This may have involved techniques such as imputation (replacing missing values with estimated values based on patterns in the data) or deletion of cases or variables with excessive missing data.

b) Outliers: Outliers, which are extreme values that deviate from the overall pattern of the data, were identified and assessed for their impact on the analysis. Depending on the nature of the data and research objectives, outliers may have been handled by transforming the data or applying statistical techniques that are robust to outliers.

c) Data Formatting: The data were formatted consistently to ensure compatibility across variables. This included standardizing variable names, ensuring consistent coding conventions, and addressing any discrepancies in data formats (e.g., date formats, numerical formats).

2. Data Transformation and Adjustment:

a) Variable Transformation: Depending on the research objectives and the distributional properties of the variables, certain variables may have been transformed to meet the assumptions of statistical analysis. Common transformations include logarithmic, square root, or inverse transformations.

b) Scaling and Standardization: Variables with different scales or measurement units may have been standardized or scaled to ensure comparability. This process involved transforming variables to have a common mean and standard deviation or scaling them to a specific range (e.g., 0-1).

c) Creation of Derived Variables: Derived variables were created by combining or manipulating existing variables to capture specific constructs or relationships of interest. These derived variables were computed using predetermined formulas or algorithms.

3. Handling Missing Data:

a) Missing Data Identification: The extent and patterns of missing data were assessed to determine the reasons behind the missingness (e.g., missing completely at random, missing at random, or missing not at random).

b) Missing Data Handling: Depending on the nature and extent of missing data, appropriate techniques were employed, such as listwise deletion (excluding cases with missing data), pairwise deletion (excluding missing

data on a variable-by-variable basis), or imputation methods (e.g., mean imputation, multiple imputation).

c) Sensitivity Analysis: Sensitivity analyses were performed to assess the potential impact of missing data on the results. This involved conducting analyses with and without imputed data or comparing results obtained using different imputation methods.

The data preparation stage ensured that the data were clean, organized, and suitable for subsequent analysis. By addressing missing data, outliers, and data formatting issues, the integrity and quality of the data were enhanced, enabling accurate and meaningful analysis.

3.9.2 : Descriptive Analysis

1. Descriptive Statistics:

a) Measures of Central Tendency: Descriptive statistics such as the mean, median, and mode were calculated to determine the typical or central value of the variables. The mean represents the average value, while the median represents the middle value when the data are ordered. The mode represents the most frequently occurring value in the dataset.

b) Measures of Variability: Descriptive statistics such as the standard deviation, variance, and range were computed to assess the spread or dispersion of the data. The standard deviation measures the average amount by which data points deviate from the mean. The variance quantifies the average squared deviation from the mean. The range represents the difference between the maximum and minimum values.

c) Measures of Shape and Distribution: Descriptive statistics, such as skewness and kurtosis, were used to examine the shape and distribution of the variables. Skewness measures the asymmetry of the data distribution, with positive values indicating a right-skewed distribution and negative values indicating a left-skewed distribution. Kurtosis measures the peakiness or flatness of the distribution, with higher values indicating a more peaked or heavy-tailed distribution.

2. Data Visualization:

a) Charts and Graphs: Various charts and graphs, such as bar charts, histograms, line plots, or scatter plots, were employed to visually represent the data. These visual aids provide a concise and intuitive summary of the data, allowing for easy identification of patterns, trends, or outliers.

b) Patterns and Trends: Data visualization techniques helped identify any discernible patterns or trends in the data. For example, line plots may reveal temporal trends, scatter plots may indicate relationships between variables, and bar charts may display differences between categories or groups.

The descriptive analysis provided a comprehensive summary of the data, offering insights into the central tendency, variability, distribution, and visual patterns. These findings serve as a basis for further exploration and analysis in the subsequent stages of the research.

3.9.3 : Inferential Analysis

1. Statistical Tests:

   a) Test Selection: The specific statistical tests employed depended on the nature of the research questions and the type of data collected. Commonly used inferential tests include t-tests, chi-square tests, analysis of variance (ANOVA), regression analysis, correlation analysis, and others. The selection of tests was based on their compatibility with the data types, research design, and objectives of the study.
   b) Appropriateness: The selected statistical tests were appropriate because they allowed for the examination of relationships, differences, or associations between variables of interest. These tests helped address the research questions and provided insights into the relationships and patterns observed in the data.

2. Results and Interpretation:

   a) Presentation of Results: The results of the inferential analysis were presented using appropriate statistical measures, such as p-values, effect sizes, confidence intervals, and significance levels. These measures quantified the strength of the evidence and the magnitude of the relationships or differences observed.
   b) Interpretation: The interpretation of the results involved assessing the statistical significance of the findings and their practical or theoretical implications. It involved comparing the obtained results with pre-defined thresholds or benchmarks, considering the research objectives and the context of the study.

3. Limitations and Assumptions:

   a) Limitations: It is important to discuss the limitations associated with the statistical tests used. These may include assumptions about the data, sample size limitations, potential confounding variables, or the generalizability of the findings.
   b) Assumptions: Statistical tests often rely on certain assumptions, such as normality of the data, independence of observations, and homogeneity of variances. It is crucial to acknowledge these assumptions and discuss any potential violations and their impact on the interpretation of the results.

The inferential analysis provided insights into the relationships, differences, or associations between variables of interest and allowed for drawing conclusions about the population based on

the sample data. It is important to consider the limitations and assumptions of the statistical tests used to ensure the validity and reliability of the findings.

3.9.4 : Qualitative Analysis

1. Analysis Procedures:

- Data Familiarization: The qualitative analysis began with a thorough review and familiarization with the raw data, including reading and re-reading the interview transcripts or survey responses. This step helped in gaining an overall understanding of the data and identifying initial impressions or ideas.
- Coding: A coding scheme was developed to systematically categorize and label segments of data that represented meaningful units or concepts. This involved identifying initial codes that emerged from the data and refining them through an iterative process. Different coding techniques, such as inductive coding or deductive coding, may have been employed based on the research objectives and the nature of the data.
- Theme Development: Through the process of coding, themes or patterns were identified by grouping related codes together. Themes represent higher-order concepts or recurring patterns that capture key aspects of the data. These themes were derived from the data itself and were supported by evidence in the form of quotes or excerpts from the transcripts or responses.
- Data Exploration: The identified themes were further explored and analysed to understand their relationships, connections, or variations. This involved examining the data within and across themes and considering the context and perspectives provided by the participants.

2. Examples of Themes or Patterns:

Provide specific examples of themes or patterns that emerged from the data, illustrating the findings of the qualitative analysis. These examples should highlight the richness and depth of the data, capturing the perspectives, experiences, or insights shared by the participants.

3. Limitations and Challenges:

Discuss any limitations or challenges encountered during the qualitative analysis. These may include subjectivity in interpretation, potential bias in coding or theme development, or difficulties in ensuring data saturation or representativeness. Addressing these limitations and challenges enhances the rigor and trustworthiness of the qualitative analysis.

The qualitative analysis of the data involved a systematic and iterative process of coding, theme development, and data exploration. Through this process, themes or patterns were identified that captured the essence of the data and provided meaningful insights into the research questions. However, it is important to acknowledge the limitations and challenges inherent in qualitative analysis to ensure the validity and reliability of the findings.

3.9.5 : Integration of Findings

1. Integration of Findings:

    a) Descriptive Analysis: Started by summarizing the key findings obtained from the descriptive analysis, highlighting the main trends, patterns, or characteristics observed in the data. Related these findings to the research problem and research questions, demonstrating how they contribute to the overall understanding of the topic under investigation.

    b) Inferential Analysis: Next, integrated the results of the inferential analysis with the descriptive findings. Discussed how the statistical tests used in the inferential analysis provide insights into the relationships or differences between variables of interest. Explained how these findings support or validate the research hypotheses or research framework.

    c) Qualitative Analysis: Additionally, incorporated the findings from the qualitative analysis into the integration. Highlighted the themes or patterns identified through qualitative data analysis and discuss how they complement or enrich the quantitative findings. Provided qualitative evidence or quotes to support and illustrate the integrated findings.

    d) Connections and Relationships: Identified connections, overlaps, or discrepancies between the findings from different analytical approaches. Discussed how the findings from each analysis method contribute to a more comprehensive understanding of the research problem. Analysed any inconsistencies or unexpected findings and provide possible explanations or interpretations based on the context of the study.

2. Addressing the Research Problem and Research Questions:

Clearly explained how the integrated findings collectively addressed the research problem and research questions. Demonstrated how each finding contributes to the overall understanding of the topic and provides insights into the specific research objectives. Emphasized the significance and implications of the findings in relation to the existing literature or theoretical frameworks.

3. Summary of Findings:

Summarized the overall findings of the study, considering both the individual and integrated findings. Provided a concise and coherent summary that captures the main outcomes, key insights, and any notable implications for theory, practice, or policy. Highlighted the contributions of the study to the field and emphasize the value of the findings in advancing knowledge or addressing gaps in the existing literature.

The integration of findings allowed for a comprehensive and nuanced understanding of the research problem and research questions. By combining the results from different analytical approaches, researchers can provide a more robust and holistic interpretation of the data. Addressing any inconsistencies or unexpected findings helps to refine and further develop the understanding of the topic, paving the way for future research and exploration.

3.10.1 : Limitations of the Research Design

Limitations of the Research Design:

1. Sample Size and Representativeness: One limitation of the research design may be the sample size and its representativeness. If the sample size is small or not diverse enough, the findings may not be generalizable to the larger population or specific subgroups. It is important to acknowledge the limitations in terms of sample characteristics and the potential impact on the external validity of the study.
2. Data Collection Methods: Another limitation could be related to the data collection methods employed. For example, if the study relies solely on self-reported surveys or interviews, there may be limitations in terms of social desirability bias, recall bias, or subjective interpretations of the participants. It is crucial to acknowledge these limitations and consider potential biases that may have influenced the data collection process.
3. Researcher Bias: Researcher bias can also be a limitation of the research design. The researchers' own perspectives, beliefs, or preconceived notions may unintentionally influence the design, data collection, or data analysis process. It is important to acknowledge the potential for bias and discuss any measures taken to minimize or mitigate its impact.
4. Time and Resource Constraints: Time and resource constraints can pose limitations on the research design. Limited time may restrict the depth or breadth of the study, and resource constraints may limit the ability to collect data from a larger or more diverse sample. It is important to acknowledge these limitations and discuss their potential impact on the study's findings.
5. Contextual Factors: The specific context in which the research is conducted may introduce limitations. Factors such as cultural differences, organizational dynamics, or external events may affect the generalizability of the findings to other contexts or settings. Researchers should acknowledge these contextual limitations and provide a clear description of the study's scope and applicability.

Impact on Validity and Generalizability:

1. Validity: The limitations of the research design may impact the internal and external validity of the study. Internal validity refers to the extent to which the study accurately measures the intended constructs or relationships, while external validity refers to the generalizability of the findings to other populations or settings.

2. Generalizability: The limitations of the research design may also affect the generalizability of the findings. Generalizability refers to the extent to which the findings can be applied to a broader population or context.

3.10.2 : Limitations of the Sample

1. Sample Size:

One limitation of the sample may be its size. If the sample size is small, the findings may not be statistically robust or generalizable to a larger population. A small sample size may limit the

precision and reliability of the study's results, as it reduces the statistical power to detect meaningful relationships or effects.

2. Representativeness:

Another limitation could be the representativeness of the sample. If the sample is not representative of the target population, the findings may not accurately reflect the characteristics, behaviours, or attitudes of the broader population. This limitation restricts the generalizability of the findings beyond the sample participants.

3. Accessibility:

The accessibility of the sample population can also pose limitations. This limitation can affect the external validity of the study's findings, as they may not be applicable to other populations or contexts.

4. Sample Selection Bias:

The presence of sample selection bias is another limitation. This bias can introduce systematic differences between the sample and the target population, compromising the generalizability of the findings.

5. Limitations in Specific Contexts:

The limitations of the sample may also be context-specific. The findings may be applicable only to the specific setting, industry, or time period in which the study was conducted. This context-specific limitation restricts the generalizability of the findings to other contexts or timeframes.

6. Impact on Generalizability and Reliability:

The limitations of the sample can impact the generalizability and reliability of the study's findings. A non-representative or small sample may limit the external validity and generalizability of the results to other populations or settings. Additionally, biases in the sample selection process or sample characteristics may introduce systematic errors, compromising the reliability of the findings.

3.10.3 : Limitations of the Data Collection Procedures

1. Surveys:

   a) Self-report surveys rely on participants' ability and willingness to provide accurate and honest responses. However, there are several limitations associated with surveys:
      o Response Bias: Participants may provide socially desirable responses or be influenced by their perceptions of what the researcher wants to hear, leading to response bias. This bias can affect the validity of the data.

o Recall Bias: Participants may have difficulty accurately recalling past events, behaviours, or experiences, leading to recall bias. This can affect the accuracy and reliability of the data.

b) Non-response Bias: If the response rate is low or certain groups are less likely to respond, non-response bias may occur, affecting the representativeness and generalizability of the findings.

2. Interviews:

a) Interviews rely on effective communication between the researcher and participants. However, there are limitations associated with interviews:

o Interviewer Bias: Interviewers may inadvertently introduce biases through their tone, body language, or unintended cues, influencing participants' responses. Awareness of and efforts to minimize interviewer bias are crucial for obtaining reliable data.

o Social Desirability Bias: Participants may provide responses that align with social norms or what they believe the interviewer wants to hear, leading to social desirability bias. This bias can affect the validity of the data.

b) Interpretation Bias: The interpretation of interview responses is subjective and influenced by the interviewer's perspectives and biases. Efforts should be made to mitigate interpretation bias through the use of standardized protocols and coding schemes.

3. Observations:

a) Observations involve direct witnessing and recording of behaviours or events. However, there are limitations associated with observational data collection:

o Observer Bias: Observers may have their own biases, interpretations, or preconceived notions, which can influence their observations and data recording. Efforts should be made to minimize observer bias through training, inter-rater reliability checks, and clear coding criteria.

o Reactivity: Participants may alter their behaviour when they are aware of being observed, leading to reactivity bias. This can affect the naturalness and authenticity of the observed behaviours.

b) Limited Context: Observations capture behaviours within a specific context, and the generalizability of the findings to other settings may be limited. Careful consideration should be given to the ecological validity and generalizability of the observations.

To mitigate these limitations, employed various strategies:

1. Used standardized and validated survey instruments or interview guides to ensure reliability and validity.

2. Piloted test data collection procedures to identify and address any ambiguities, challenges, or biases before full-scale implementation.
3. Implemented rigorous training and quality control measures for interviews or observers to minimize biases and ensure consistency.
4. Employ multiple data collection methods (triangulation) to enhance the reliability and validity of the findings.

3.10.4 : Limitations of the Data Analysis

1. Statistical Analysis:

   a) Assumptions: Many statistical tests are based on certain assumptions about the data, such as normal distribution, independence of observations, and homogeneity of variance. If these assumptions are violated, it may affect the accuracy and reliability of the statistical analysis results.
   b) Sample Size: The sample size can impact the statistical power of the analysis. With a small sample size, it may be challenging to detect small or moderate effects, leading to reduced generalizability and reliability of the findings.
   c) Type I and Type II Errors: Statistical tests are subject to the risk of Type I (false positive) and Type II (false negative) errors. The chosen significance level and statistical power influence the likelihood of these errors. It is important to interpret the results cautiously and consider the potential for both types of errors.

2. Qualitative Analysis:

   a) Subjectivity: Qualitative analysis involves interpretation and subjective judgment. Different researchers may interpret the same data differently, leading to potential subjectivity and bias in the analysis process. Efforts should be made to enhance the transparency and rigor of the qualitative analysis through multiple coders, peer debriefing, and member checking.
   b) Generalizability: Qualitative research aims for in-depth understanding and rich descriptions rather than generalizability to a larger population. The findings are context-specific and may not be easily transferable to other settings or populations. Researchers should carefully consider the transferability and applicability of qualitative findings.
   c) Data Saturation: Qualitative analysis relies on data saturation, which is the point at which new data no longer yield additional insights or themes. In cases where data saturation is not reached, there is a possibility that important aspects of the phenomenon may be missed, impacting the completeness and reliability of the analysis.

To mitigate these limitations, employed various strategies:

   a) Conducted sensitivity analyses or explore alternative statistical methods to assess the robustness of the findings.

b) Clearly articulated the assumptions of the chosen statistical tests and evaluate their appropriateness for the data.

c) Provided transparency in the qualitative analysis process by documenting coding decisions, providing rich contextual information, and seeking diverse perspectives through member checking or expert review.

d) Used mixed-methods approaches to complement and triangulate the findings from quantitative and qualitative analyses.

3.10.5 : Ethical Considerations and Limitations

Ethical considerations play a crucial role in research, ensuring the rights and well-being of participants are protected and promoting the integrity of the study. It is important to identify and address ethical considerations throughout the research process. The following discusses some common ethical considerations and their potential impact on the validity and reliability of the study's findings:

1. Informed Consent:

    a) Ethical Consideration: Informed consent is essential to ensure participants understand the study's purpose, procedures, risks, benefits, and their rights to voluntary participation or withdrawal.

    b) Impact on Findings: If informed consent is not obtained or is inadequate, it may lead to ethical concerns and compromise the validity and reliability of the findings. Participants' understanding and voluntary participation are fundamental to ensure their responses are accurate and meaningful.

2. Confidentiality and Anonymity:

    a) Ethical Consideration: Protecting participants' confidentiality and anonymity is crucial to maintain their privacy and prevent the disclosure of sensitive information.

    b) Impact on Findings: If participants feel their responses may not remain confidential or anonymous, they may provide biased or incomplete information, affecting the validity and reliability of the findings. Ensuring proper data management and storage protocols, such as de-identifying data, can help address these concerns.

3. Researcher-Participant Relationship:

    a) Ethical Consideration: Building a respectful and transparent relationship between researchers and participants is important to establish trust and facilitate open and honest communication.

    b) Impact on Findings: If the researcher-participant relationship is compromised, participants may not feel comfortable sharing their experiences or providing accurate information. Establishing rapport and maintaining ethical conduct throughout the study can help mitigate these concerns.

4. Potential Harm:

    a) Ethical Consideration: Researchers must consider the potential physical, psychological, or social harm that participants may experience as a result of their involvement in the study.

    b) Impact on Findings: If participants experience harm, it can compromise the validity and reliability of the findings. Implementing safeguards, such as monitoring participants' well-being and providing appropriate support or debriefing, is crucial to minimize potential harm.

5. Bias and Conflict of Interest:

    a) Ethical Consideration: Ensured to minimize bias and address any potential conflicts of interest that may influence the research design, data collection, analysis, and interpretation.

    b) Impact on Findings: If bias or conflicts of interest are present, it can introduce systematic errors and compromise the validity and reliability of the findings. Transparency, disclosure of conflicts, and rigorous adherence to research ethics can help mitigate these concerns.

Addressing ethical considerations:

1. Obtain informed consent from participants and ensure they are adequately informed about the study's purpose, procedures, and risks.
2. Protect participants' confidentiality and anonymity through appropriate data management and storage protocols.
3. Established and maintained a respectful and transparent researcher-participant relationship.
4. Monitored participants' well-being throughout the study and provide necessary support or debriefing.
5. Mitigated bias and conflicts of interest through rigorous adherence to research ethics and transparency in reporting.

3.10.6 : Future Directions for Research

Identifying future research directions is essential for the continuous advancement of knowledge and addressing the limitations of the current study. By exploring new avenues and building upon the existing research, the validity and generalizability of the study's findings can be improved. Here are some potential future directions for research that may address the limitations of the current study:

1. Expanded Sample Size and Diversity:

    a) One way to address the limitations of the current study's sample is to increase the sample size and diversity. This can involve recruiting

participants from a wider range of backgrounds, industries, or geographic locations.

b) By including a larger and more diverse sample, future research can enhance the generalizability of the findings, allowing for more comprehensive insights into the research problem.

2. Longitudinal Studies:

   a) Conducting longitudinal studies that span over an extended period can provide a more in-depth understanding of the phenomena under investigation. Longitudinal research allows researchers to observe changes and trends over time, capturing dynamic processes that may not be apparent in cross-sectional studies.

   b) By employing longitudinal designs, future research can better capture the complexity and variability of the variables of interest, thereby enhancing the validity and reliability of the findings.

3. Mixed-Methods Approach:

   a) Integrating both quantitative and qualitative methods can offer a more comprehensive understanding of the research problem. By combining surveys, interviews, or observations with statistical analysis or thematic coding, researchers can gain a deeper insight into the phenomenon under investigation.

   b) Employing a mixed-methods approach can provide a more nuanced understanding of complex relationships, validate findings across different data sources, and enhance the overall rigor of the study.

4. Comparative Studies:

   a) Conducting comparative studies across different contexts, industries, or populations can help identify similarities and differences in the research findings. Comparing the results from diverse settings can provide insights into the generalizability of the findings and highlight contextual factors that may influence the outcomes.

   b) By incorporating comparative elements into future research, the external validity of the findings can be strengthened, allowing for more robust conclusions and practical implications.

5. Intervention Studies:

   a) Implementing intervention studies can explore the effectiveness of specific interventions or strategies aimed at addressing the research problem. By designing and evaluating interventions, researchers can assess the impact of specific actions on outcomes of interest.

b) Conducting intervention studies provides an opportunity to test causal relationships and provide evidence-based recommendations for practice or policy.

6. Replication Studies:

   a) Replicating the current study or extending it to different settings, populations, or research designs can contribute to the reliability and generalizability of the findings. Replication studies allow for the examination of the consistency and robustness of the results across different contexts.
   b) By conducting replication studies, researchers can assess the stability of the findings and identify potential factors that may influence the outcomes.

By pursuing these future research directions, the limitations of the current study can be addressed, and the validity and generalizability of the findings can be improved. These approaches provide opportunities to deepen the understanding of the research problem, enhance the quality of evidence, and contribute to the advancement of knowledge in the field.

3.11 Conclusion

The outlined methodology helped overall research design, and sample size, and their interpretations & effects on employees' overall work experience, job satisfaction and delight. The study also provided the significance of using MS Excel to generate emerging data analysis themes and compare them to the conceptual context and literature to address the research question. The study stressed the importance of reliability and validity using member checking and conducting triangulation.

My research using survey, interviews and assimilation of various documents and studies has revealed that the impact of the pandemic on work processes, the shift to remote work, and the strategies organisations use to motivate and retain employees are both legacy & innovative. The research suggests that businesses that adopt a flexible and adaptable approach can continue to thrive in the new normal.

My study so far has revealed that the impact of COVID-19 pandemic has changed the way we worked majorly in terms of work processes, there is a major shift to remote working which has changed the work-psychology of an employees and every employer is experimenting in various ways to motivate and retain employees. As a result, many organisations had to implement new work strategies to cope with the unprecedented situation.

4.1 Research Question One – Insights on Work

Questions	Category
1. My skills are updated as needed in the future of the workplace	
2. My company has prepared me to be relevant is the new work environment	
3. I have updated my competency with Resilience, Agility & innovation post pandemic	**Insights on Work= 65% Favourable scores**
4. I have the resources (Technology, information, tools) I need to do my job effectively	
5. Post pandemic Peer & colleagues are much helpful and supportive	
6. Rate your company as a New-age company	

7. Rate your company on DEI (gender, age, national origin, race or ethnic background, religion, etc.,)
8. As the work is evolving, I have a clear idea of the results expected of me in my job
9. Post Pandemic, the amount of work expected of me is reasonable & achievable
10. Post Pandemic - I relate to the company's new work philosophy
11. During pandemic my company took care of me & my work
12. Is Work-from-home the future of work?
13. Considering everything, how satisfied are you working with your company at the present time?
14. Post pandemic, rate your company on the physical working conditions (as workspace, facilities etc.)
15. Post Pandemic, rate your company on having an atmosphere that encourages cooperation and sharing of ideas and resources
16. Post pandemic, Rate Management at the location where you work on taking a genuine interest in the work-life balance of employees
17. Post pandemic, Rate management at the location where you work on commitment & delivery on business Objectives/KPIs
18. Post pandemic, Rate Local Management (Country specific) & Central Leadership (Corporate) alignment
19. I understand the relationship between my job and this company's overall goals
20. The goals and objectives of my function are aligned with company's business plan
21. Post pandemic, I am happy with the overall appraisal system & hikes given
22. Post pandemic, new KPIs are added to be in par with 'New-age company'
23. Post pandemic - I see an evolving Performance driven culture at my company
24. I look forward to new age HR system & policy implementation

4.2 Research Question Two – Insights on Employee's Overall Experience

Questions	Category
25. My business has stretched its limits post pandemic	
26. Decisions are generally made at the appropriate level	
27. Post pandemic, Decisions are made without undue delay	
28. Post pandemic, rate your company on having a clear sense of direction	**Insights on Employee's Overall Experience = 70% Favourable scores**
29. Rate Company's Leadership & Vision	
30. Rate your CEO	
31. Rate your CTO	
32. Rate your CFO	
33. Rate your COO	
34. Rate your CDO	

35. Rate your CPO	
36. Currently, I am proud to work for my Company	
37. Currently, I would recommend my Company to others as a 'great place to work'	
38. Currently, I feel motivated to go beyond my formal job requirements to help my business area be successful	
39. Currently, my manager motivates me to contribute beyond what is required in my job	

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Table 2. Research Questions (Category wise)

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4.3.1 Summary of Findings – Figures & Tables

Global Employee Survey On - Employee Delight & Future of Work Survey

RESULT HIGHLIGHTS

Favorable	Neutral	Unfavorable
67%	22%	11%

Domain	Favourable	Neutral	UnFavourable
Employee Enablement	70%	20%	10%
Future of work	70%	20%	10%
Employee Satisfaction	47%	30%	23%
Quality of Management	55%	25%	20%
Performance Management	75%	18%	7%
Management Insights	68%	22%	10%
Employee Delight	74%	18%	8%

03 Best Scoring Questions
Q19 - I understand the relationship between my job and this company's overall goals
Q 01 - My skills are updated as needed in the future of the workplace
Q 20 - The goals and objectives of my function are aligned with company's business plan

03 Less Scoring Questions
Q12 - Is Work-from-home the future of work?
Q13 - Considering everything, how satisfied are you working with your company at the present time?
Q26. Post pandemic, Decisions are made without undue delay

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Figure 5. Global Employee Survey - Overall Results

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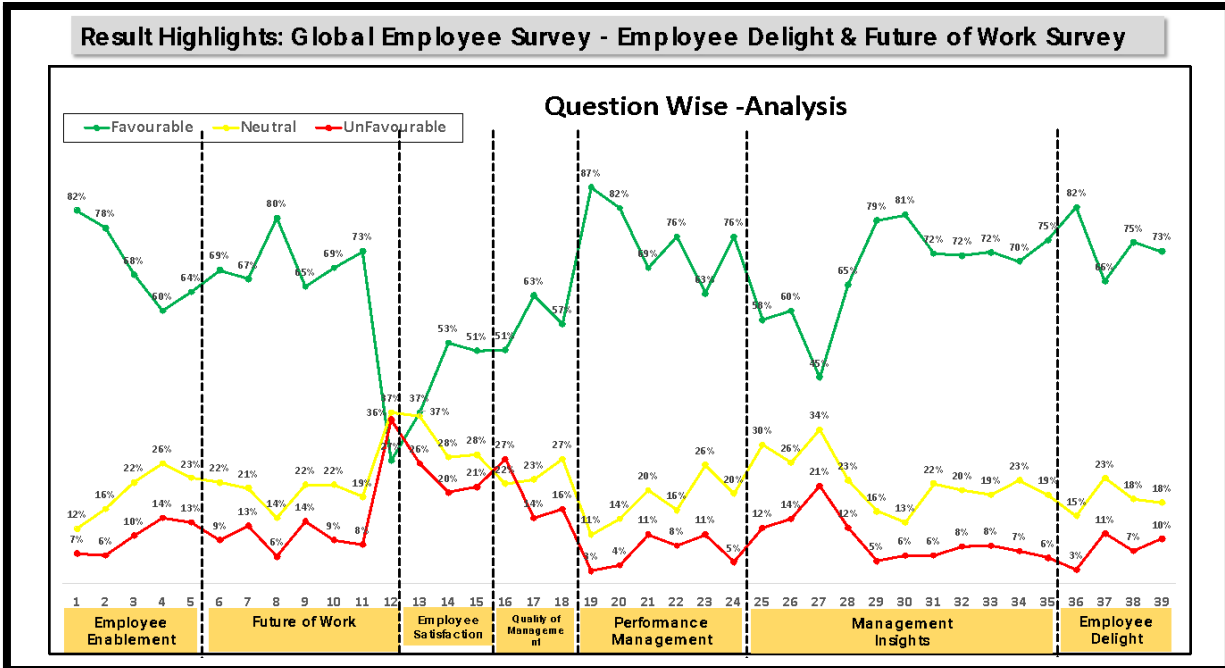
Figure 6. Global Employee Survey – Domain wise & Question wise Scores
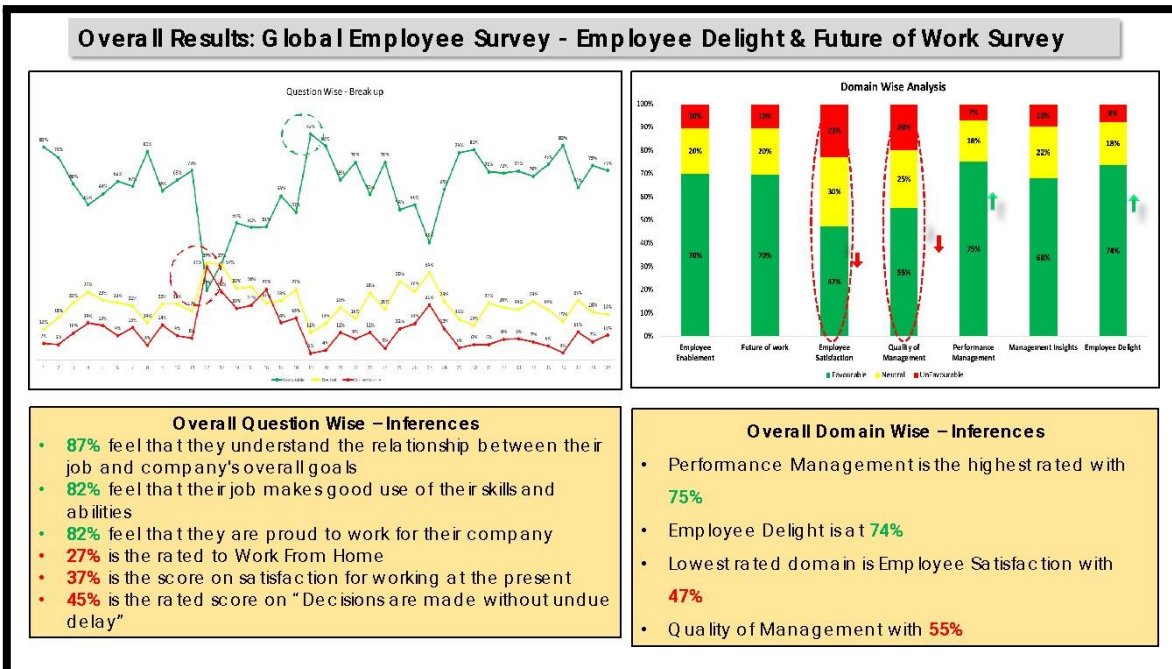
Figure 7. Global Employee Survey – Result summary
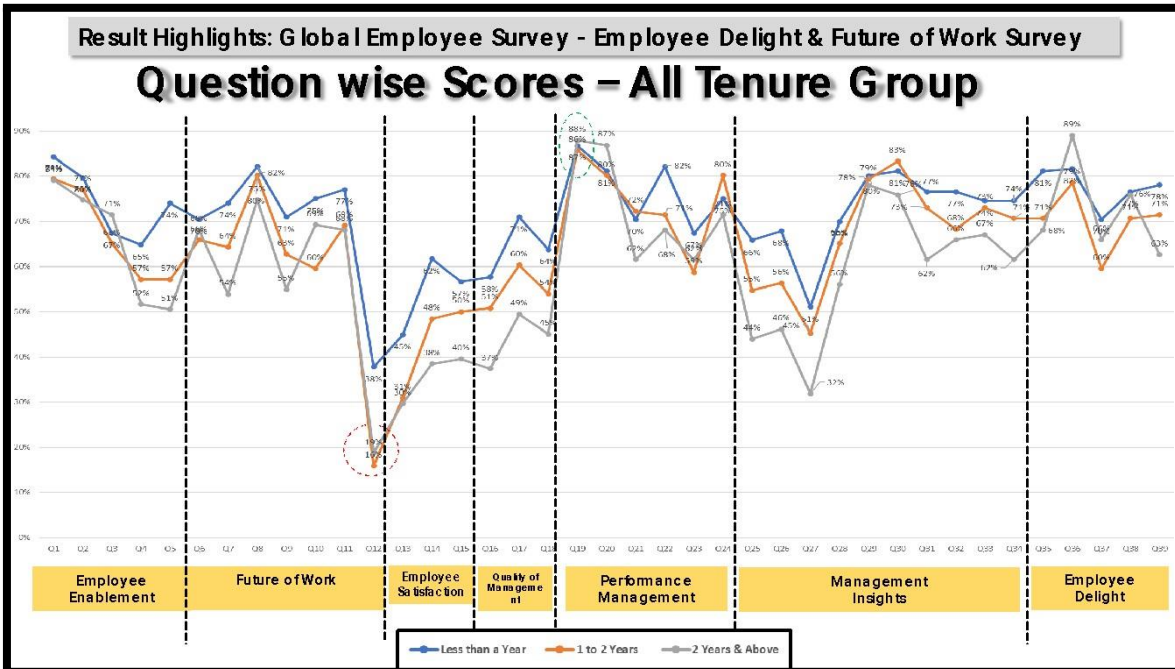
Figure 8. Global Employee Survey – Domain, Question & Tenure wise representation
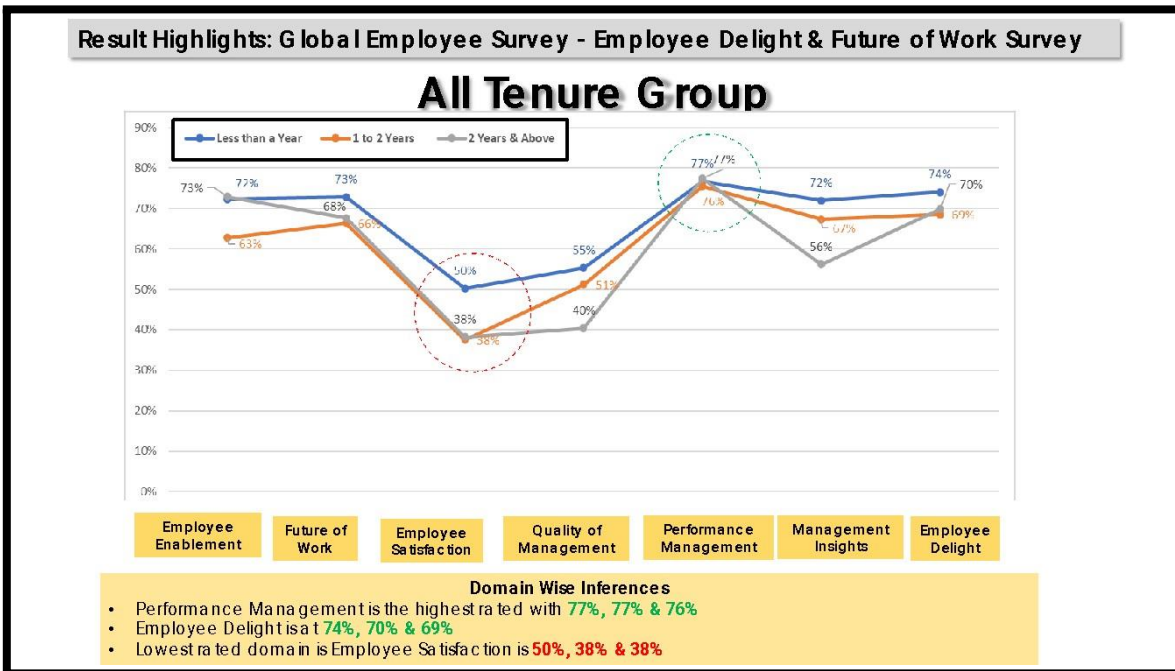
Figure 9. Global Employee Survey – Domain wise, Tenure wise representation
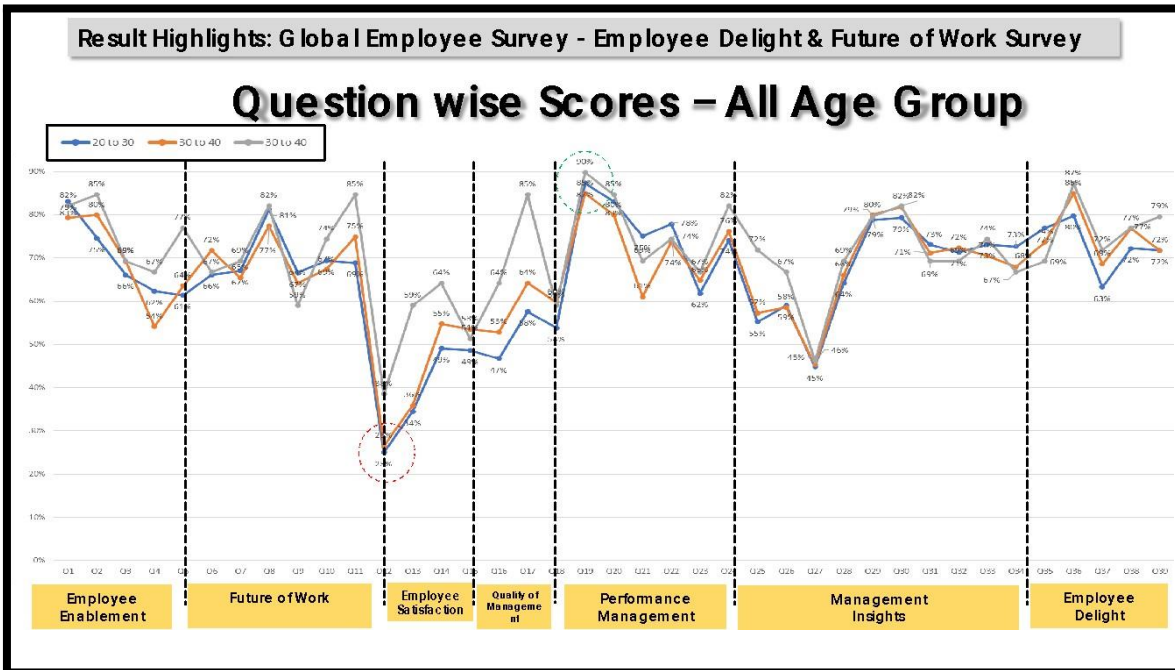
Figure 10. Global Employee Survey – Domain wise, question & Age wise representation
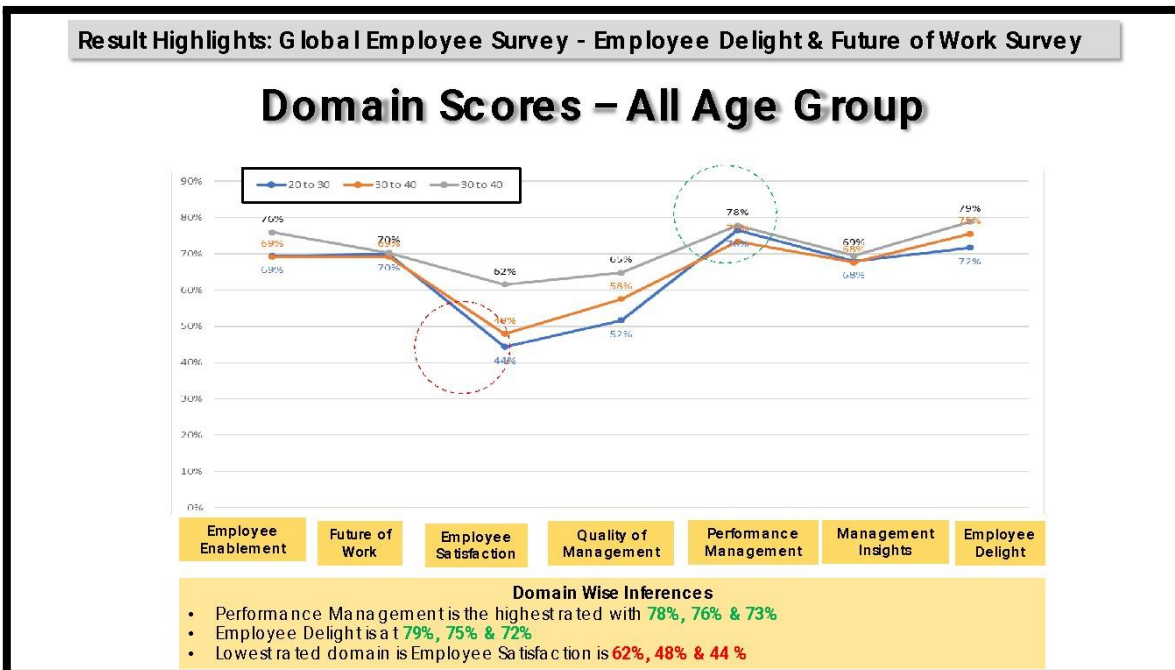
Figure 11. Global Employee Survey – Domain wise, Age wise representation
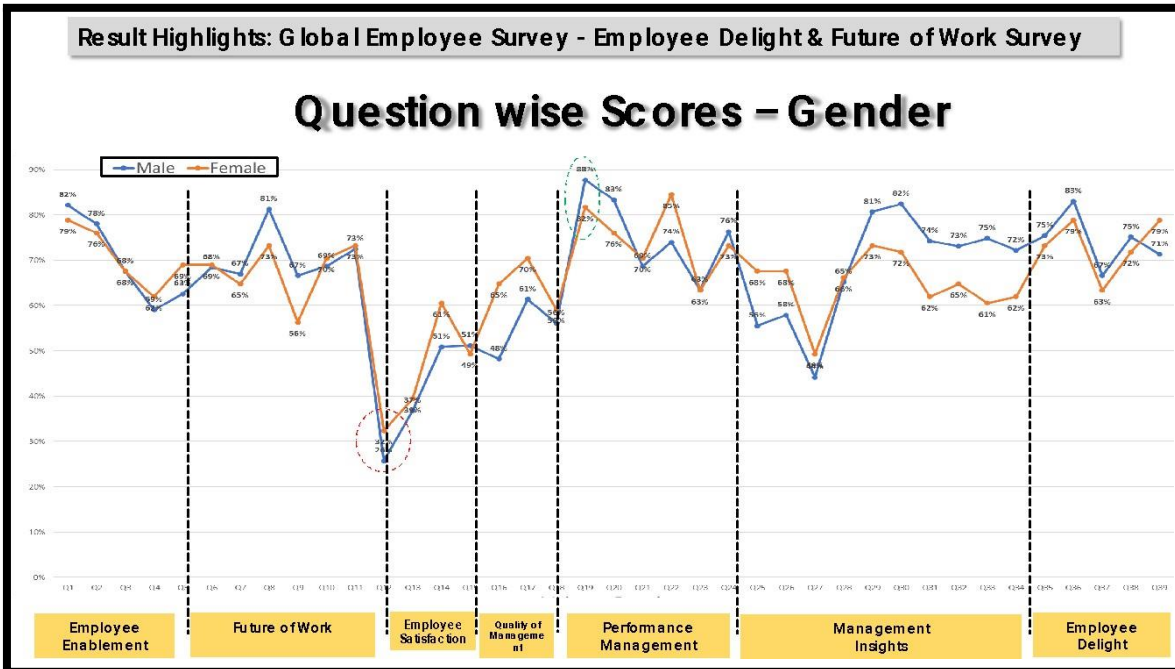
Figure 12. Global Employee Survey – Domain wise, Question & Gender wise representation
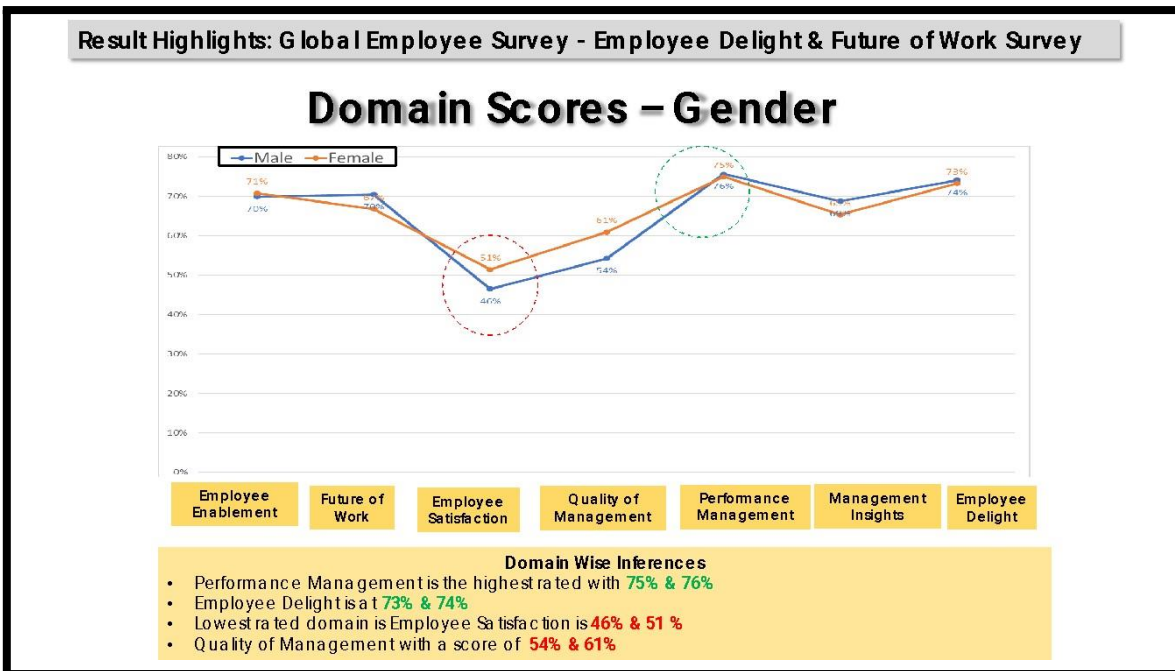
Figure 13. Global Employee Survey – Domain wise, Gender wise representation

CXO wise analysis

	CEO	CTO	CFO	COO	CDO	CPO
	100%	83%	83%	100%	100%	100%
	100%	80%	80%	100%	100%	80%
	92%	92%	83%	75%	83%	92%
	96%	84%	82%	80%	82%	80%
	89%	81%	85%	78%	78%	81%
	87%	63%	74%	89%	76%	82%
	81%	72%	72%	72%	70%	75%
	77%	75%	71%	72%	70%	77%
	78%	56%	67%	78%	67%	67%
	72%	59%	56%	56%	55%	61%
	58%	55%	55%	52%	52%	58%
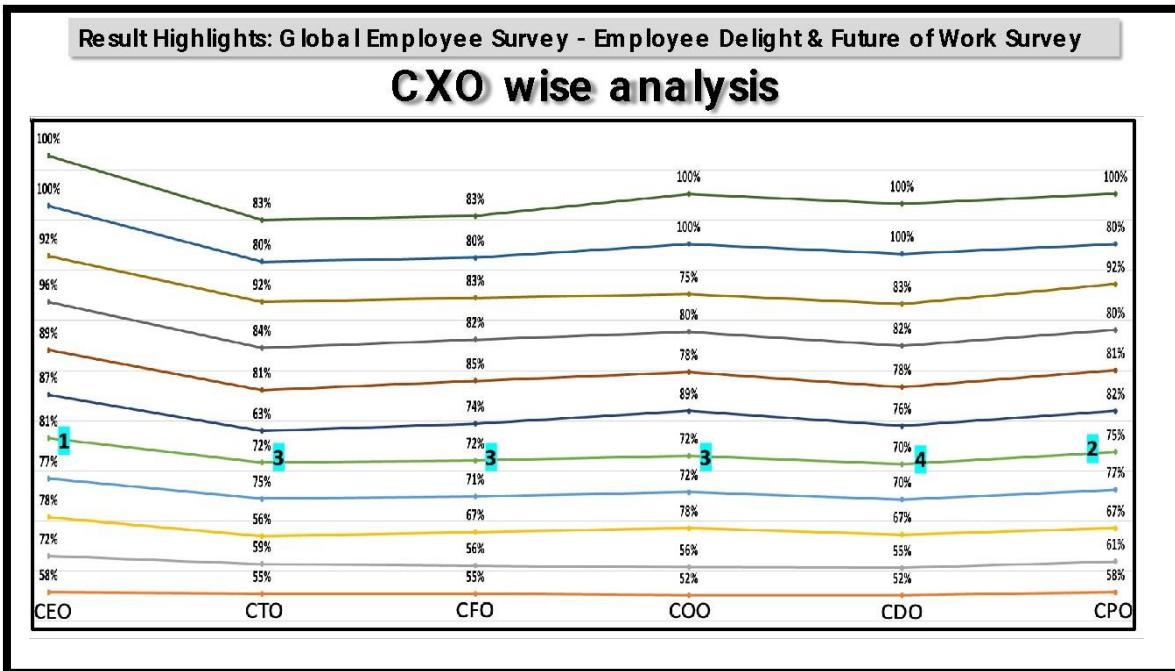
Figure 14. Global Employee Survey – CXO wise score representation

Voice of Employees

Good points	%
Work culture and environment	21.54%
Growth Opportunity	17.36%
Management and leadership	12.86%
Team Work	9.97%
New Age Company policies	7.72%
Performance and result-driven culture	5.79%
Miscellaneous	24.76%
Total	100%

Areas of improvement	%
Employee Benefits	19.42%
Communication and Culture	15.70%
Workplace Environment	14.46%
Customer Service and Operations	11.98%
Compensation and Benefits	7.85%
Technology and Processes	7.44%
Training and Development	4.13%
Others	19.01%
Grand Total	100%

90

Figure 15. Global Employee Survey – Voice of Employees representation

4.3.2 Summary of findings - Explanations

Global Employee Survey - Employee Delight & Future of Work

Introduction

Background: The Global Employee Survey on Employee Delight & Future of Work aimed to gather insights from employees across various countries regarding their perceptions, experiences, and expectations related to employee satisfaction and the future of work. This section provides an overview of the survey methodology and structure.

Survey Objectives: The primary objective of the survey was to understand employees' perspectives on employee delight and their expectations for the future of work. By exploring various aspects of the employee experience and work environment, the survey aimed to identify areas of improvement and provide valuable insights for organizations.

Methodology

Participants: The survey engaged a total of ~500 participants from 10 different countries. The participants were selected from diverse industries and organizations to ensure a wide range of perspectives and experiences.

Survey Structure: The survey comprised a total of 39 questions, divided into two categories and further segmented into subcategories. The categories and subcategories were designed to capture insights on work-related factors and the overall experience of employees. Additionally, there was one open-ended statement where participants could provide additional comments and feedback on the topic.

Survey Structure and Questions
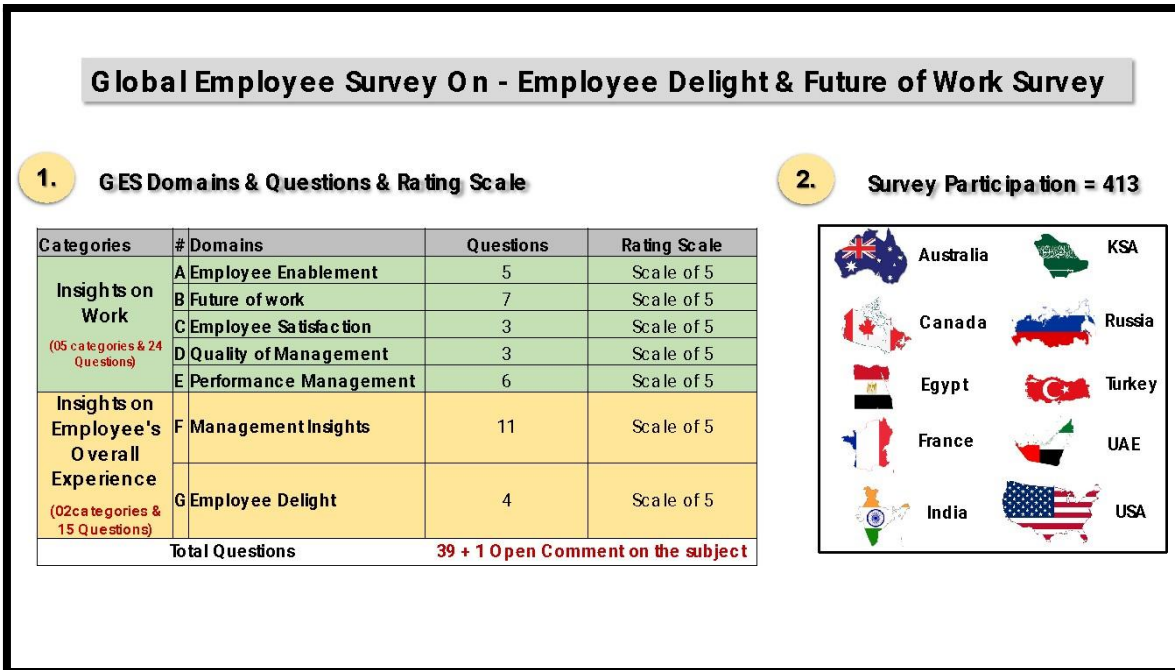
Figure 16. Survey Construct & Countries participation

Category 1: Insights on Work Category 1 focused on gaining insights into various aspects of work. It consisted of five subcategories: Employee Enablement, Future of Work, Employee Satisfaction, Quality of Management, and Performance Management. Each subcategory included a set of questions to assess specific dimensions of the work experience. The total distribution of questions for each subcategory was as follows:

- Employee Enablement: 5 questions
- Future of Work: 7 questions
- Employee Satisfaction: 3 questions
- Quality of Management: 3 questions
- Performance Management: 6 questions

Category 2: Insights on Employee's Overall Experience Category 2 aimed to understand employees' overall experience within the organization. It consisted of two subcategories: Management Insights and Employee Delight. The subcategories explored different aspects of the organizational environment and its impact on employee satisfaction. The distribution of questions for each subcategory was as follows:

- Management Insights: 11 questions
- Employee Delight: 4 questions

Open Comment Section: In addition to the structured questions, the survey included an open-ended statement where participants could provide additional comments, suggestions, or feedback related to employee delight and the future of work. This section allowed for more qualitative insights and provided participants with the opportunity to express their thoughts in their own words.

Data Analysis:

The collected survey data was subjected to a comprehensive analysis, combining both quantitative and qualitative approaches. The quantitative analysis involved summarizing the responses using descriptive statistics such as frequencies and percentages. This analysis provided an overview of participants' ratings and perspectives on various aspects of employee delight and the future of work.

The qualitative analysis focused on the open-ended comments provided by participants. These comments were carefully analysed to identify recurring themes, sentiments, and valuable insights that could enhance the understanding of employees' experiences and expectations.

Figure 17. Survey Scoring & final results valuation

Figure 18. Survey Statistical Analysis & Correlation

4.3.3 Result Synthesis

This section introduced the methodology and structure of the Global Employee Survey on Employee Delight & Future of Work. The survey involved a diverse group of participants from 10 different countries and covered various aspects of the employee experience and work environment. The next sections will delve into the detailed findings and discussions derived from the survey data, providing valuable insights into employee perceptions, satisfaction, and expectations for the future of work.

Overall GES Scores & Domain Wise Scores Synthesis:
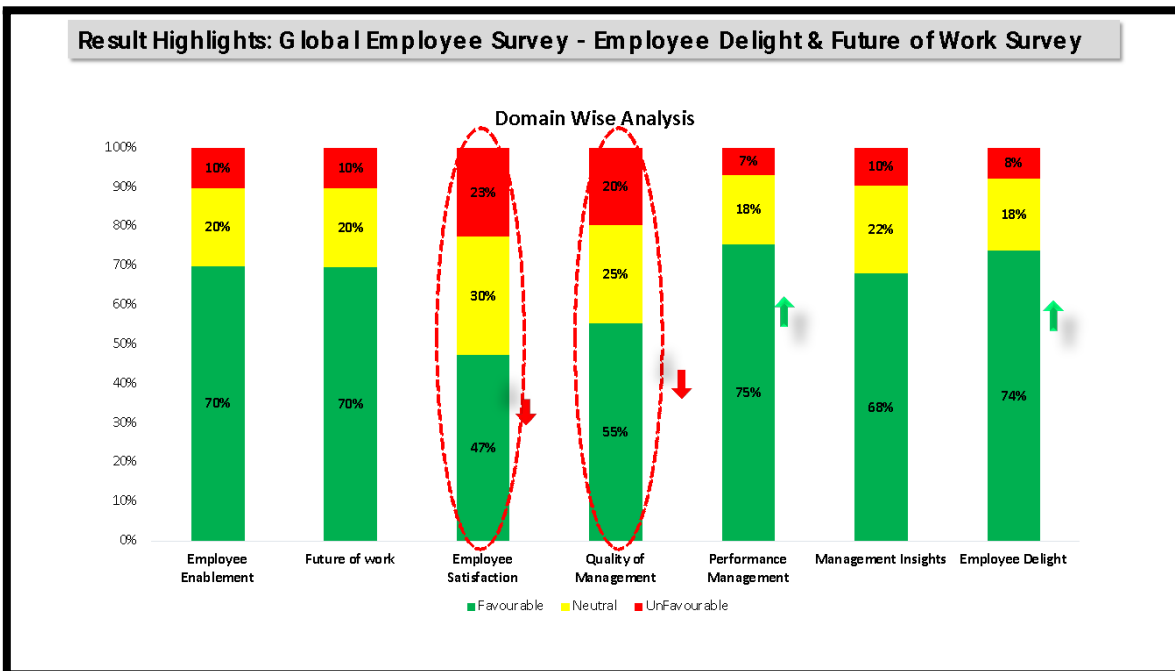
Figure 19. Global Employee Survey – Domain wise Scores

Global employee Survey – Employee Delight & the Future of Work - Domain Wise Synthesis

1. Employee Enablement:

- Favourable: 70%
- Neutral: 20%
- Unfavourable: 10%

The Employee Enablement domain received a high favourable score of 70%, indicating that a significant portion of employees feel enabled and empowered in their roles. Only a small percentage expressed neutral or unfavourable sentiments in this domain.

2. Future of Work:

- Favourable: 70%
- Neutral: 20%
- Unfavourable: 10%

The Future of Work domain also received a favourable score of 70%, suggesting that employees have a positive outlook on the future of work and believe that their organizations are adapting well to changing work trends. A small percentage of respondents expressed neutral or unfavourable views.

3. Employee Satisfaction:

- Favourable: 47%
- Neutral: 30%
- Unfavourable: 23%

The Employee Satisfaction domain received a moderate favourable score of 47%, indicating that there is room for improvement in this area. A significant proportion of respondents expressed neutral sentiments, suggesting a need for organizations to address factors that impact employee satisfaction. Additionally, 23% of respondents expressed unfavourable views, highlighting areas of concern that require attention.

4. Quality of Management:

- Favourable: 55%
- Neutral: 25%
- Unfavourable: 20%

The Quality of Management domain received a moderate favourable score of 55%. While a majority of respondents had a favourable view of the quality of management within their organizations, a notable percentage expressed neutral or unfavourable sentiments. This indicates

that there are areas where management practices can be strengthened to further enhance employee experiences.

5. Performance Management:

- Favourable: 75%
- Neutral: 18%
- Unfavourable: 7%

The Performance Management domain received a high favourable score of 75%, suggesting that employees perceive their performance management systems positively. The majority of respondents expressed favourable views, with a smaller percentage expressing neutral or unfavourable sentiments.

6. Management Insights:

- Favourable: 68%
- Neutral: 22%
- Unfavourable: 10%

The Management Insights domain received a favourable score of 68%, indicating that employees generally perceive management practices as insightful and valuable. However, there is still a significant portion of respondents who expressed neutral views, suggesting that there is room for improvement in this area.

7. Employee Delight:

- Favourable: 74%
- Neutral: 18%
- Unfavourable: 8%

The Employee Delight domain received a high favourable score of 74%, indicating that employees generally feel delighted and satisfied with their overall employee experience. The majority of respondents expressed favourable sentiments, with a smaller percentage expressing neutral or unfavourable views.

Overall, the survey results suggest that employees have a positive outlook on employee enablement, the future of work, performance management, and employee delight. However, areas such as employee satisfaction, quality of management, and management insights require attention to further enhance employee experiences. These findings provide valuable insights for organizations to identify areas of improvement and make informed decisions to create a delightful and productive work environment for their employees.

4.3.4 Overall Country Wise - Domain Scores:

#	Domain	KSA	India	Egypt	Overall	France	UAE	Australia	TurKey	USA	Russia	Canada
1	Employee Enablement	64%	68%	64%	70%	68%	77%	68%	76%	78%	80%	93%
2	Future of work	56%	64%	73%	70%	65%	71%	80%	84%	80%	88%	97%
3	Employee Satisfaction	28%	39%	44%	47%	69%	51%	25%	64%	64%	56%	83%
4	Quality of Management	36%	47%	49%	55%	73%	53%	60%	75%	83%	88%	100%
5	Performance Management	71%	72%	78%	75%	61%	76%	90%	83%	93%	93%	92%
6	Management Insights	66%	65%	59%	68%	56%	74%	78%	82%	71%	81%	95%
7	Employee Delight	68%	66%	78%	74%	69%	76%	80%	86%	92%	92%	100%

Table 4. Global Employee Survey – Domain wise & Country wise Scores

1. Employee Enablement:

- The scores for employee enablement range from 64% to 93%.
- Canada has the highest score of 93%, indicating a high level of employee enablement.
- UAE, USA, and Russia also have relatively high scores, suggesting positive employee enablement in these countries.
- Egypt and KSA have the lowest scores, indicating a need for improvement in enabling employees in their organizations.

2. Future of Work:

- The scores for the future of work domain range from 56% to 97%.
- Canada has the highest score of 97%, indicating a positive perception of preparedness for future work trends.
- Turkey, Australia, and Russia also have high scores, suggesting a favourable outlook towards the future of work.
- KSA has the lowest score, indicating a need for more focus on preparing employees for the future work environment.

3. Employee Satisfaction:

- The scores for employee satisfaction range from 25% to 83%.
- Canada has the highest score of 83%, indicating a relatively high level of employee satisfaction.
- Egypt and France also have scores above 60%, suggesting satisfactory employee satisfaction levels.
- Australia has the lowest score, indicating the need for improvement in employee satisfaction.

4. Quality of Management:

- The scores for the quality of management domain range from 36% to 100%.
- Canada has the highest score of 100%, indicating effective management practices.
- Russia, USA, and Turkey also have high scores, suggesting strong management practices in these countries.
- KSA has the lowest score, indicating the need for improvement in management quality.

5. Performance Management:

- The scores for performance management range from 61% to 93%.
- Australia has the highest score of 90%, indicating effective performance management practices.
- USA, Russia, and Turkey also have high scores, suggesting a focus on managing employee performance.
- France has the lowest score, indicating a need for improvement in performance management practices.

6. Management Insights:

- The scores for management insights range from 56% to 95%.
- Canada has the highest score of 95%, indicating strong management insights in organizations.
- Turkey, Australia, and Russia also have scores above 80%, suggesting effective management insights.
- France has the lowest score, indicating a need for improvement in management insights.

7. Employee Delight:

- The scores for employee delight range from 66% to 100%.
- Canada and Russia have the highest scores of 100%, indicating a high level of employee delight.
- Turkey and USA also have scores above 90%, suggesting a positive employee experience.
- KSA has the lowest score, indicating the need for improvement in fostering employee delight.

These domain-wise scores provide valuable insights into the strengths and areas of improvement in different countries. Organizations can use these findings to identify areas that require attention and implement strategies to enhance employee experiences and satisfaction.

4.3.5 Country Wise Detailed Analysis

1. For Canada, the detailed analysis of the domain-wise scores is as follows:

Figure 20. Global Employee Survey – Canada Scores Analysis

1. Employee Enablement:

- 93% of respondents reported favourable scores, indicating a high level of employee enablement in Canada.
- 7% of respondents expressed a neutral view on employee enablement.
- No unfavourable scores were reported, suggesting a positive perception of employee enablement in Canada.

2. Future of Work:

- 97% of respondents reported favourable scores, indicating a strong belief in the future of work.
- 3% of respondents expressed a neutral view on the future of work.
- No unfavourable scores were reported, suggesting a positive outlook on the future work trends in Canada.

3. Employee Satisfaction:

- 83% of respondents reported favourable scores, indicating a relatively high level of employee satisfaction.
- 17% of respondents expressed a neutral view on employee satisfaction.
- No unfavourable scores were reported, suggesting a generally positive level of employee satisfaction in Canada.

4. Quality of Management:

- 100% of respondents reported favourable scores, indicating a high level of satisfaction with the quality of management.
- No neutral or unfavourable scores were reported, suggesting a strong positive perception of management quality in Canada.

5. Performance Management:

- 92% of respondents reported favourable scores, indicating a high level of satisfaction with performance management practices.
- 8% of respondents expressed a neutral view on performance management.
- No unfavourable scores were reported, suggesting effective performance management practices in Canada.

6. Management Insights:

- 95% of respondents reported favourable scores, suggesting a strong positive perception of management insights.
- 5% of respondents expressed a neutral view on management insights.
- No unfavourable scores were reported, indicating a generally positive experience with management insights in Canada.

7. Employee Delight:

- 100% of respondents reported favourable scores, indicating a high level of employee delight.
- No neutral or unfavourable scores were reported, suggesting a positive and fulfilling employee experience in Canada.

Overall, Canada demonstrates strengths in employee enablement, future of work, quality of management, and employee delight. The high scores in employee satisfaction and performance management further reinforce the positive work environment in Canada. These results indicate a high level of employee engagement and satisfaction in Canadian organizations, which can contribute to their overall success.

2. For Russia, the detailed analysis of the domain-wise scores is as follows:
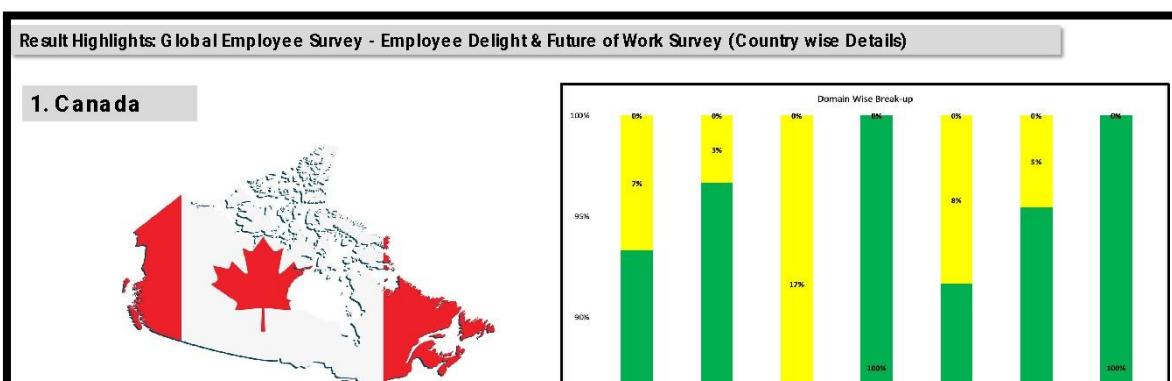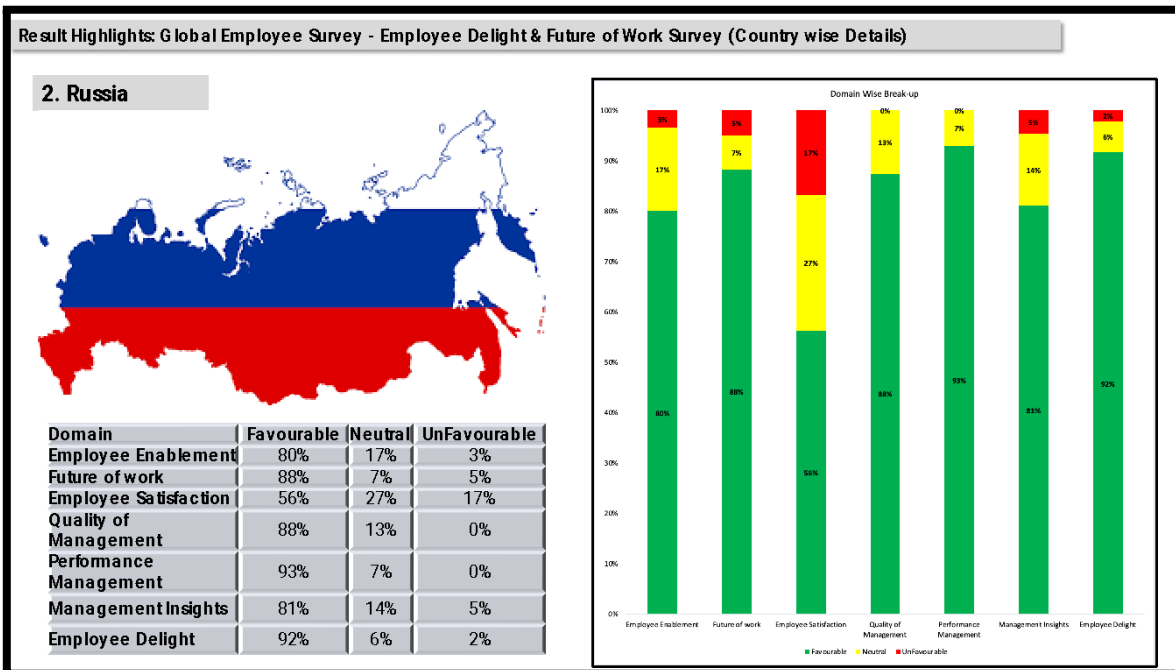

Figure 21. Global Employee Survey – Russia Scores Analysis

1. Employee Enablement:

- 80% of respondents reported favourable scores, indicating a high level of employee enablement in Russia.
- 17% of respondents expressed a neutral view on employee enablement.
- 3% of respondents reported unfavourable scores, suggesting a generally positive perception of employee enablement.

2. Future of Work:

- 88% of respondents reported favourable scores, indicating a positive outlook on the future of work in Russia.
- 7% of respondents expressed a neutral view on the future of work.
- 5% of respondents reported unfavourable scores, suggesting a relatively small portion of concerns or uncertainties about the future work trends in Russia.

3. Employee Satisfaction:

- 56% of respondents reported favourable scores, indicating a moderate level of employee satisfaction in Russia.
- 27% of respondents expressed a neutral view on employee satisfaction.
- 17% of respondents reported unfavourable scores, suggesting a need for improvement in employee satisfaction levels.

4. Quality of Management:

- 88% of respondents reported favourable scores, indicating a high level of satisfaction with the quality of management in Russia.
- 13% of respondents expressed a neutral view on the quality of management.
- 0% of respondents reported unfavourable scores, suggesting a positive perception of management practices.

5. Performance Management:

- 93% of respondents reported favourable scores, indicating a high level of satisfaction with performance management practices in Russia.
- 7% of respondents expressed a neutral view on performance management.
- 0% of respondents reported unfavourable scores, suggesting a positive perception of performance management.

6. Management Insights:

- 81% of respondents reported favourable scores, indicating a relatively high level of satisfaction with management insights.

- 14% of respondents expressed a neutral view on management insights.
- 5% of respondents reported unfavourable scores, suggesting a need for improvement in providing valuable insights to employees.

7. Employee Delight:

- 92% of respondents reported favourable scores, indicating a high level of employee delight in Russia.
- 6% of respondents expressed a neutral view on employee delight.
- 2% of respondents reported unfavourable scores, suggesting a generally positive perception of employee delight.

Overall, the results indicate a positive perception of employee enablement, future of work, quality of management, performance management, management insights, and employee delight in Russia. However, there is room for improvement in areas such as employee satisfaction to ensure a more positive and satisfying work environment. These findings highlight the importance of maintaining high levels of employee enablement, addressing employee concerns, and continuously improving management practices to enhance the overall employee experience in organizations in Russia.

3. Here is the analysis for the United States (USA) based on the given inputs:

Result Highlights: Global Employee Survey - Employee Delight & Future of Work Survey (Country wise Details)

3. USA

| Domain	Favourable	Neutral	UnFavourable
Employee Enablement	78%	16%	7%
Future of work	80%	18%	2%
Employee Satisfaction	64%	31%	6%
Quality of Management	83%	14%	3%
Performance Management	93%	7%	0%
Management Insights	71%	24%	5%
Employee Delight	92%	8%	0%

Figure 22. Global Employee Survey – USA Scores Analysis

1. Employee Enablement:

- 78% of respondents reported favourable scores, indicating a relatively high level of employee enablement in the USA.
- 16% of respondents expressed a neutral view on employee enablement.
- 7% of respondents reported unfavourable scores, suggesting the presence of some challenges in terms of employee enablement.

2. Future of Work:

- 80% of respondents reported favourable scores, indicating a positive outlook on the future of work in the USA.
- 18% of respondents expressed a neutral view on the future of work.
- 2% of respondents reported unfavourable scores, suggesting minimal concerns about the future work trends in the USA.

3. Employee Satisfaction:

- 64% of respondents reported favourable scores, indicating a moderate level of employee satisfaction in the USA.
- 31% of respondents expressed a neutral view on employee satisfaction.
- 6% of respondents reported unfavourable scores, suggesting the need for improvement in employee satisfaction levels.

4. Quality of Management:

- 83% of respondents reported favourable scores, indicating a positive perception of the quality of management in the USA.
- 14% of respondents expressed a neutral view on the quality of management.
- 3% of respondents reported unfavourable scores, suggesting a relatively high level of satisfaction with management practices.

5. Performance Management:

- 93% of respondents reported favourable scores, indicating a high level of satisfaction with performance management practices in the USA.
- 7% of respondents expressed a neutral view on performance management.
- 0% of respondents reported unfavourable scores, indicating a positive perception of performance management.

6. Management Insights:

- 71% of respondents reported favourable scores, indicating a relatively positive perception of management insights in the USA.
- 24% of respondents expressed a neutral view on management insights.
- 5% of respondents reported unfavourable scores, suggesting the presence of some areas for improvement in providing valuable insights to employees.

7. Employee Delight:

- 92% of respondents reported favourable scores, indicating a high level of employee delight in the USA.
- 8% of respondents expressed a neutral view on employee delight.
- 0% of respondents reported unfavourable scores, indicating a positive perception of employee delight.

Based on these results, it can be concluded that employees in the USA generally have a positive perception of employee enablement, future of work, performance management, management insights, and employee delight. However, there is room for improvement in areas such as employee satisfaction and further enhancing the quality of management to ensure a more favourable employee experience.

4. For Turkey, the detailed analysis of the domain-wise scores is as follows:

Result Highlights: Global Employee Survey - Employee Delight & Future of Work Survey (Country wise Details)

4. Turkey

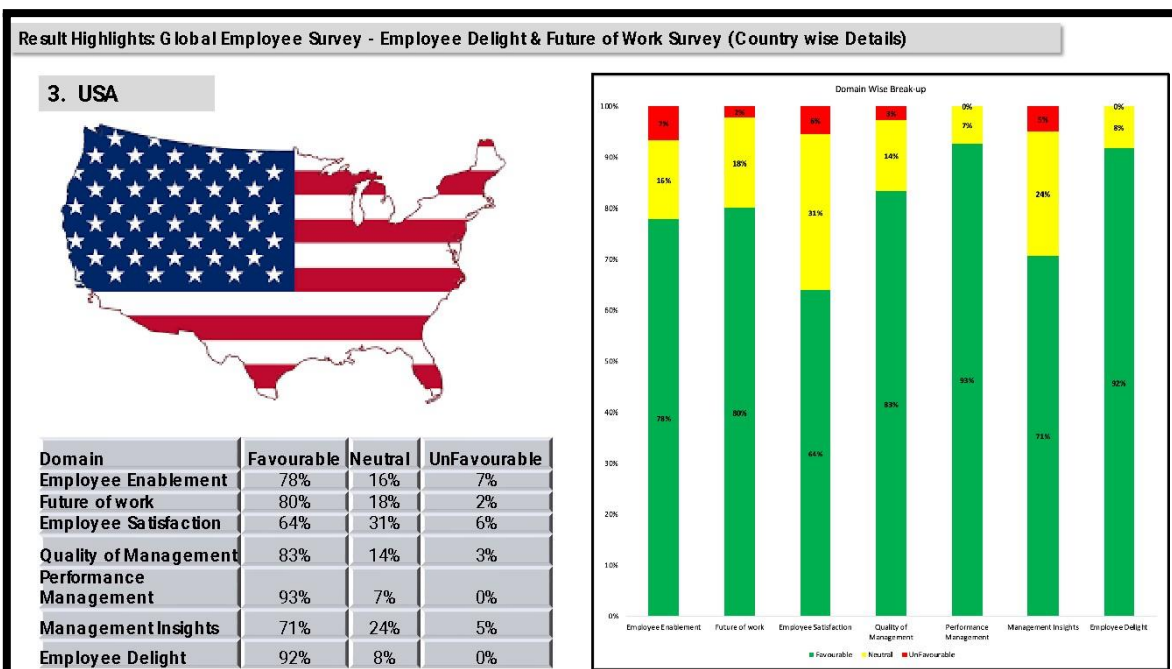| Domain	Favourable	Neutral	UnFavourable
Employee Enablement	76%	15%	9%
Future of work	84%	11%	6%
Employee Satisfaction	64%	26%	9%
Quality of Management	75%	15%	10%
Performance Management	83%	11%	6%
Management Insights	82%	13%	5%
Employee Delight	86%	9%	5%

104

Figure 23. Global Employee Survey – Turkey Scores Analysis

1. Employee Enablement:

- 76% of respondents reported favourable scores, indicating a relatively high level of employee enablement in Turkey.
- 15% of respondents expressed a neutral view on employee enablement.
- 9% of respondents reported unfavourable scores, suggesting the presence of some challenges in terms of employee enablement.

2. Future of Work:

- 84% of respondents reported favourable scores, indicating a positive outlook on the future of work in Turkey.
- 11% of respondents expressed a neutral view on the future of work.
- 6% of respondents reported unfavourable scores, suggesting some concerns or uncertainties about the future work trends in Turkey.

3. Employee Satisfaction:

- 64% of respondents reported favourable scores, indicating a moderate level of employee satisfaction in Turkey.
- 26% of respondents expressed a neutral view on employee satisfaction.
- 9% of respondents reported unfavourable scores, suggesting the need for improvement in employee satisfaction levels.

4. Quality of Management:

- 75% of respondents reported favourable scores, indicating a relatively positive perception of the quality of management in Turkey.
- 15% of respondents expressed a neutral view on the quality of management.
- 10% of respondents reported unfavourable scores, suggesting the presence of some dissatisfaction with management practices.

5. Performance Management:

- 83% of respondents reported favourable scores, indicating a relatively high level of satisfaction with performance management practices in Turkey.
- 11% of respondents expressed a neutral view on performance management.
- 6% of respondents reported unfavourable scores, suggesting the presence of some concerns or challenges related to performance management.

6. Management Insights:

- 82% of respondents reported favourable scores, indicating a relatively positive perception of management insights in Turkey.
- 13% of respondents expressed a neutral view on management insights.
- 5% of respondents reported unfavourable scores, suggesting the presence of some areas for improvement in providing valuable insights to employees.

7. Employee Delight:

- 86% of respondents reported favourable scores, indicating a relatively high level of employee delight in Turkey.
- 9% of respondents expressed a neutral view on employee delight.
- 5% of respondents reported unfavourable scores, suggesting the presence of some challenges in terms of employee delight.

Overall, the results indicate a positive perception of employee enablement, future of work, quality of management, performance management, management insights, and employee delight in Turkey. However, there are areas such as employee satisfaction and the quality of management where improvements can be made to enhance the overall employee experience. These findings highlight the importance of continuously assessing and addressing employee needs, providing effective management practices, and fostering a positive work environment in organizations in Turkey.

5. For Australia, the detailed analysis of the domain-wise scores is as follows:

Result Highlights: Global Employee Survey - Employee Delight & Future of Work Survey (Country wise Details)

5. Australia

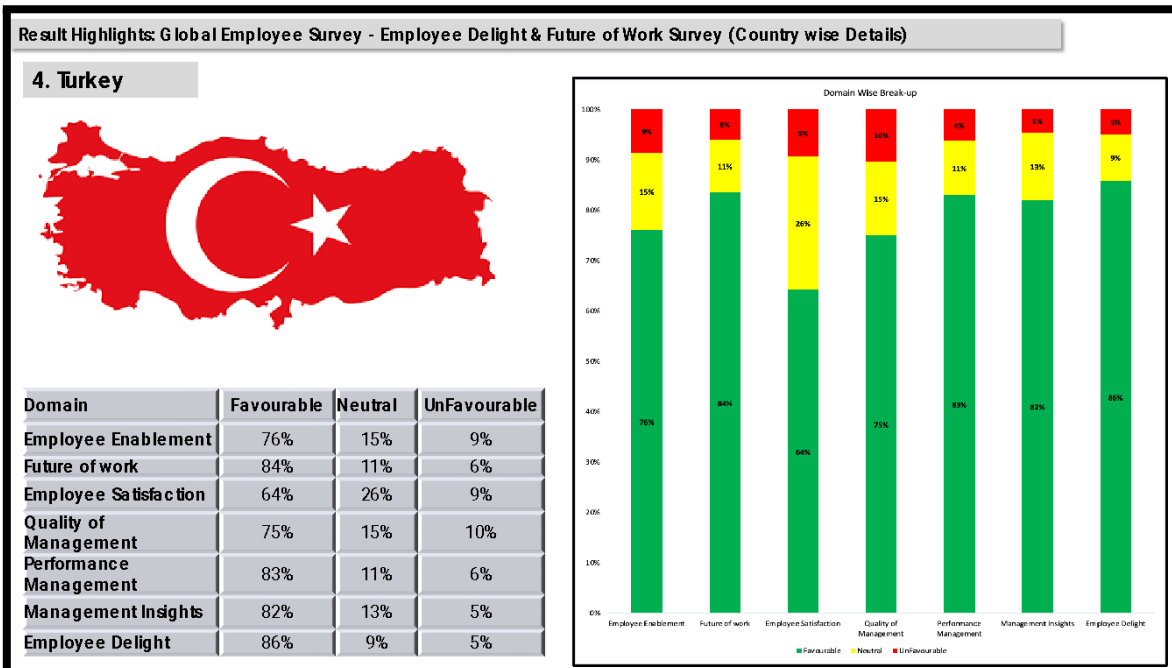| Domain	Favourable	Neutral	UnFavourable
Employee Enablement	68%	32%	0%
Future of work	80%	20%	0%
Employee Satisfaction	25%	60%	15%
Quality of Management	60%	40%	0%
Performance Management	90%	10%	0%
Management Insights	78%	20%	2%
Employee Delight	80%	20%	0%

Figure 24. Global Employee Survey – Australia Scores Analysis

1. Employee Enablement:

- 68% of respondents reported favourable scores, indicating a moderate level of employee enablement.
- 32% of respondents expressed a neutral view on employee enablement.
- No unfavourable scores were reported, suggesting a generally positive perception of employee enablement in Australia.

2. Future of Work:

- 80% of respondents reported favourable scores, indicating a positive outlook on the future of work.
- 20% of respondents expressed a neutral view on the future of work.
- No unfavourable scores were reported, suggesting an optimistic perspective on the future work trends in Australia.

3. Employee Satisfaction:

- 25% of respondents reported favourable scores, indicating a relatively low level of employee satisfaction.
- 60% of respondents expressed a neutral view on employee satisfaction.
- 15% of respondents reported unfavourable scores, suggesting room for improvement in enhancing employee satisfaction levels.

4. Quality of Management:

- 60% of respondents reported favourable scores, indicating a moderate level of satisfaction with the quality of management.
- 40% of respondents expressed a neutral view on the quality of management.
- No unfavourable scores were reported, suggesting a generally positive perception of management quality in Australia.

5. Performance Management:

- 90% of respondents reported favourable scores, indicating a high level of satisfaction with performance management practices.
- 10% of respondents expressed a neutral view on performance management.
- No unfavourable scores were reported, indicating effective performance management practices in Australia.

6. Management Insights:

- 78% of respondents reported favourable scores, suggesting a positive perception of management insights.
- 20% of respondents expressed a neutral view on management insights.
- 2% of respondents reported unfavourable scores, indicating a need for improvement in management insights.

7. Employee Delight:

- 80% of respondents reported favourable scores, indicating a moderate level of employee delight.
- 20% of respondents expressed a neutral view on employee delight.
- No unfavourable scores were reported, suggesting a generally positive experience of employees in Australia.

Overall, Australia demonstrates strengths in performance management, future of work, and employee delight. However, there are areas that require attention, such as improving employee satisfaction and enhancing management insights. Organizations in Australia can leverage these insights to focus on areas of improvement and enhance the overall employee experience.

6. Here is the updated analysis for the United Arab Emirates (UAE) based on the given inputs:

Result Highlights: Global Employee Survey - Employee Delight & Future of Work Survey (Country wise Details)

6. UAE

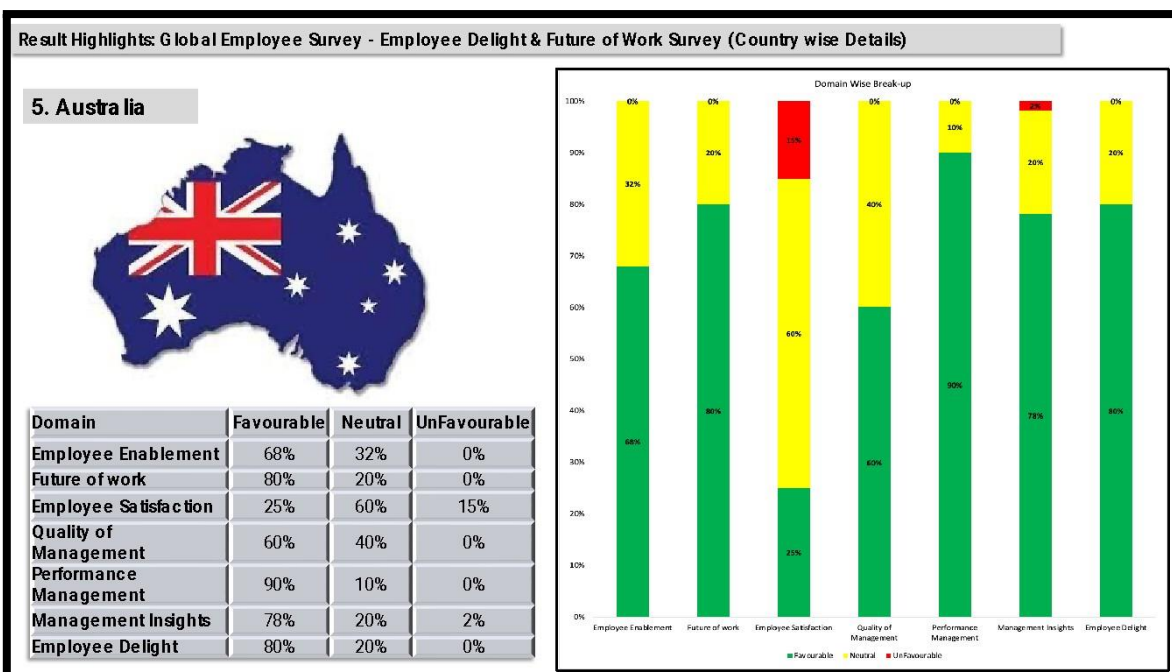| Domain	Favourable	Neutral	UnFavourable
Employee Enablement	77%	16%	7%
Future of work	71%	18%	10%
Employee Satisfaction	51%	30%	19%
Quality of Management	53%	33%	13%
Performance Management	76%	17%	7%
Management Insights	74%	16%	9%
Employee Delight	76%	18%	6%

Figure 25. Global Employee Survey – UAE Scores Analysis

1. Employee Enablement:

- 77% of respondents reported favourable scores, indicating a relatively high level of employee enablement in the UAE.
- 16% of respondents expressed a neutral view on employee enablement.
- 7% of respondents reported unfavourable scores, suggesting the presence of some challenges in terms of employee enablement.

2. Future of Work:

- 71% of respondents reported favourable scores, indicating a positive outlook on the future of work in the UAE.
- 18% of respondents expressed a neutral view on the future of work.
- 10% of respondents reported unfavourable scores, suggesting some concerns or uncertainties about the future work trends in the UAE.

3. Employee Satisfaction:

- 51% of respondents reported favourable scores, indicating a moderate level of employee satisfaction in the UAE.
- 30% of respondents expressed a neutral view on employee satisfaction.
- 19% of respondents reported unfavourable scores, suggesting the need for improvement in employee satisfaction levels.

4. Quality of Management:

- 53% of respondents reported favourable scores, indicating a relatively positive perception of the quality of management in the UAE.
- 33% of respondents expressed a neutral view on the quality of management.
- 13% of respondents reported unfavourable scores, suggesting the presence of some dissatisfaction with management practices.

5. Performance Management:

- 76% of respondents reported favourable scores, indicating a relatively high level of satisfaction with performance management practices in the UAE.
- 17% of respondents expressed a neutral view on performance management.
- 7% of respondents reported unfavourable scores, suggesting the presence of some concerns or challenges related to performance management.

6. Management Insights:

- 74% of respondents reported favourable scores, indicating a relatively positive perception of management insights in the UAE.
- 16% of respondents expressed a neutral view on management insights.
- 9% of respondents reported unfavourable scores, suggesting the presence of some areas for improvement in providing valuable insights to employees.

7. Employee Delight:

- 76% of respondents reported favourable scores, indicating a relatively high level of employee delight in the UAE.
- 18% of respondents expressed a neutral view on employee delight.
- 6% of respondents reported unfavourable scores, suggesting the presence of some challenges in terms of employee delight.

Based on these results, it can be concluded that the UAE employees generally have a positive perception of employee enablement, future of work, performance management, management insights, and employee delight. However, there are areas such as employee satisfaction and the quality of management where improvements can be made to enhance the overall employee experience.

7. For France, the detailed analysis of the domain-wise scores is as follows:

Result Highlights: Global Employee Survey - Employee Delight & Future of Work Survey (Country wise Details)

7. France

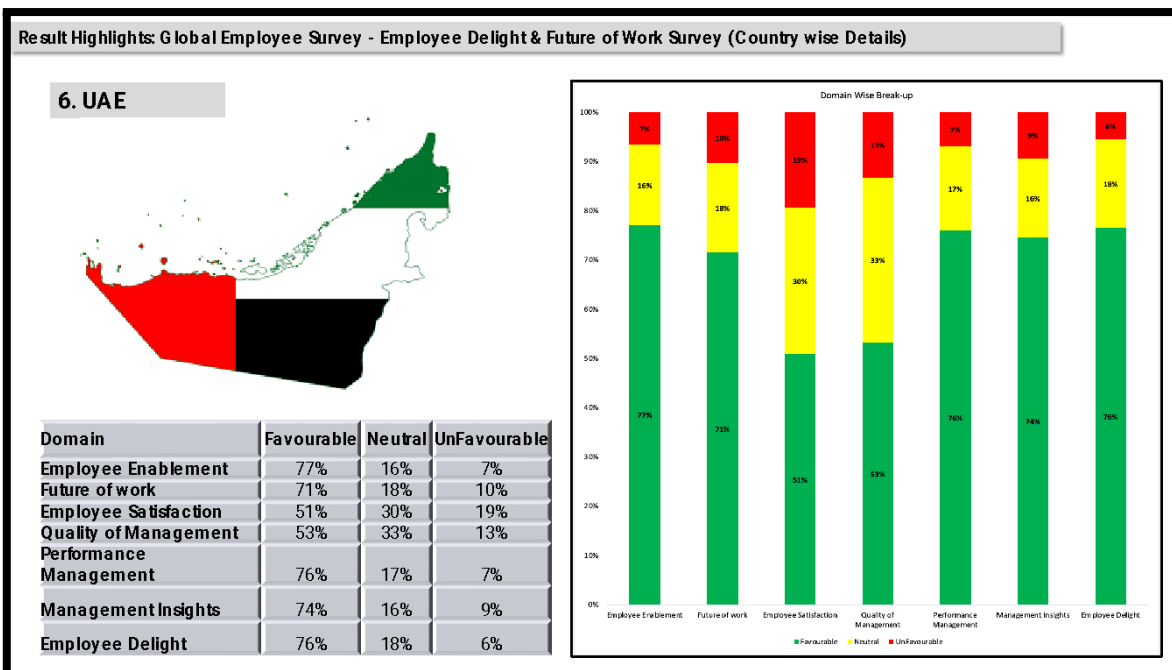| Domain	Favourable	Neutral	UnFavourable
Employee Enablement	68%	32%	1%
Future of work	65%	30%	6%
Employee Satisfaction	69%	20%	11%
Quality of Management	73%	18%	9%
Performance Management	61%	39%	1%
Management Insights	56%	42%	2%
Employee Delight	69%	30%	2%

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Figure 26. Global Employee Survey – France Scores Analysis

1. Employee Enablement:

- 68% of respondents reported favourable scores, indicating a moderate level of employee enablement in France.
- 32% of respondents expressed a neutral view on employee enablement.
- 1% of respondents reported unfavourable scores, suggesting a generally positive perception of employee enablement.

2. Future of Work:

- 65% of respondents reported favourable scores, indicating a positive outlook on the future of work in France.
- 30% of respondents expressed a neutral view on the future of work.
- 6% of respondents reported unfavourable scores, suggesting some concerns or uncertainties about the future work trends in France.

3. Employee Satisfaction:

- 69% of respondents reported favourable scores, indicating a relatively high level of employee satisfaction.
- 20% of respondents expressed a neutral view on employee satisfaction.
- 11% of respondents reported unfavourable scores, suggesting areas for improvement or dissatisfaction among employees in France.

4. Quality of Management:

- 73% of respondents reported favourable scores, indicating a positive perception of the quality of management in France.
- 18% of respondents expressed a neutral view on the quality of management.
- 9% of respondents reported unfavourable scores, suggesting areas for improvement in management practices.

5. Performance Management:

- 61% of respondents reported favourable scores, indicating a moderate level of satisfaction with performance management practices.
- 39% of respondents expressed a neutral view on performance management.
- 1% of respondents reported unfavourable scores, suggesting some concerns or dissatisfaction with performance management.

6. Management Insights:

- 56% of respondents reported favourable scores, indicating a relatively lower level of satisfaction with management insights.
- 42% of respondents expressed a neutral view on management insights.
- 2% of respondents reported unfavourable scores, suggesting a need for improvement in providing valuable insights to employees.

7. Employee Delight:

- 69% of respondents reported favourable scores, indicating a moderate level of employee delight.
- 30% of respondents expressed a neutral view on employee delight.
- 2% of respondents reported unfavourable scores, suggesting some areas for enhancing employee delight in France.

Overall, the results suggest a generally positive perception of employee enablement, future of work, employee satisfaction, quality of management, performance management, and employee delight in France. However, there is room for improvement in areas such as management insights and addressing any potential concerns or dissatisfaction among employees. These findings highlight the importance of continuous efforts to enhance management practices, provide valuable insights, and maintain a high level of employee satisfaction and delight in organizations in France.

8. For Egypt, the detailed analysis of the domain-wise scores is as follows:

Result Highlights: Global Employee Survey - Employee Delight & Future of Work Survey (Country wise Details)

8. Egypt

Domain Wise Break-up

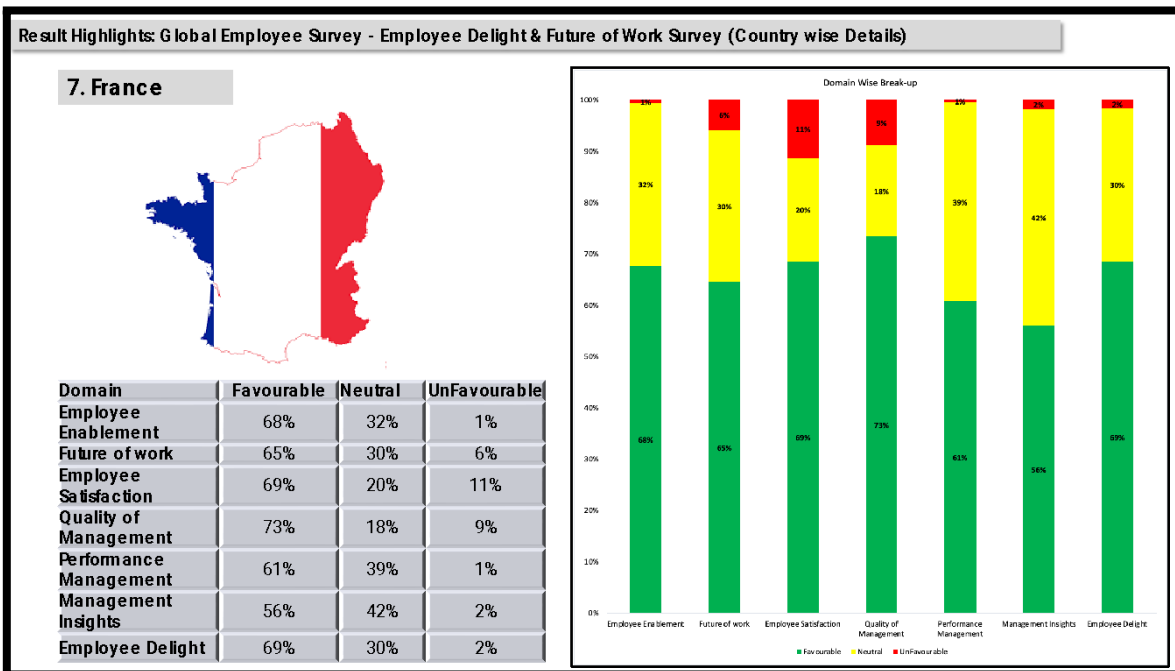| Domain	Favourable	Neutral	UnFavourable
Employee Enablement	64%	23%	13%
Future of work	73%	20%	8%
Employee Satisfaction	44%	32%	24%
Quality of Management	49%	30%	21%
Performance Management	78%	16%	7%
Management Insights	59%	28%	13%
Employee Delight	78%	16%	6%

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Figure 27. Global Employee Survey – Egypt Scores Analysis

1. Employee Enablement:

- 64% of respondents reported favourable scores, indicating a moderate level of employee enablement in Egypt.
- 23% of respondents expressed a neutral view on employee enablement.
- 13% of respondents reported unfavourable scores, suggesting some areas for improvement in employee enablement.

2. Future of Work:

- 73% of respondents reported favourable scores, indicating a positive outlook on the future of work.
- 20% of respondents expressed a neutral view on the future of work.
- 8% of respondents reported unfavourable scores, suggesting some concerns about the future work trends in Egypt.

3. Employee Satisfaction:

- 44% of respondents reported favourable scores, indicating a relatively lower level of employee satisfaction.
- 32% of respondents expressed a neutral view on employee satisfaction.
- 24% of respondents reported unfavourable scores, suggesting areas of dissatisfaction among employees in Egypt.

4. Quality of Management:

- 49% of respondents reported favourable scores, indicating a moderate level of satisfaction with the quality of management.
- 30% of respondents expressed a neutral view on the quality of management.
- 21% of respondents reported unfavourable scores, indicating areas for improvement in management practices.

5. Performance Management:

- 78% of respondents reported favourable scores, indicating a relatively high level of satisfaction with performance management practices.
- 16% of respondents expressed a neutral view on performance management.
- 7% of respondents reported unfavourable scores, suggesting some concerns or dissatisfaction with performance management.

6. Management Insights:

- 59% of respondents reported favourable scores, indicating a moderate level of satisfaction with management insights.
- 28% of respondents expressed a neutral view on management insights.
- 13% of respondents reported unfavourable scores, suggesting areas for improvement in providing valuable insights to employees.

7. Employee Delight:

- 78% of respondents reported favourable scores, indicating a moderate level of employee delight.
- 16% of respondents expressed a neutral view on employee delight.
- 6% of respondents reported unfavourable scores, suggesting some areas for enhancing employee delight in Egypt.

Overall, the results indicate a mix of positive and areas for improvement in various domains in Egypt. While employee enablement and future of work have relatively positive scores, areas such as employee satisfaction, quality of management, and management insights require attention. These findings highlight the importance of focusing on improving employee satisfaction, strengthening management practices, and providing valuable insights to enhance the overall employee experience and delight in Egyptian organizations.

9. For India, the detailed analysis of the domain-wise scores is as follows:

Result Highlights: Global Employee Survey - Employee Delight & Future of Work Survey (Country wise Details)

9. India

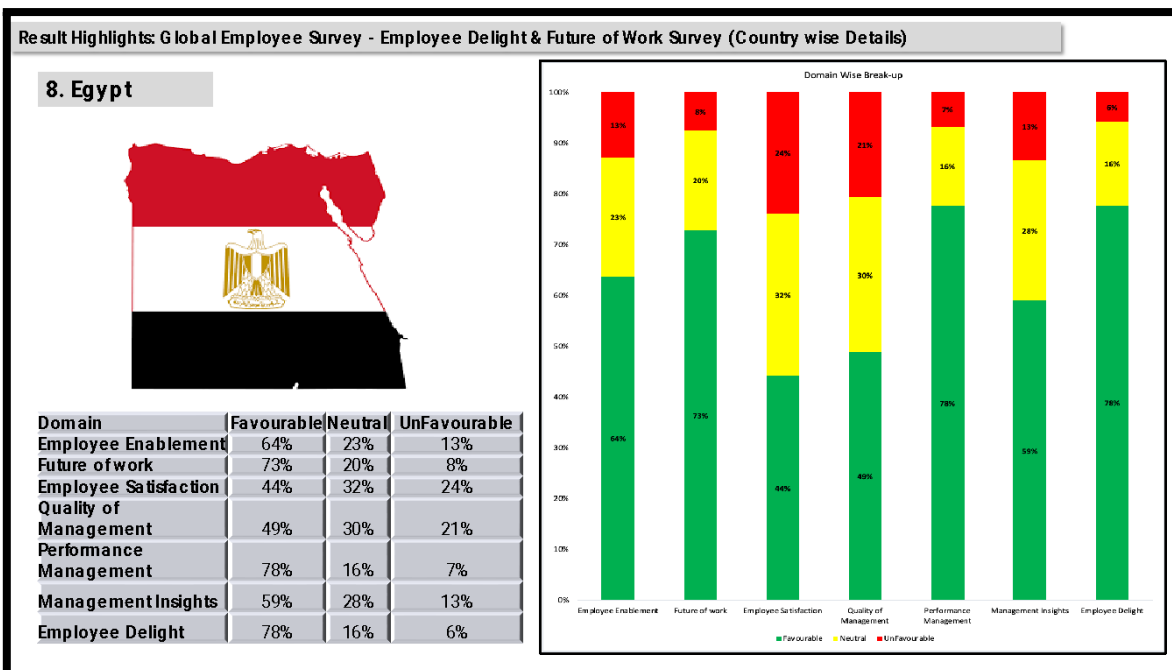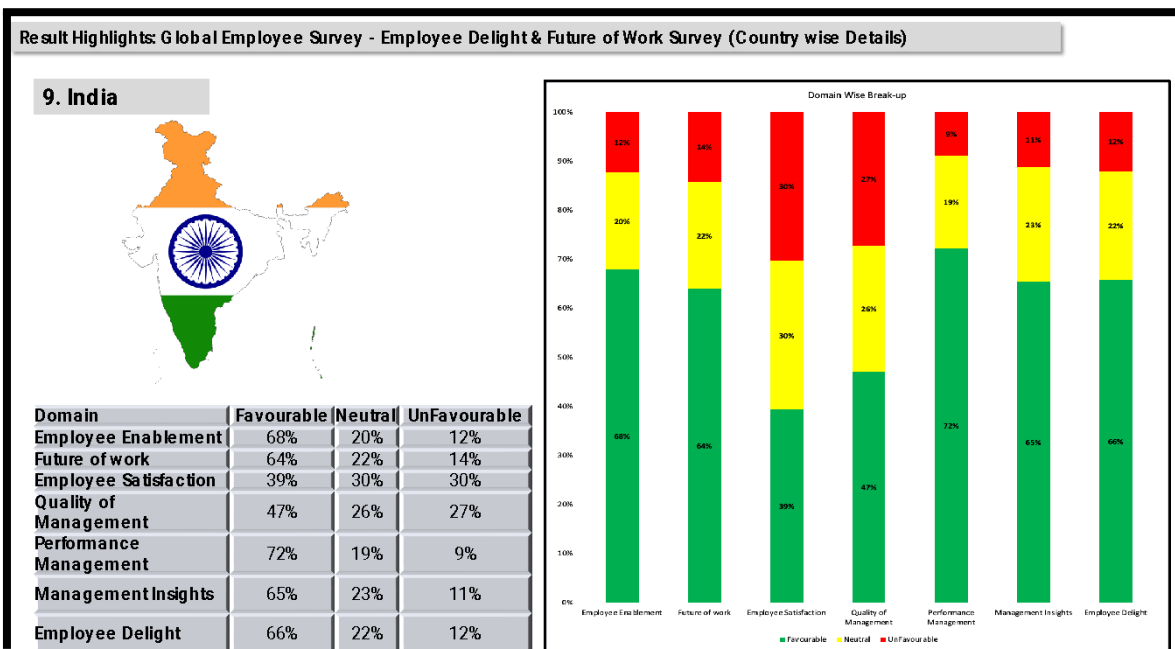| Domain	Favourable	Neutral	UnFavourable
Employee Enablement	68%	20%	12%
Future of work	64%	22%	14%
Employee Satisfaction	39%	30%	30%
Quality of Management	47%	26%	27%
Performance Management	72%	19%	9%
Management Insights	65%	23%	11%
Employee Delight	66%	22%	12%

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Figure 28. Global Employee Survey – India Scores Analysis

1. Employee Enablement:

   ● 68% of respondents reported favourable scores, indicating a moderate level of employee enablement in India.
   ● 20% of respondents expressed a neutral view on employee enablement.
   ● 12% of respondents reported unfavourable scores, suggesting some areas for improvement in enabling employees.

2. Future of Work:

   ● 64% of respondents reported favourable scores, indicating a positive outlook on the future of work in India.
   ● 22% of respondents expressed a neutral view on the future of work.
   ● 14% of respondents reported unfavourable scores, suggesting some concerns or uncertainties about the future work trends in India.

3. Employee Satisfaction:

   ● 39% of respondents reported favourable scores, indicating a relatively lower level of employee satisfaction.
   ● 30% of respondents expressed a neutral view on employee satisfaction.
   ● 30% of respondents reported unfavourable scores, suggesting a need for improvement in employee satisfaction levels in India.

4. Quality of Management:

   ● 47% of respondents reported favourable scores, indicating a moderate level of satisfaction with the quality of management.
   ● 26% of respondents expressed a neutral view on the quality of management.
   ● 27% of respondents reported unfavourable scores, suggesting areas for improvement in management practices.

5. Performance Management:

   ● 72% of respondents reported favourable scores, indicating a relatively high level of satisfaction with performance management practices.
   ● 19% of respondents expressed a neutral view on performance management.
   ● 9% of respondents reported unfavourable scores, suggesting a generally positive perception of performance management.

6. Management Insights:

   ● 65% of respondents reported favourable scores, indicating a moderate level of satisfaction with management insights.
   ● 23% of respondents expressed a neutral view on management insights.

● 11% of respondents reported unfavourable scores, suggesting a need for improvement in providing valuable insights to employees.

7. Employee Delight:

● 66% of respondents reported favourable scores, indicating a moderate level of employee delight.
● 22% of respondents expressed a neutral view on employee delight.
● 12% of respondents reported unfavourable scores, suggesting areas for enhancing employee delight in India.

Overall, the results suggest a mixed perception of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight in India. There is a need for improvement in areas such as employee satisfaction, quality of management, and management insights to create a more positive and satisfying work environment. These findings highlight the importance of addressing employee concerns and enhancing management practices to improve overall employee experience in organizations in India.

10. For KSA (Saudi Arabia), the detailed analysis of the domain-wise scores is as follows:

Result Highlights: Global Employee Survey - Employee Delight & Future of Work Survey (Country wise Details)

10. KSA

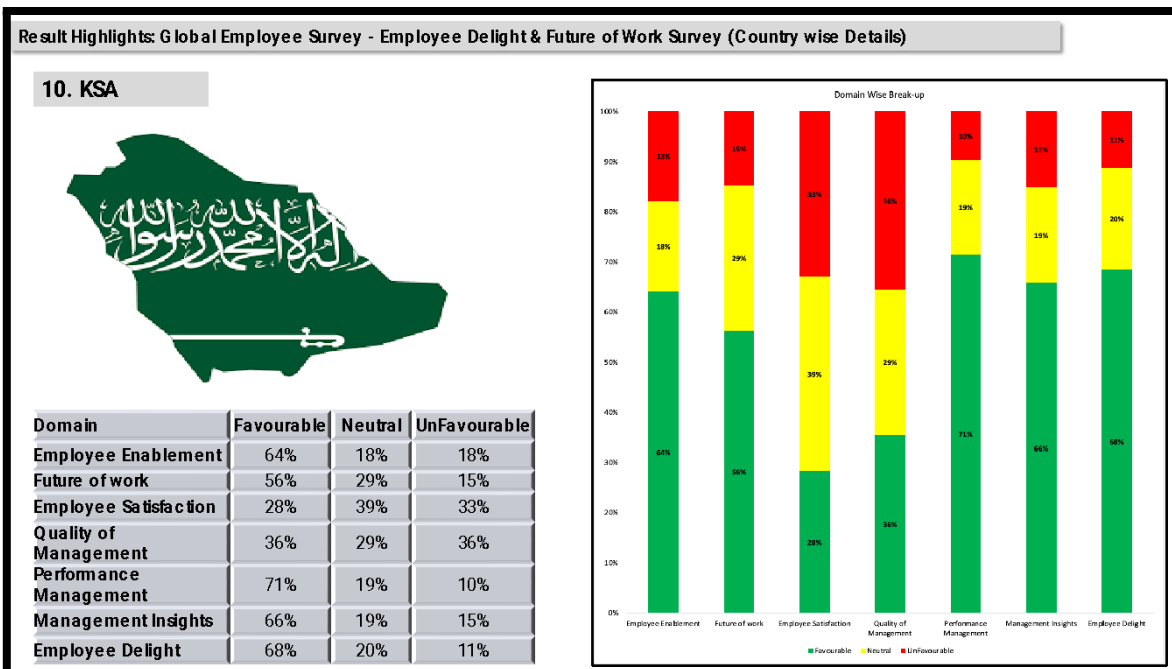| Domain	Favourable	Neutral	UnFavourable
Employee Enablement	64%	18%	18%
Future of work	56%	29%	15%
Employee Satisfaction	28%	39%	33%
Quality of Management	36%	29%	36%
Performance Management	71%	19%	10%
Management Insights	66%	19%	15%
Employee Delight	68%	20%	11%

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Figure 39. Global Employee Survey – KSA Scores Analysis

1. Employee Enablement:

- 64% of respondents reported favourable scores, indicating a moderate level of employee enablement in Saudi Arabia.
- 18% of respondents expressed a neutral view on employee enablement.
- 18% of respondents reported unfavourable scores, suggesting areas for improvement in enabling employees.

2. Future of Work:

- 56% of respondents reported favourable scores, indicating a somewhat positive outlook on the future of work in Saudi Arabia.
- 29% of respondents expressed a neutral view on the future of work.
- 15% of respondents reported unfavourable scores, suggesting some concerns or uncertainties about the future work trends in Saudi Arabia.

3. Employee Satisfaction:

- 28% of respondents reported favourable scores, indicating a relatively lower level of employee satisfaction.
- 39% of respondents expressed a neutral view on employee satisfaction.
- 33% of respondents reported unfavourable scores, suggesting a need for improvement in employee satisfaction levels in Saudi Arabia.

4. Quality of Management:

- 36% of respondents reported favourable scores, indicating a relatively lower level of satisfaction with the quality of management.
- 29% of respondents expressed a neutral view on the quality of management.
- 36% of respondents reported unfavourable scores, suggesting areas for improvement in management practices.

5. Performance Management:

- 71% of respondents reported favourable scores, indicating a relatively high level of satisfaction with performance management practices.
- 19% of respondents expressed a neutral view on performance management.
- 10% of respondents reported unfavourable scores, suggesting a generally positive perception of performance management.

6. Management Insights:

- 66% of respondents reported favourable scores, indicating a moderate level of satisfaction with management insights.
- 19% of respondents expressed a neutral view on management insights.
- 15% of respondents reported unfavourable scores, suggesting a need for improvement in providing valuable insights to employees.

7. Employee Delight:

- 68% of respondents reported favourable scores, indicating a moderate level of employee delight.
- 20% of respondents expressed a neutral view on employee delight.
- 11% of respondents reported unfavourable scores, suggesting areas for enhancing employee delight in Saudi Arabia.

Overall, the results suggest a mixed perception of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight in Saudi Arabia. There is a need for improvement in areas such as employee satisfaction, quality of management, and management insights to create a more positive and satisfying work environment. These findings highlight the importance of addressing employee concerns and enhancing management practices to improve overall employee experience in organizations in Saudi Arabia.

4.3.6 Best and Worst Performing Questions.

Top 3 Best Scoring Questions:

- Q19 - I understand the relationship between my job and this company's overall goals: This question received a high score, indicating that employees have a clear understanding of how their job contributes to the overall goals of the company.
- Q01 - My skills are updated as needed in the future of the workplace: Employees reported positive scores, indicating that they feel their skills are being updated and aligned with the requirements of the future workplace.
- Q20 - The goals and objectives of my function are aligned with the company's business plan: This question received favourable scores, suggesting that employees perceive alignment between their role's goals and the overall business plan of the company.

Top 3 Less Scoring Questions:

- Q12 - Is Work-from-home the future of work?: This question received relatively lower scores, indicating some uncertainty or dissatisfaction regarding the future of remote work.
- Q13 - Considering everything, how satisfied are you working with your company at the present time?: This question received lower scores, suggesting a lower level of overall satisfaction among employees with their current company.
- Q26 - Post pandemic, Decisions are made without undue delay: This question received lower scores, indicating that employees perceive delays in decision-making processes post-pandemic.

These highlights provide insights into specific areas where employees have a positive perception and where improvements may be needed. It is important to further analyse these questions and their corresponding scores to gain a deeper understanding of the underlying factors influencing employee perceptions and satisfaction.

4.4 Conclusion

In the 'Future of work' - First every organization must design a new framework for 'Employee's Delight' and when the employees will experience the real delight, then these employees with work for the Customer's Delight and for Organizational Excellence.

As organization are working on the return to work strategies, organizations must go further than just fostering open dialogue and open practices around well-being. It is the time to embed well-being into every aspect of the design and delivery of work and to fundamentally redesign work with elements of Employee's Delight which will direct the employees to work and perform at their best.

The Future of work will be employee centric – prioritizing 'employees delight' before the 'customer's delight' in the organizational operating model and basic working environment.

Employee's Well-being & Employee's Happiness will be together mapped as Total Employee's Delight. Its various elements will be:

1. Unifying all the **Rewards & Recognition into a single offering – A total of all emoluments**
□ Employee Benefits Framework, Flexible working, Office at Home, Covid Allowances/Insurances, Reduced work hours etc.

2. **The overall Career Progression of the employee will be very critical and will require established methodology for complete transparency and efficiency. It will combine** Employee's Purpose, Fast track Career Path, Specialist/People Leader Channels, Agile role and JDs, Gig – Pathways etc.

3. **Simplification of organizational architecture and optimization of Total Head Count.** It will remove flab, complexity and drive focus. It will also create good network in teams, collaboration and remove silos, flatten the organization, and speed the decision-making processes with agility.

2. **Design all HR initiatives around "experience,"** from the organizational structure to the physical workplace, as well as impact.

CHAPTER V: DISCUSSION

5.1 Discussion of Results

5.2 Discussion of Research Question One

5.3 Discussion of Research Question Two

5.1 Discussion of results : Global Employee Survey - Employee Delight & Future of Work

5.1.1 Introduction

Background: The Global Employee Survey on Employee Delight & Future of Work aimed to gather insights from employees across various countries regarding their perceptions, experiences, and expectations related to employee satisfaction and the future of work. This section provides an overview of the survey methodology and structure.

Survey Objectives: The primary objective of the survey was to understand employees' perspectives on employee delight and their expectations for the future of work. By exploring various aspects of the employee experience and work environment, the survey aimed to identify areas of improvement and provide valuable insights for organizations.

The primary research method for this study was literature review and conceptual modelling. Constraint identification and classification through a structured approach is the very first step toward a "zero-constraint" environment.
The research first reviewed various types of constraints in construction and their characteristics. Based on this understanding, a classification method was developed to categorize constraint factors for the purpose of constraint identification and modelling.
In the second stage of this study, existing constraint modelling methods was identified based on a comprehensive review of current industry practices and academic researches. Finally, once the constraint classification and modelling techniques are identified, a conceptual framework for total constraint management was outlined.

5.1.2 Methodology

Participants: The survey engaged a total of ~500 participants from 10 different countries. The participants were selected from diverse industries and organizations to ensure a wide range of perspectives and experiences.

Survey Structure: The survey comprised a total of 39 questions, divided into two categories and further segmented into subcategories. The categories and subcategories were designed to capture insights on work-related factors and the overall experience of employees. Additionally, there was one open-ended statement where participants could provide additional comments and feedback on the topic.

5.1.3 Survey Structure and Questions

Category 1: Insights on Work Category 1 focused on gaining insights into various aspects of work. It consisted of five subcategories: Employee Enablement, Future of Work, Employee Satisfaction, Quality of Management, and Performance Management. Each subcategory included a set of questions to assess specific dimensions of the work experience. The total distribution of questions for each subcategory was as follows:

- Employee Enablement: 5 questions
- Future of Work: 7 questions

- Employee Satisfaction: 3 questions
- Quality of Management: 3 questions
- Performance Management: 6 questions

Category 2: Insights on Employee's Overall Experience Category 2 aimed to understand employees' overall experience within the organization. It consisted of two subcategories: Management Insights and Employee Delight. The subcategories explored different aspects of the organizational environment and its impact on employee satisfaction. The distribution of questions for each subcategory was as follows:

- Management Insights: 11 questions
- Employee Delight: 4 questions

Open Comment Section: In addition to the structured questions, the survey included an open-ended statement where participants could provide additional comments, suggestions, or feedback related to employee delight and the future of work. This section allowed for more qualitative insights and provided participants with the opportunity to express their thoughts in their own words.

- Data Analysis: The collected survey data was subjected to a comprehensive analysis, combining both quantitative and qualitative approaches. The quantitative analysis involved summarizing the responses using descriptive statistics such as frequencies and percentages. This analysis provided an overview of participants' ratings and perspectives on various aspects of employee delight and the future of work.

The qualitative analysis focused on the open-ended comments provided by participants. These comments were carefully analysed to identify recurring themes, sentiments, and valuable insights that could enhance the understanding of employees' experiences and expectations.

- Conclusion: This section introduced the methodology and structure of the Global Employee Survey on Employee Delight & Future of Work. The survey involved a diverse group of participants from 10 different countries and covered various aspects of the employee experience and work environment. The next sections will delve into the detailed findings and discussions derived from the survey data, providing valuable insights into employee perceptions, satisfaction, and expectations for the future of work.

5.1.4 Overall Domain Wise Scores:

1. Employee Enablement:

- Favourable: 70%
- Neutral: 20%
- Unfavourable: 10%

The Employee Enablement domain received a high favourable score of 70%, indicating that a significant portion of employees feel enabled and empowered in their roles. Only a small percentage expressed neutral or unfavourable sentiments in this domain.

2. Future of Work:

- ● Favourable: 70%
- ● Neutral: 20%
- ● Unfavourable: 10%

The Future of Work domain also received a favourable score of 70%, suggesting that employees have a positive outlook on the future of work and believe that their organizations are adapting well to changing work trends. A small percentage of respondents expressed neutral or unfavourable views.

3. Employee Satisfaction:

- ● Favourable: 47%
- ● Neutral: 30%
- ● Unfavourable: 23%

The Employee Satisfaction domain received a moderate favourable score of 47%, indicating that there is room for improvement in this area. A significant proportion of respondents expressed neutral sentiments, suggesting a need for organizations to address factors that impact employee satisfaction. Additionally, 23% of respondents expressed unfavourable views, highlighting areas of concern that require attention.

4. Quality of Management:

- ● Favourable: 55%
- ● Neutral: 25%
- ● Unfavourable: 20%

The Quality of Management domain received a moderate favourable score of 55%. While a majority of respondents had a favourable view of the quality of management within their organizations, a notable percentage expressed neutral or unfavourable sentiments. This indicates that there are areas where management practices can be strengthened to further enhance employee experiences.

5. Performance Management:

- ● Favourable: 75%
- ● Neutral: 18%
- ● Unfavourable: 7%

The Performance Management domain received a high favourable score of 75%, suggesting that employees perceive their performance management systems positively. The majority of respondents expressed favourable views, with a smaller percentage expressing neutral or unfavourable sentiments.

6. Management Insights:

- Favourable: 68%
- Neutral: 22%
- Unfavourable: 10%

The Management Insights domain received a favourable score of 68%, indicating that employees generally perceive management practices as insightful and valuable. However, there is still a significant portion of respondents who expressed neutral views, suggesting that there is room for improvement in this area.

7. Employee Delight:

- Favourable: 74%
- Neutral: 18%
- Unfavourable: 8%

The Employee Delight domain received a high favourable score of 74%, indicating that employees generally feel delighted and satisfied with their overall employee experience. The majority of respondents expressed favourable sentiments, with a smaller percentage expressing neutral or unfavourable views.

Overall, the survey results suggest that employees have a positive outlook on employee enablement, the future of work, performance management, and employee delight. However, areas such as employee satisfaction, quality of management, and management insights require attention to further enhance employee experiences. These findings provide valuable insights for organizations to identify areas of improvement and make informed decisions to create a delightful and productive work environment for their employees.

5.1.5 Overall Country Wise Scores:
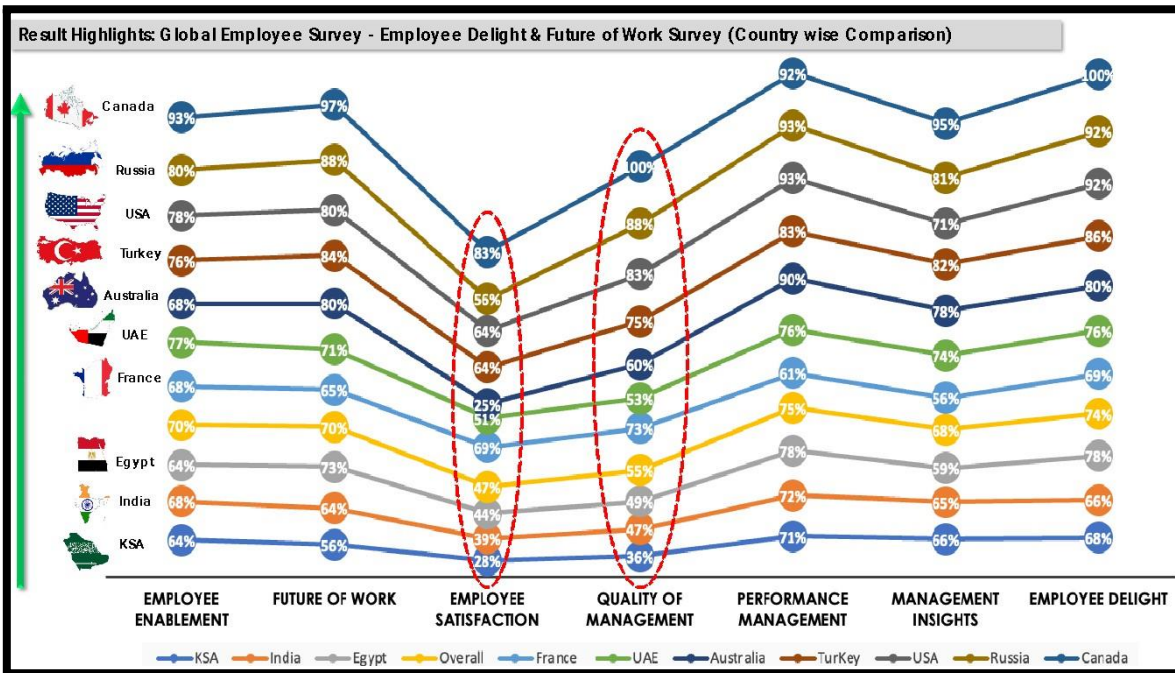
Figure 30. Global Employee Survey – Country wise, domain wise synthesis

Overall Country Wise - Domain Scores:

1. Employee Enablement:

- The scores for employee enablement range from 64% to 93%.
- Canada has the highest score of 93%, indicating a high level of employee enablement.
- UAE, USA, and Russia also have relatively high scores, suggesting positive employee enablement in these countries.
- Egypt and KSA have the lowest scores, indicating a need for improvement in enabling employees in their organizations.

2. Future of Work:

- The scores for the future of work domain range from 56% to 97%.
- Canada has the highest score of 97%, indicating a positive perception of preparedness for future work trends.
- Turkey, Australia, and Russia also have high scores, suggesting a favourable outlook towards the future of work.
- KSA has the lowest score, indicating a need for more focus on preparing employees for the future work environment.

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3. Employee Satisfaction:

- The scores for employee satisfaction range from 25% to 83%.
- Canada has the highest score of 83%, indicating a relatively high level of employee satisfaction.
- Egypt and France also have scores above 60%, suggesting satisfactory employee satisfaction levels.
- Australia has the lowest score, indicating the need for improvement in employee satisfaction.

4. Quality of Management:

- The scores for the quality of management domain range from 36% to 100%.
- Canada has the highest score of 100%, indicating effective management practices.
- Russia, USA, and Turkey also have high scores, suggesting strong management practices in these countries.
- KSA has the lowest score, indicating the need for improvement in management quality.

5. Performance Management:

- The scores for performance management range from 61% to 93%.
- Australia has the highest score of 90%, indicating effective performance management practices.
- USA, Russia, and Turkey also have high scores, suggesting a focus on managing employee performance.
- France has the lowest score, indicating a need for improvement in performance management practices.

6. Management Insights:

- The scores for management insights range from 56% to 95%.
- Canada has the highest score of 95%, indicating strong management insights in organizations.
- Turkey, Australia, and Russia also have scores above 80%, suggesting effective management insights.
- France has the lowest score, indicating a need for improvement in management insights.

7. Employee Delight:

- The scores for employee delight range from 66% to 100%.
- Canada and Russia have the highest scores of 100%, indicating a high level of employee delight.
- Turkey and USA also have scores above 90%, suggesting a positive employee experience.
- KSA has the lowest score, indicating the need for improvement in fostering employee delight.

These domain-wise scores provide valuable insights into the strengths and areas of improvement in different countries. Organizations can use these findings to identify areas that require attention and implement strategies to enhance employee experiences and satisfaction.

5.1.6 Overall Country Wise Scores:

1. Canada – Domain-wise Summary:

The analysis of domain-wise scores for Canada provides valuable insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The extremely high favourable score of 93% indicates a high level of employee enablement in Canada. This suggests that employees feel empowered and enabled to perform their roles effectively, with a clear understanding of their contribution to the overall goals of the organization. The absence of unfavourable scores further confirms the positive perception of employee enablement. It showcases that organizations in Canada are successful in providing resources, support, and opportunities for employees to excel in their work.

Future of Work:

The exceptional favourable score of 97% indicates a strong belief in the future of work among employees in Canada. This suggests that employees have a positive and optimistic outlook on the changing work landscape. The absence of unfavourable scores further highlights the positive perception of future work trends. Organizations in Canada are likely proactive in embracing technological advancements, promoting upskilling and reskilling initiatives, and creating a conducive environment for employees to thrive in the future of work.

Employee Satisfaction:

The favourable score of 83% indicates a relatively high level of employee satisfaction in Canada. This suggests that a significant portion of employees are content and fulfilled in their roles within organizations. The neutral score of 17% indicates that there is room for improvement in enhancing employee satisfaction, as some employees may have neutral views on their satisfaction levels. However, the absence of unfavourable scores suggests that overall, employees in Canada experience satisfactory levels of job satisfaction.

Quality of Management:

The perfect favourable score of 100% indicates a high level of satisfaction with the quality of management in Canada. This suggests that employees have a strong positive perception of the leadership and management practices within organizations. The absence of neutral or unfavourable scores further confirms the excellence in management quality. It indicates that

organizations in Canada have effective leadership strategies, decision-making processes, and a culture that fosters employee trust and confidence in management.

Performance Management:

The high favourable score of 92% indicates a high level of satisfaction with performance management practices in Canada. This suggests that organizations have well-established systems in place to measure, recognize, and improve employee performance. The absence of unfavourable scores further confirms the effectiveness of performance management practices. Organizations in Canada likely have clear performance goals, regular feedback mechanisms, and a culture that values and rewards high performance.

Management Insights:

The favourable score of 95% indicates a strong positive perception of management insights among employees in Canada. This suggests that employees feel well-informed and engaged with the strategic direction and decision-making processes of the organization. The neutral score of 5% indicates that some employees may have a neutral view on management insights, suggesting potential areas for improvement in communication and information sharing. However, the absence of unfavourable scores reflects a generally positive experience with management insights.

Employee Delight:

The perfect favourable score of 100% indicates a high level of employee delight in Canada. This suggests that employees experience a sense of joy, fulfilment, and satisfaction in their work. It reflects a positive work environment, employee engagement initiatives, and a culture that values employee well-being and happiness. The absence of neutral or unfavourable scores further highlights the exceptional employee experience in Canada.

In conclusion, Canada demonstrates remarkable scores across all domains, indicating a positive work environment, effective leadership, and high levels of employee satisfaction and engagement. The analysis suggests that organizations in Canada have successfully fostered employee enablement, embraced the future of work, provided satisfactory levels of employee satisfaction, ensured quality management practices, implemented effective performance management systems, shared valuable management insights, and created a delightful employee experience.

2. Russia – Domain-wise Summary:

The analysis of domain-wise scores for Russia provides insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The favourable score of 80% indicates a high level of employee enablement in Russia. This suggests that employees in Russia feel empowered and enabled to perform their roles effectively,

and they have access to the necessary resources and support. The neutral score of 17% and the unfavourable score of 3% indicate that a small portion of employees may have a neutral or negative view on employee enablement. However, overall, the results indicate a positive perception of employee enablement in Russian organizations.

Future of Work:

The favourable score of 88% indicates a positive outlook on the future of work in Russia. This suggests that employees in Russia have a strong belief in the potential and opportunities that the future of work holds. The neutral score of 7% indicates that a small portion of employees may have a neutral view on the future of work, while the unfavourable score of 5% suggests that only a minor percentage of employees have concerns or uncertainties about future work trends. This generally positive perception highlights the optimism and readiness of Russian employees to adapt to the changing work landscape.

Employee Satisfaction:

The favourable score of 56% indicates a moderate level of employee satisfaction in Russia. This suggests that while there is room for improvement, a significant portion of employees in Russia are generally satisfied with their work. The neutral score of 27% indicates that a notable portion of employees may have a neutral view on employee satisfaction, suggesting the need for further investigation into the factors influencing satisfaction levels. The unfavourable score of 17% highlights areas where employee satisfaction may be lacking, calling for targeted efforts to improve the overall employee experience.

Quality of Management:

The favourable score of 88% indicates a high level of satisfaction with the quality of management in Russia. This suggests that employees have a positive perception of the management practices within their organizations. The neutral score of 13% indicates that some employees may have a neutral view on the quality of management, while the absence of unfavourable scores (0%) reflects the generally positive perception of management practices in Russia. This indicates that organizations have effective leadership and management practices in place.

Performance Management:

The favourable score of 93% indicates a high level of satisfaction with performance management practices in Russia. This suggests that organizations in Russia have well-established systems to measure and recognize employee performance, and employees generally perceive these practices positively. The neutral score of 7% indicates that a small portion of employees may have a neutral view on performance management. The absence of unfavourable scores (0%) reflects the positive perception of performance management practices in the country.

Management Insights:

The favourable score of 81% indicates a relatively high level of satisfaction with management insights in Russia. This suggests that employees find value in the insights provided by management, and they feel informed and connected to the strategic direction of their organizations. The neutral score of 14% indicates that a portion of employees may have a neutral view on management insights, while the unfavourable score of 5% suggests a need for improvement in providing valuable insights to employees. Organizations should focus on enhancing communication and sharing relevant information to further improve employee engagement and alignment.

Employee Delight:

The favourable score of 92% indicates a high level of employee delight in Russia. This suggests that employees experience a significant level of joy and satisfaction in their work. The neutral score of 6% indicates that some employees may have a neutral view on employee delight, while the unfavourable score of 2% suggests a generally positive perception of employee delight. This high level of employee delight reflects a positive work culture and positive employee experiences in Russian organizations.

Overall, the analysis

of domain-wise scores for Russia portrays a generally positive picture of the employee experience. There are areas of strength, such as employee enablement, future of work, quality of management, performance management, management insights, and employee delight. However, areas for improvement include employee satisfaction and the need for further enhancement in providing valuable insights to employees. Organizations in Russia can leverage these insights to build on their strengths and address areas of improvement, ultimately fostering a more engaging and fulfilling work environment.

3. United States (USA) - Domain-wise Summary:

The analysis of domain-wise scores for the USA provides insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The favourable score of 78% indicates a relatively high level of employee enablement in the USA. This suggests that employees in the USA feel empowered and enabled to perform their roles effectively, with a majority reporting positive experiences. The neutral score of 16% indicates that a portion of employees may have a neutral view on employee enablement, while the unfavourable score of 7% suggests the presence of some challenges that hinder employee enablement. Organizations should focus on addressing these challenges to further enhance employee empowerment.

Future of Work:

The favourable score of 80% indicates a positive outlook on the future of work in the USA. This suggests that employees in the USA are optimistic about the opportunities and potential that the future of work holds. The neutral score of 18% indicates that some employees may have a neutral view on the future of work, while the unfavourable score of 2% suggests minimal concerns or uncertainties about future work trends. The positive perception of the future of work indicates that organizations in the USA are adapting well to changing work dynamics.

Employee Satisfaction:

The favourable score of 64% indicates a moderate level of employee satisfaction in the USA. This suggests that while there is room for improvement, a significant portion of employees in the USA report being satisfied with their work. The neutral score of 31% indicates that a notable portion of employees may have a neutral view on employee satisfaction, and the unfavourable score of 6% highlights the need for targeted efforts to improve overall employee satisfaction levels. Organizations should focus on understanding the factors influencing satisfaction and implementing measures to enhance the employee experience.

Quality of Management:

The favourable score of 83% indicates a positive perception of the quality of management in the USA. This suggests that employees have a favourable view of the management practices within their organizations. The neutral score of 14% indicates that some employees may have a neutral view on the quality of management, while the unfavourable score of 3% suggests a relatively high level of satisfaction with management practices. The positive perception of management quality reflects effective leadership and organizational practices in the USA.

Performance Management:

The favourable score of 93% indicates a high level of satisfaction with performance management practices in the USA. This suggests that organizations in the USA have effective systems in place to measure and recognize employee performance, with the majority of employees reporting positive experiences. The neutral score of 7% indicates that some employees may have a neutral view on performance management, while the absence of unfavourable scores indicates a positive perception of performance management. This reflects the focus on performance excellence within organizations in the USA.

Management Insights:

The favourable score of 71% indicates a relatively positive perception of management insights in the USA. This suggests that employees find value in the insights provided by management, and they feel informed and connected to the strategic direction of their organizations. The neutral score of 24% indicates that some employees may have a neutral view on management insights, while the unfavourable score of 5% suggests areas for improvement in providing valuable insights to employees. Organizations can focus on enhancing communication channels and ensuring that relevant and meaningful insights are shared with employees.

Employee Delight:

The favourable score of 92% indicates a high level of employee delight in the USA. This suggests that employees experience a significant level of joy and satisfaction in their work. The neutral score of 8% indicates that some employees may have a neutral view on employee delight, while the absence of unfavourable scores indicates a positive perception of employee delight. This reflects the presence of a positive and engaging work culture in the USA.

Overall, the analysis highlights several positive aspects within organizations in the USA, including high levels of employee enablement, a positive outlook on the future of work, satisfaction with performance management and employee delight. However, areas for improvement include employee satisfaction, management insights, and certain aspects of employee enablement. By addressing these areas, organizations can further enhance the employee experience and create a more engaging and fulfilling work environment for employees in the USA.

4. Turkey - Domain-wise Summary:

The analysis of domain-wise scores for Turkey provides insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The favourable score of 76% indicates a relatively high level of employee enablement in Turkey. This suggests that employees in Turkey feel empowered and enabled to perform their roles effectively, with a majority reporting positive experiences. The neutral score of 15% indicates that a portion of employees may have a neutral view on employee enablement, while the unfavourable score of 9% suggests the presence of some challenges that hinder employee enablement. Organizations should focus on addressing these challenges to further enhance employee empowerment.

Future of Work:

The favourable score of 84% indicates a positive outlook on the future of work in Turkey. This suggests that employees in Turkey are optimistic about the opportunities and potential that the future of work holds. The neutral score of 11% indicates that some employees may have a neutral view on the future of work, while the unfavourable score of 6% suggests the presence of concerns or uncertainties about future work trends. To address these concerns, organizations can provide clarity and communication about the evolving work landscape.

Employee Satisfaction:

The favourable score of 64% indicates a moderate level of employee satisfaction in Turkey. This suggests that while there is room for improvement, a significant portion of employees in Turkey report being satisfied with their work. The neutral score of 26% indicates that a notable portion of employees may have a neutral view on employee satisfaction, and the unfavourable score of 9% highlights the need for targeted efforts to improve overall employee satisfaction levels.

Organizations should focus on understanding the factors influencing satisfaction and implementing measures to enhance the employee experience.

Quality of Management:

The favourable score of 75% indicates a relatively positive perception of the quality of management in Turkey. This suggests that employees have a favourable view of the management practices within their organizations. The neutral score of 15% indicates that some employees may have a neutral view on the quality of management, while the unfavourable score of 10% suggests the presence of dissatisfaction with management practices. Organizations should address the concerns raised by employees to further strengthen the quality of management.

Performance Management:

The favourable score of 83% indicates a relatively high level of satisfaction with performance management practices in Turkey. This suggests that organizations in Turkey have effective systems in place to measure and recognize employee performance, with the majority of employees reporting positive experiences. The neutral score of 11% indicates that some employees may have a neutral view on performance management, while the unfavourable score of 6% suggests the presence of concerns or challenges related to performance management. Organizations should address these concerns to ensure fair and effective performance management processes.

Management Insights:

The favourable score of 82% indicates a relatively positive perception of management insights in Turkey. This suggests that employees find value in the insights provided by management, and they feel informed and connected to the strategic direction of their organizations. The neutral score of 13% indicates that some employees may have a neutral view on management insights, while the unfavourable score of 5% suggests areas for improvement in providing valuable insights to employees. Organizations can focus on enhancing communication channels and ensuring that relevant and meaningful insights are shared with employees.

Employee Delight:

The favourable score of 86% indicates a relatively high level of employee delight in Turkey. This suggests that employees experience a significant level of joy and satisfaction in their work. The neutral score of 9% indicates that some employees may have a neutral view on employee delight, while the unfavourable score of 5% suggests the presence of challenges that hinder employee delight. Organizations should identify and address these challenges to foster a more delightful work environment.

Overall, the analysis of domain-wise scores for Turkey, indicates areas of strength, such as employee enablement, future of work, performance management, management insights, and employee delight. However, there are areas for improvement, including employee satisfaction,

quality of management, and certain aspects of employee enablement, performance management, and management insights. Organizations can leverage these insights to build on their strengths and address areas of improvement, ultimately creating a more engaging and fulfilling work environment for employees in Turkey.

5. <u>Australia - Domain-wise Summary:</u>

The analysis of domain-wise scores for Australia provides insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The favourable score of 68% indicates a moderate level of employee enablement in Australia. This suggests that a significant proportion of employees feel empowered and enabled to perform their roles effectively. However, the neutral score of 32% indicates that there is room for improvement in enhancing employee enablement. Organizations can focus on providing resources, support, and development opportunities to further empower employees and align their roles with the company's goals and objectives.

Future of Work:

The favourable score of 80% indicates a positive outlook on the future of work among employees in Australia. This suggests that employees have a favourable perception of their preparedness for future work trends. It is encouraging to see such optimism, as it indicates that organizations in Australia are embracing and adapting to the changing work landscape. However, it is important for organizations to continue investing in upskilling and reskilling initiatives to ensure employees remain future-ready.

Employee Satisfaction:

The relatively low favourable score of 25% suggests that there is room for improvement in enhancing employee satisfaction in Australia. The neutral score of 60% indicates that a significant portion of employees have a neutral view on their satisfaction levels, while the unfavourable score of 15% highlights areas that need attention. Organizations should focus on identifying the factors contributing to lower satisfaction levels and take actions to address them. This may include improving workplace conditions, enhancing communication and feedback channels, and providing opportunities for growth and development.

Quality of Management:

The moderate favourable score of 60% indicates a generally positive perception of the quality of management in Australia. However, the neutral score of 40% suggests that some employees have a neutral view on management quality. It is important for organizations to foster a culture of leadership development, encourage effective decision-making, and ensure alignment between management practices and organizational goals. This will further enhance employee satisfaction and trust in management.

Performance Management:

The high favourable score of 90% indicates a high level of satisfaction with performance management practices in Australia. This suggests that organizations have effective systems in place to measure and recognize employee performance. The absence of unfavourable scores further confirms the effectiveness of performance management practices. However, it is crucial for organizations to continually evaluate and improve their performance management processes to ensure they align with employee expectations and business objectives.

Management Insights:

The favourable score of 78% suggests a positive perception of management insights among employees in Australia. This indicates that employees feel they have access to relevant and timely information from management. However, the neutral score of 20% and the unfavourable score of 2% indicate that there is room for improvement in enhancing management insights. Organizations should focus on fostering open communication channels, sharing transparent information, and seeking employee feedback to further enhance management insights.

Employee Delight:

The moderate favourable score of 80% suggests a relatively positive experience of employees in Australia. This indicates that employees derive a certain level of joy and satisfaction from their work. The neutral score of 20% suggests that some employees have a neutral view on their level of delight. Organizations can focus on creating a positive work environment, promoting work-life balance, recognizing employee achievements, and providing challenging and meaningful work assignments to further enhance employee delight.

In conclusion, while Australia demonstrates positive scores in domains such as performance management and future of work, there is room for improvement in areas such as employee satisfaction, management insights, and employee enablement. By addressing these areas and implementing strategies to enhance employee satisfaction, communication, and development opportunities, organizations in Australia can further improve employee engagement, productivity, and overall organizational success.

6. United Arab Emirates (UAE) - Domain-wise Summary:

The analysis of domain-wise scores for the UAE provides insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The favourable score of 77% indicates a relatively high level of employee enablement in the UAE. This suggests that employees in the UAE feel empowered and enabled to perform their roles effectively, with a majority reporting positive experiences. The neutral score of 16% indicates that a portion of employees may have a neutral view on employee enablement, while

the unfavourable score of 7% suggests the presence of some challenges that hinder employee enablement. Organizations should focus on addressing these challenges to further enhance employee empowerment.

Future of Work:

The favourable score of 71% indicates a positive outlook on the future of work in the UAE. This suggests that employees in the UAE are optimistic about the opportunities and potential that the future of work holds. The neutral score of 18% indicates that some employees may have a neutral view on the future of work, while the unfavourable score of 10% suggests the presence of concerns or uncertainties about future work trends. To address these concerns, organizations can provide clarity and communication about the evolving work landscape.

Employee Satisfaction:

The favourable score of 51% indicates a moderate level of employee satisfaction in the UAE. This suggests that while there is room for improvement, a significant portion of employees in the UAE report being satisfied with their work. The neutral score of 30% indicates that a notable portion of employees may have a neutral view on employee satisfaction, and the unfavourable score of 19% highlights the need for targeted efforts to improve overall employee satisfaction levels. Organizations should focus on understanding the factors influencing satisfaction and implementing measures to enhance the employee experience.

Quality of Management:

The favourable score of 53% indicates a relatively positive perception of the quality of management in the UAE. This suggests that employees have a favourable view of the management practices within their organizations. The neutral score of 33% indicates that some employees may have a neutral view on the quality of management, while the unfavourable score of 13% suggests the presence of dissatisfaction with management practices. Organizations should address the concerns raised by employees to further strengthen the quality of management.

Performance Management:

The favourable score of 76% indicates a relatively high level of satisfaction with performance management practices in the UAE. This suggests that organizations in the UAE have effective systems in place to measure and recognize employee performance, with the majority of employees reporting positive experiences. The neutral score of 17% indicates that some employees may have a neutral view on performance management, while the unfavourable score of 7% suggests the presence of concerns or challenges related to performance management. Organizations should address these concerns to ensure fair and effective performance management processes.

Management Insights:

The favourable score of 74% indicates a relatively positive perception of management insights in the UAE. This suggests that employees find value in the insights provided by management, and they feel informed and connected to the strategic direction of their organizations. The neutral score of 16% indicates that some employees may have a neutral view on management insights, while the unfavourable score of 9% suggests areas for improvement in providing valuable insights to employees. Organizations can focus on enhancing communication channels and ensuring that relevant and meaningful insights are shared with employees.

Employee Delight:

The favourable score of 76% indicates a relatively high level of employee delight in the UAE. This suggests that employees experience a significant level of joy and satisfaction in their work. The neutral score of 18% indicates that some employees may have a neutral view on employee delight, while the unfavourable score of 6% suggests the presence of challenges that hinder employee delight. Organizations should identify and address these challenges to create a more delightful work environment for employees.

Overall, the analysis indicates several positive aspects within organizations in the UAE, such as employee enablement, future of work, performance management, management insights, and employee delight. However, there are areas for improvement, including employee satisfaction, quality of management, and certain aspects of employee enablement, performance management, and management insights. By addressing these areas, organizations can further enhance the employee experience and create a more engaging and fulfilling work environment for employees in the UAE.

7. France - Domain-wise Summary:

The analysis of domain-wise scores for France provides insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The favourable score of 68% indicates a moderate level of employee enablement in France. This suggests that employees feel reasonably empowered and enabled to perform their roles effectively. The neutral score of 32% indicates that a significant portion of employees may have a neutral view on employee enablement, suggesting the need for further exploration into their perceptions and areas for improvement. The unfavourable score of 1% suggests a generally positive perception of employee enablement.

Future of Work:

The favourable score of 65% indicates a positive outlook on the future of work among employees in France. This suggests that employees have a moderately optimistic perspective on

the changing work landscape. However, the neutral score of 30% and the unfavourable score of 6% indicate some concerns or uncertainties about the future work trends. Organizations in France should address these concerns, provide clear communication about future plans, and support employees in adapting to the evolving work environment.

Employee Satisfaction:

The favourable score of 69% suggests a relatively high level of employee satisfaction in France. This indicates that employees generally have a positive experience and are satisfied with their work. The neutral score of 20% indicates that a significant portion of employees may have a neutral view on their satisfaction, suggesting the need for further investigation into the factors influencing employee satisfaction. The unfavourable score of 11% highlights specific areas where employee satisfaction may be lacking and calls for targeted improvement efforts.

Quality of Management:

The favourable score of 73% indicates a positive perception of the quality of management in France. This suggests that employees generally view management practices favourably and have confidence in the leadership within their organizations. The neutral score of 18% indicates that some employees may have a neutral view on the quality of management, suggesting the need for more clarity and communication from leaders. The unfavourable score of 9% highlights areas where management practices can be improved to better support employees.

Performance Management:

The favourable score of 61% indicates a moderate level of satisfaction with performance management practices in France. This suggests that organizations have established systems to measure and recognize employee performance, but there is room for improvement. The neutral score of 39% indicates that a significant portion of employees may have a neutral view on performance management, suggesting the need for further engagement and alignment of expectations. The unfavourable score of 1% suggests some concerns or dissatisfaction with performance management that should be addressed.

Management Insights:

The favourable score of 56% indicates a relatively lower level of satisfaction with management insights in France. This suggests that employees may not feel sufficiently informed or provided with valuable insights from their management. The neutral score of 42% indicates that a significant portion of employees may have a neutral view on management insights, suggesting the need for better communication and information sharing. The unfavourable score of 2% highlights areas where management can improve in providing valuable insights and strategic direction to employees.

Employee Delight:

The favourable score of 69% indicates a moderate level of employee delight in France. This suggests that employees experience a certain level of joy and satisfaction in their work. The neutral score of 30% indicates that some employees may have a neutral view on employee delight, suggesting the need for initiatives to further enhance employee experience. The unfavourable score of 2% highlights specific areas where employee delight needs attention and improvement.

In conclusion, the analysis indicates that while employees in France generally have a moderate level of employee enablement, positive outlook on the future of work, and relatively high satisfaction levels, there are areas for improvement in management practices, performance management, management insights, and employee delight. Organizations should focus on enhancing these areas to create a more engaging and fulfilling work environment for employees in France.

Overall, the results suggest a generally positive perception of employee enablement, future of work, employee satisfaction, quality of management, performance management, and employee delight in France. However, there is room for improvement in areas such as management insights and addressing any potential concerns or dissatisfaction among employees. These findings highlight the importance of continuous efforts to enhance management practices, provide valuable insights, and maintain a high level of employee satisfaction and delight in organizations in France.

8. Egypt - Domain-wise Summary:

The analysis of domain-wise scores for Egypt provides insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The favourable score of 64% indicates a moderate level of employee enablement in Egypt. This suggests that there is room for improvement in empowering and enabling employees to perform their roles effectively. The neutral score of 23% indicates that a significant portion of employees may have a neutral view on employee enablement, suggesting potential areas for clarification and improvement. The unfavourable score of 13% highlights specific areas where employee enablement needs attention and enhancement.

Future of Work:

The favourable score of 73% indicates a positive outlook on the future of work among employees in Egypt. This suggests that employees have a relatively optimistic perspective on the changing work landscape. However, the neutral score of 20% and the unfavourable score of 8% indicate some concerns and areas of uncertainty regarding the future work trends. Organizations in Egypt should focus on addressing these concerns and providing reassurance to employees about the future of work.

Employee Satisfaction:

The favourable score of 44% suggests a relatively lower level of employee satisfaction in Egypt. This indicates that there is work to be done in enhancing employee satisfaction levels within organizations. The neutral score of 32% indicates that a significant portion of employees may have a neutral view on their satisfaction, suggesting the need for further investigation into the factors influencing employee satisfaction. The unfavourable score of 24% highlights specific areas where employee satisfaction is lacking and calls for targeted improvement efforts.

Quality of Management:

The favourable score of 49% indicates a moderate level of satisfaction with the quality of management in Egypt. This suggests that there is room for improvement in management practices, decision-making, and leadership effectiveness. The neutral score of 30% indicates a significant portion of employees may have a neutral view on the quality of management, suggesting the need for more clarity and transparency in management practices. The unfavourable score of 21% highlights areas where management quality needs attention and improvement.

Performance Management:

The favourable score of 78% indicates a relatively high level of satisfaction with performance management practices in Egypt. This suggests that organizations have established systems to measure and recognize employee performance effectively. However, the neutral score of 16% and the unfavourable score of 7% indicate that some employees may have concerns or dissatisfaction with performance management. Organizations should address these concerns, provide clear performance expectations, and foster a culture of feedback and development.

Management Insights:

The favourable score of 59% indicates a moderate level of satisfaction with management insights in Egypt. This suggests that there is room for improvement in providing valuable insights and strategic direction to employees. The neutral score of 28% indicates that a significant portion of employees may have a neutral view on management insights, suggesting the need for more effective communication and information sharing. The unfavourable score of 13% highlights areas where management insights can be enhanced to better engage and inform employees.

Employee Delight:

The favourable score of 78% indicates a moderate level of employee delight in Egypt. This suggests that employees experience a certain level of joy and satisfaction in their work. The neutral score of 16% indicates that some employees may have a neutral view on employee delight, suggesting the need for initiatives to further enhance employee experience. The unfavourable score of 6% highlights specific areas where employee delight needs attention and improvement.

In conclusion, the analysis indicates that there are areas of improvement in employee enablement, future of work preparedness, employee satisfaction, quality of management, performance management, management insights, and employee delight in Egypt. Organizations should focus on empowering employees, addressing concerns about the future of work, enhancing employee satisfaction, improving management practices, strengthening performance management systems, providing valuable insights, and fostering a delightful employee experience. These efforts will contribute to creating a positive and engaging work environment for employees in Egypt.

9. India - Domain-wise Summary:

The analysis of domain-wise scores for India provides insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The favourable score of 68% indicates a moderate level of employee enablement in India. This suggests that employees feel reasonably empowered and enabled to perform their roles effectively. The neutral score of 20% indicates that a significant portion of employees may have a neutral view on employee enablement, suggesting the need for further exploration into their perceptions and areas for improvement. The unfavourable score of 12% highlights specific areas where employee enablement may be lacking and calls for targeted efforts to enhance it.

Future of Work:

The favourable score of 64% indicates a positive outlook on the future of work among employees in India. This suggests that employees have a moderately optimistic perspective on the changing work landscape. However, the neutral score of 22% and the unfavourable score of 14% indicate some concerns or uncertainties about the future work trends. Organizations in India should address these concerns, provide clear communication about future plans, and support employees in adapting to the evolving work environment.

Employee Satisfaction:

The favourable score of 39% suggests a relatively lower level of employee satisfaction in India. This indicates that employees may have some areas of dissatisfaction or a lack of fulfilment in their work. The neutral score of 30% indicates that a significant portion of employees may have a neutral view on their satisfaction, suggesting the need for further investigation into the factors influencing employee satisfaction. The unfavourable score of 30% highlights areas where employee satisfaction is lacking and calls for focused efforts to improve employee experience and job satisfaction.

Quality of Management:

The favourable score of 47% indicates a moderate level of satisfaction with the quality of management in India. This suggests that employees have mixed perceptions of management practices within their organizations. The neutral score of 26% indicates that some employees may have a neutral view on the quality of management, suggesting the need for more clarity and communication from leaders. The unfavourable score of 27% highlights areas where management practices can be improved to better support employees and enhance their trust and confidence in the leadership.

Performance Management:

The favourable score of 72% indicates a relatively high level of satisfaction with performance management practices in India. This suggests that organizations have established systems to measure and recognize employee performance, and employees generally perceive these practices positively. The neutral score of 19% indicates that some employees may have a neutral view on performance management, suggesting the need for further engagement and alignment of expectations. The unfavourable score of 9% suggests that there are still areas where performance management can be strengthened to meet the needs and expectations of employees.

Management Insights:

The favourable score of 65% indicates a moderate level of satisfaction with management insights in India. This suggests that employees find some value in the insights provided by management. The neutral score of 23% indicates that a significant portion of employees may have a neutral view on management insights, suggesting the need for better communication and information sharing. The unfavourable score of 11% highlights areas where management can improve in providing valuable insights and strategic direction to employees, ensuring that they feel well-informed and connected to the organization's vision and goals.

Employee Delight:

The favourable score of 66% indicates a moderate level of employee delight in India. This suggests that employees experience a certain level of joy and satisfaction in their work. The neutral score of 22% indicates that some employees may have a neutral view on employee delight, suggesting the need for initiatives to further enhance employee experience and create a positive work environment. The unfavourable score of 12% highlights specific areas where employee delight needs attention and improvement to foster a more engaging and fulfilling employee experience.

In conclusion, while India shows positive scores in some areas such as performance management and future of work outlook, there are areas of concern such as employee satisfaction and quality of management. Organizations in India should focus on addressing these concerns, improving communication and engagement, and implementing initiatives to enhance employee enablement, satisfaction, management practices, insights, and overall employee delight. By doing so, they can create a more positive and fulfilling work environment for their employees.

10. KSA (Saudi Arabia) - Domain-wise Summary:

The analysis of domain-wise scores for Saudi Arabia provides insights into the level of employee enablement, future of work, employee satisfaction, quality of management, performance management, management insights, and employee delight within organizations in the country.

Employee Enablement:

The favourable score of 64% indicates a moderate level of employee enablement in Saudi Arabia. This suggests that employees in Saudi Arabia feel moderately empowered and enabled to perform their roles effectively. However, the neutral score of 18% and the unfavourable score of 18% indicate that a significant portion of employees may have a neutral or negative view on employee enablement. This calls for further exploration of the factors contributing to these perceptions and targeted efforts to improve employee enablement.

Future of Work:

The favourable score of 56% indicates a somewhat positive outlook on the future of work in Saudi Arabia. This suggests that employees in Saudi Arabia have a mixed or slightly optimistic perspective on the changing work landscape. However, the neutral score of 29% and the unfavourable score of 15% indicate some concerns or uncertainties about the future work trends. Organizations in Saudi Arabia should address these concerns, provide clear communication about future plans, and support employees in adapting to the evolving work environment.

Employee Satisfaction:

The favourable score of 28% suggests a relatively lower level of employee satisfaction in Saudi Arabia. This indicates that employees may have significant areas of dissatisfaction or a lack of fulfilment in their work. The neutral score of 39% indicates that a significant portion of employees may have a neutral view on their satisfaction, suggesting the need for further investigation into the factors influencing employee satisfaction. The unfavourable score of 33% highlights areas where employee satisfaction is lacking and calls for focused efforts to improve employee experience and job satisfaction.

Quality of Management:

The favourable score of 36% indicates a relatively lower level of satisfaction with the quality of management in Saudi Arabia. This suggests that employees have mixed perceptions of management practices within their organizations. The neutral score of 29% indicates that some employees may have a neutral view on the quality of management, suggesting the need for more clarity and communication from leaders. The unfavourable score of 36% highlights areas where management practices can be improved to better support employees and enhance their trust and confidence in the leadership.

Performance Management:

The favourable score of 71% indicates a relatively high level of satisfaction with performance management practices in Saudi Arabia. This suggests that organizations have established systems to measure and recognize employee performance, and employees generally perceive these practices positively. The neutral score of 19% indicates that some employees may have a neutral view on performance management, suggesting the need for further engagement and alignment of expectations. The unfavourable score of 10% suggests that there are still areas where performance management can be strengthened to meet the needs and expectations of employees.

Management Insights:

The favourable score of 66% indicates a moderate level of satisfaction with management insights in Saudi Arabia. This suggests that employees find some value in the insights provided by management. The neutral score of 19% indicates that a significant portion of employees may have a neutral view on management insights, suggesting the need for better communication and information sharing. The unfavourable score of 15% highlights areas where management can improve in providing valuable insights and strategic direction to employees, ensuring that they feel well-informed and connected to the organization's vision and goals.

Employee Delight:

The favourable score of 68% indicates a moderate level of employee delight in Saudi Arabia. This suggests that employees experience a certain level of joy and satisfaction in their work. The neutral score of 20% indicates that some employees may have a neutral view on employee delight, suggesting the need for initiatives to further enhance employee experience and create a positive work environment. The unfavourable score of 11% highlights specific areas where employee delight needs attention and improvement.

Overall, the analysis of domain-wise scores for Saudi Arabia reveals areas of strength, such as performance management and employee delight, as well as areas that require attention and improvement, such as employee satisfaction, quality of management, and employee enablement. Organizations should focus on addressing these areas to create a more positive and fulfilling work environment, enhance employee engagement, and drive organizational success.

5.1.7 Questions wise discussion

Best and Worst Performing Questions.

Top 3 Best Scoring Questions:

1. Q19 - I understand the relationship between my job and this company's overall goals:

The high score for this question indicates that employees have a clear understanding of how their job contributes to the overall goals of the company. This is a positive finding as it demonstrates that employees recognize the significance of their role in driving the company's success. When employees understand the connection between their work and the company's objectives, they are more likely to feel motivated, engaged, and purposeful in their job. It also implies that the

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organization has effectively communicated its goals and provided employees with the necessary context to see the bigger picture.

2. Q01 - My skills are updated as needed in the future of the workplace:

The positive scores for this question suggest that employees feel their skills are being regularly updated to meet the requirements of the future workplace. This is crucial in today's fast-paced and evolving work environment. When employees perceive that their skills are being continuously developed and aligned with the changing demands of their roles, it fosters a sense of confidence and adaptability. It also indicates that the organization invests in employee training, development programs, and reskilling initiatives, recognizing the importance of keeping its workforce equipped with the necessary skills for future success.

3. Q20 - The goals and objectives of my function are aligned with the company's business plan:

The favourable scores for this question indicate that employees perceive alignment between the goals and objectives of their specific function or role and the overall business plan of the company. This alignment is crucial for maintaining focus, coherence, and synergy within the organization. When employees understand how their work contributes to the broader business plan, it enhances their sense of purpose, enables them to prioritize their tasks effectively, and aligns their efforts with the strategic direction of the company. It also suggests that there is clarity in communicating the company's business plan and cascading it down to individual functions or departments.

Overall, the positive scores for these top three questions highlight key areas where the organization is performing well in terms of employee perception. Employees understand the connection between their job and the company's goals, feel that their skills are being updated for the future, and perceive alignment between their function's goals and the overall business plan. These findings indicate a strong sense of clarity, purpose, and development within the organization, which can contribute to employee engagement, motivation, and overall organizational success.

Top 3 Less Scoring Questions:

1. Q12 - Is Work-from-home the future of work?

The relatively lower scores for this question suggest that employees have some uncertainty or dissatisfaction regarding the future of remote work. It indicates that there might be differing opinions or concerns among employees about the effectiveness, feasibility, or desirability of remote work as a long-term arrangement. This could be due to various reasons such as challenges in maintaining work-life balance, difficulties in collaboration and communication, or concerns about reduced social interaction. Organizations can use these insights to address employee concerns, provide clarity on the future of remote work, and ensure that policies and support systems are in place to facilitate a smooth transition if remote work is indeed a part of the company's future.

2. Q13 - Considering everything, how satisfied are you working with your company at the present time?

The lower scores for this question indicate a lower level of overall satisfaction among employees with their current company. This finding is significant as employee satisfaction is closely linked to engagement, productivity, and retention. The lower scores might suggest issues such as a lack of recognition or appreciation, limited growth opportunities, poor communication, or inadequate work-life balance. It is important for organizations to pay attention to these concerns and take proactive measures to improve employee satisfaction. This could involve enhancing communication channels, providing opportunities for skill development, recognizing employee contributions, and fostering a positive work culture.

3. Q26 - Post pandemic, Decisions are made without undue delay.

The lower scores for this question suggest that employees perceive delays in decision-making processes post-pandemic. This could be due to a variety of factors, such as increased bureaucracy, changes in organizational structure, or a more cautious approach to decision-making. Delays in decision-making can impact employee productivity, cause frustration, and hinder organizational agility. Organizations should evaluate their decision-making processes, identify bottlenecks, and seek ways to streamline and expedite decision-making without compromising thoroughness or quality. Clear communication about decision-making timelines and involving employees in the process can also help mitigate concerns and improve employee perception.

4. Analysing the less scoring questions provides valuable insights into areas where the organization may need to focus its attention and make improvements. Addressing concerns related to the future of remote work, overall employee satisfaction, and decision-making processes can contribute to enhancing employee experience, engagement, and organizational performance. It is crucial for organizations to listen to employee feedback, identify areas for improvement, and take action to create a supportive and satisfying work environment.

5.2 Discussion of Research Question One

The Insight Category/Question One - In the Insights on work, the least scores were in Employee Satisfaction & Quality of Management which may be was also the reason which led to the 'Great Resignation in the year 2022 & 2023'. Employee Enablement, Future of work (readiness) and Performance Management scored comparatively much higher scores.

1. Employee Satisfaction:

- Implement a framework for Variable Compensation (VC) and Employee Stock Ownership Plans (ESOP) to enhance employee motivation and engagement.
- Focus on workplace improvement and branding to create a positive work environment.
- Enhance role clarity and consider organizational restructuring to streamline responsibilities and improve efficiency.

2. Quality of Management:

- Foster an encouraging culture that promotes open communication, collaboration, and innovation.
- Ensure alignment between country/department-level management and central management to improve coordination and decision-making processes.

3. Employee Enablement:

- Improve resource management to ensure employees have the necessary tools and support to perform their roles effectively.
- Enhance role clarity and establish uniform designations across the organization for better understanding and alignment.

4. Future of Work:

- Foster employee and leadership connect to strengthen engagement and alignment with the organization's goals.
- Promote a fun and enjoyable work environment to enhance employee satisfaction and well-being.

5. Performance Management:

- Drive a performance culture by implementing Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs) to set clear expectations and measure progress.
- Invest in learning and development initiatives to continuously enhance employee skills and competencies.

5.3 Discussion of Research Question Two

In the Insights Category/Question Two on Employee's Overall Experience - Employee Delight scored more than sheer Management insights.

1. Employee Delight:

- Focus on Company's vision, mission, values, and culture to create a sense of purpose and pride among employees.
- Provide challenging work and projects that allow employees to grow and excel in their roles.

2. Management:

- Foster transparency and open communication channels to build trust and facilitate information sharing.
- Show respect and appreciation for employees' contributions to promote a positive work environment.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

6.2 Implications

6.3 Recommendations for Future Research

6.4 Conclusion

6.1 **Summary**

The research fairly concluded on of the hypothesis it appeared to be largely true.

Hypothesis: The overall 'Work' & 'Employee experience' has changed drastically post COVID 19.

1. H1: The adoption of remote work arrangements during the pandemic will be positively associated with employee satisfaction and work-life balance.

Highlights: During Covid and even now, the employees prefer those organization which had/have a strong work-from-home policy and which are committed to ensure good work-life balance and doesn't create irrational demands of return to office or working from office. These organization are seen as employee-centric organizations and are chosen and celebrated as the best place to work as compared to the organization which fails to ensure remote working arrangements.

2. H2: Employee well-being and job satisfaction will be negatively affected by increased work demands and blurred work-life boundaries in the remote work environment.

Highlights: As the work and work-life balance has changed over years we have seen a remarkable shift in employee's loyalty and performance during last few years. During Covid and even now, the employees are every cautious on the overall well-being offerings from the employer, we saw a series of new initiatives viz - Employee Assistance Programs, Counselling session, Vaccination drives, Make-shift hospitals, four days working, dedicated family day or family hours etc. as a qualifier of a better employer than others.

3. H3: Organizational leaders who provide effective communication, support, and resources will experience higher employee engagement and team performance in remote work settings.

Highlights: The study significantly clarifies that out of all CXO's, CEO (Chief Executive Officer) & CPO (Chief People Officer) are the most likes and preferred leaders in the organization that others. Leaders with employee focus and commitment to employee well-being and psychological safety are celebrated over others.

Based on the analysis of the survey results, several points for improvement and sustenance have been identified in different dimensions. These points highlight areas where actions can be taken to address the challenges and further enhance employee satisfaction, quality of management, employee enablement, future of work, employee delight, performance management, and overall management.
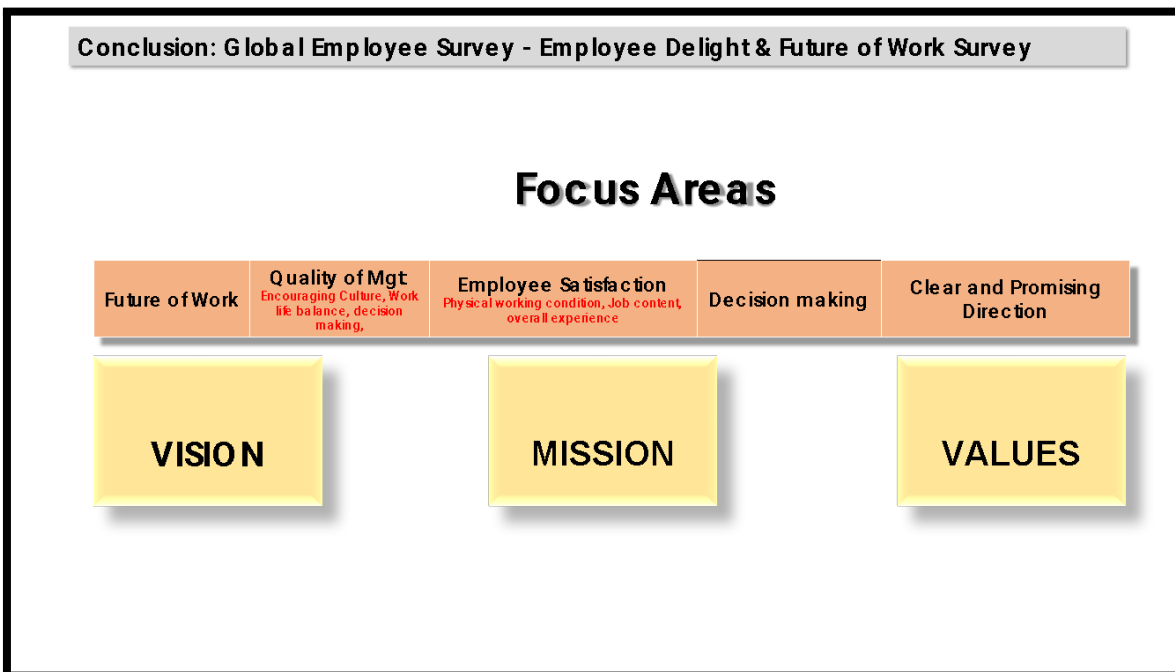

Figure 31. Global Employee Survey – Conclusion & Focus Areas

6.2 Implications

The overall implications of the study through the Global Employee Survey across ten countries were quite insightful. The two categories which were studied as the differentiator in the Survey on 'Employee Delight in the Future of work' - the participants rated the overall employee's experience (70%) more than the work itself (65%).

In the Insights on work, the least scores were in Employee Satisfaction & Quality of Management which may be was also the reason which led to the 'Great Resignation in the year 2022 & 2023'. Employee Enablement, Future of work (readiness) and Performance Management scored comparatively much higher scores.

In the Insights on Employee's Overall Experience - Employee Delight scored more than sheer Management insights.

Categories (Fav%)	#	Domains(Fav%)	Q
Insights on Work = 65% (05 categories & 24 Questions)	A	Employee Enablement = 70%	5
	B	Future of work = 70%	7
	C	Employee Satisfaction = 47%	3
	D	Quality of Management = 55%	3
	E	Performance Management = 75%	6
Insights on Employee's Overall Experience = 70% (02categories & 15 Questions)	F	Management Insights = 68%	11
	G	Employee Delight = 74%	4

Table 5. Research Results – Category& Domains Wise (Overall Framework)

Points for Improvement:

1. Employee Satisfaction:

  a. Implement a framework for Variable Compensation (VC) and Employee Stock Ownership Plans (ESOP) to enhance employee motivation and engagement: Variable Compensation and Employee Stock Ownership Plans can be effective tools to incentivize and reward employees based on their performance and

contribution to the company's success. By implementing such frameworks, organizations can provide additional financial benefits and opportunities for employees to share in the company's growth. This can increase motivation, job satisfaction, and a sense of ownership among employees.

b. Focus on workplace improvement and branding to create a positive work environment: Creating a positive work environment is crucial for enhancing employee satisfaction. Organizations can invest in workplace improvements, such as ergonomic facilities, collaborative spaces, and wellness programs, to create a comfortable and conducive work environment. Additionally, building a strong employer brand through effective communication, employee recognition programs, and a supportive culture can attract and retain top talent, leading to higher employee satisfaction levels.

c. Enhance role clarity and consider organizational restructuring to streamline responsibilities and improve efficiency: Ambiguity or confusion regarding roles and responsibilities can negatively impact employee satisfaction. Organizations should prioritize enhancing role clarity by clearly defining job descriptions, expectations, and responsibilities. Additionally, considering organizational restructuring, if necessary, can help streamline workflows, reduce redundancy, and improve efficiency. This can lead to a more organized and productive work environment, increasing employee satisfaction by providing a clear sense of purpose and direction.

By focusing on improving employee satisfaction through initiatives such as implementing variable compensation and ESOP, enhancing the workplace environment and branding, and ensuring role clarity through organizational restructuring, organizations can address key areas for improvement. These actions can contribute to a more engaged and satisfied workforce, leading to increased productivity, retention, and overall organizational success.

2. Quality of Management:

a. Foster an encouraging culture that promotes open communication, collaboration, and innovation: Creating a positive and supportive culture within the organization is essential for improving the quality of management. Encouraging open communication channels, where employees feel comfortable sharing their ideas, concerns, and feedback, can lead to increased employee engagement and satisfaction. Promoting collaboration and teamwork fosters a sense of belonging and encourages innovative thinking. Management should actively support and recognize employees' contributions, creating an environment that values their input and encourages continuous learning and improvement.

b. Ensure alignment between country/department-level management and central management to improve coordination and decision-making processes: Efficient coordination and decision-making processes are crucial for effective management. It is important to establish clear channels of communication and ensure alignment between management at different levels, such as country or department-level

management and central management. Regular communication and collaboration between these levels can enhance the flow of information, align goals and objectives, and enable faster and more informed decision-making. This alignment also helps in cascading the organization's vision, mission, and strategies effectively throughout the company.

By fostering a culture that promotes open communication, collaboration, and innovation, organizations can enhance the quality of management. Additionally, ensuring alignment between different levels of management improves coordination and decision-making processes. These actions can contribute to better leadership, increased employee satisfaction, and improved overall organizational performance.

Points for Sustenance:

1. Employee Enablement:

    a. Improve resource management to ensure employees have the necessary tools and support to perform their roles effectively: Providing employees with the right resources is crucial for enabling them to perform their jobs efficiently. Organizations should assess the resources required by employees in different roles and ensure their availability. This may include providing access to relevant software, equipment, training programs, and adequate workspaces. Regularly reviewing and updating the resources available to employees can help address any gaps or inefficiencies, ultimately enhancing their enablement and productivity.

    b. Enhance role clarity and establish uniform designations across the organization for better understanding and alignment: Clear role clarity is essential for employees to understand their responsibilities, tasks, and expectations. Organizations should invest in clearly defining roles and establishing uniform designations across the organization. This involves creating detailed job descriptions, setting clear goals and objectives, and aligning individual roles with the overall organizational structure and strategy. Improved role clarity enhances employee enablement by ensuring that employees understand their contribution to the organization's goals and can align their efforts accordingly.

By improving resource management and ensuring employees have the necessary tools and support, organizations can sustain high levels of employee enablement. Additionally, enhancing role clarity and establishing uniform designations across the organization improves understanding and alignment, contributing to sustained enablement and effective performance. These actions help create an environment where employees feel empowered and capable of fulfilling their roles to their fullest potential.

2. Future of Work:

a) Foster employee and leadership connect to strengthen engagement and alignment with the organization's goals: Building strong connections between employees and leadership is crucial for creating a sense of engagement and alignment with the future direction of the organization. This can be achieved through regular communication channels such as town hall meetings, team meetings, and one-on-one discussions. Leadership should actively listen to employees' perspectives, ideas, and concerns regarding the future of work. By involving employees in decision-making processes and keeping them informed about the organization's vision, strategies, and changes related to the future of work, employees are more likely to feel engaged and committed to the organization's goals.

b) Promote a fun and enjoyable work environment to enhance employee satisfaction and well-being: The future of work should not only focus on productivity and efficiency but also prioritize employee satisfaction and well-being. Organizations can create a positive work environment by promoting a culture that values work-life balance, encourages employee creativity and innovation, and fosters positive relationships among colleagues. Providing opportunities for socialization, team-building activities, and recognition programs can contribute to a fun and enjoyable work environment. Additionally, offering flexible work arrangements and providing resources for employee well-being, such as wellness programs and mental health support, can help sustain a positive work environment that aligns with the future of work.

By fostering employee and leadership connect and promoting a fun and enjoyable work environment, organizations can sustain employee engagement and alignment with the future of work. These actions help employees feel connected to the organization's goals and vision, and create a positive work culture that supports their well-being and satisfaction. Ultimately, this leads to higher employee retention, productivity, and adaptability to the changing work landscape.

3. Employee Delight:

a) Focus on vision, mission, values, and culture to create a sense of purpose and pride among employees: Clearly communicate the company's vision, mission, values, and culture to all employees. Help them understand how their individual contributions align with these core elements and how their work directly impacts the success of the organization. By creating a strong sense of purpose and pride, employees will feel more motivated and engaged, leading to a higher level of delight in their work. This can be achieved through regular communication, town hall meetings, and sharing success stories that highlight the positive impact employees are making towards achieving the company's vision and mission.

b) Provide challenging work and projects that allow employees to grow and excel in their roles: Recognize and leverage the skills and potential of employees by assigning them challenging tasks and projects. Provide opportunities for growth and professional development through training programs, workshops, and mentorship initiatives.

Encourage employees to take ownership of their work and provide them with the necessary resources and support to excel. This not only enhances employee satisfaction but also contributes to their career advancement. By continuously challenging employees and helping them reach their full potential, you can sustain their delight in their work and foster a culture of excellence.

By focusing on vision, mission, values, and culture and providing challenging work and growth opportunities, you can sustain employee delight. Employees will feel a strong sense of purpose and pride in their work, and their skills and capabilities will be nurtured, leading to a higher level of engagement and satisfaction. This, in turn, will contribute to a positive work environment and the overall success of the organization.

4. Performance Management:

a) Drive a performance culture by implementing Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs) to set clear expectations and measure progress: Implement a performance management system that clearly defines objectives and key results for each employee or team. Ensure that these objectives are aligned with the company's overall goals and strategic priorities. By setting clear expectations, employees will have a better understanding of what is expected of them and how their performance will be evaluated. Regularly track and measure progress against these objectives and provide feedback and recognition to employees based on their performance. This will help create a performance-driven culture where employees are motivated to achieve their targets and contribute to the success of the organization.

b) Invest in learning and development initiatives to continuously enhance employee skills and competencies: Provide employees with opportunities for learning and development to enhance their skills and competencies. Offer training programs, workshops, and online courses that are relevant to their roles and aligned with the future needs of the organization. Encourage employees to take ownership of their professional growth and provide support for their development goals. This can include mentorship programs, coaching sessions, and access to resources such as books, industry events, or conferences. By investing in the growth and development of employees, you not only enhance their performance but also create a culture of continuous learning and improvement.

By driving a performance culture through the implementation of OKRs and KPIs and investing in learning and development initiatives, you can effectively manage and improve employee performance. Clear expectations and regular feedback will help employees stay focused and motivated, while learning and development opportunities will enable them to enhance their skills and competencies. This will ultimately lead to higher levels of performance and contribute to the overall success of the organization.

5. Management:

a) Foster transparency and open communication channels to build trust and facilitate information sharing: Establish a culture of transparency where managers openly

communicate with employees about the company's goals, strategies, and decision-making processes. Encourage managers to provide regular updates and share relevant information with their teams. This transparency helps build trust among employees and ensures that everyone is well-informed about the organization's direction. Implement tools or platforms that facilitate communication and collaboration, such as regular team meetings, town hall sessions, or digital platforms for sharing updates and feedback. By fostering transparency and open communication, you create an environment where employees feel valued and included in the decision-making process.

b) Show respect and appreciation for employees contributions to promote a positive work environment: Recognize and appreciate employees' efforts and achievements on a regular basis. Implement a recognition program that acknowledges employees for their contributions and goes beyond financial rewards. Encourage managers and leaders to provide timely and specific feedback to employees, highlighting their strengths and areas of improvement. Foster a culture of gratitude and appreciation by creating opportunities for peer recognition and expressing gratitude for teamwork and collaboration. Additionally, ensure that managers lead by example and treat employees with respect and fairness. This includes actively listening to their concerns, providing support and guidance when needed, and valuing their input and ideas. When employees feel respected and appreciated, they are more likely to be engaged and motivated in their work.

By fostering transparency and open communication channels, you create an environment where trust can thrive, enabling better collaboration and engagement. Showing respect and appreciation for employees' contributions fosters a positive work environment, which enhances employee satisfaction and productivity. Together, these practices contribute to effective management and the overall success of the organization.

Overall addressing the points for improvement and sustaining the positive aspects identified, the organization can further enhance employee satisfaction, enablement, and overall performance, creating a conducive and engaging work environment. These actions will contribute to the organization's success and ensure long-term growth and sustainability.

Action Plan

Conclusion: Global Employee Survey - Employee Delight & Future of Work Survey

A. IMPROVEMENT

Dimensions	Actions
1. Employee Satisfaction	1. VC & ESOP - Framework 2. Workplace Improvement & branding 3. Role clarity & Org Restructuring
2. Quality of Management	1. Encouraging Culture 2. Country/Dept & Central Mgt Alignment 3. Decision making

B. SUSTENANCE

Dimensions	Actions
1. Employee Enablement	1. Resources management 2. Role Clarity & uniform designations
2. Future of Work	1. Employee connect & Leadership Connect 2. Fun @ Work
3. Employee Delight	1. Focus on Org - Vision, Mission, Values & Culture 2. Challenging work & projects
4. Performance Management	1. Driving Performance Culture – OKRs & KPIs 2. Learning & Development
5. Management	1. Transparency & Open Communications 2. Respect & appreciation for employees

Figure 32. Global Employee Survey – Action Plan: Improvement & Sustenance

6.3 Future Directions for Research

Identifying future research directions is essential for the continuous advancement of knowledge and addressing the limitations of the current study. By exploring new avenues and building upon the existing research, the validity and generalizability of the study's findings can be improved. Here are some potential future directions for research that may address the limitations of the current study:

1. Expanded Sample Size and Diversity:

    a) One way to address the limitations of the current study's sample is to increase the sample size and diversity. This can involve recruiting participants from a wider range of backgrounds, industries, or geographic locations.

    b) By including a larger and more diverse sample, future research can enhance the generalizability of the findings, allowing for more comprehensive insights into the research problem.

2. Longitudinal Studies:

    a) Conducting longitudinal studies that span over an extended period can provide a more in-depth understanding of the phenomena under investigation. Longitudinal research allows researchers to observe changes and trends over time, capturing dynamic processes that may not be apparent in cross-sectional studies.

    b) By employing longitudinal designs, future research can better capture the complexity and variability of the variables of interest, thereby enhancing the validity and reliability of the findings.

3. Mixed-Methods Approach:

    a) Integrating both quantitative and qualitative methods can offer a more comprehensive understanding of the research problem. By combining surveys, interviews, or observations with statistical analysis or thematic coding, researchers can gain a deeper insight into the phenomenon under investigation.

    b) Employing a mixed-methods approach can provide a more nuanced understanding of complex relationships, validate findings across different data sources, and enhance the overall rigor of the study.

4. Comparative Studies:

    a) Conducting comparative studies across different contexts, industries, or populations can help identify similarities and differences in the research findings. Comparing the results from diverse settings can provide insights into the generalizability of the findings and highlight contextual factors that may influence the outcomes.

b) By incorporating comparative elements into future research, the external validity of the findings can be strengthened, allowing for more robust conclusions and practical implications.

5. Intervention Studies:

a) Implementing intervention studies can explore the effectiveness of specific interventions or strategies aimed at addressing the research problem. By designing and evaluating interventions, researchers can assess the impact of specific actions on outcomes of interest.
b) Conducting intervention studies provides an opportunity to test causal relationships and provide evidence-based recommendations for practice or policy.

6. Replication Studies:

a) Replicating the current study or extending it to different settings, populations, or research designs can contribute to the reliability and generalizability of the findings. Replication studies allow for the examination of the consistency and robustness of the results across different contexts.
b) By conducting replication studies, researchers can assess the stability of the findings and identify potential factors that may influence the outcomes.

By pursuing these future research directions, the limitations of the current study can be addressed, and the validity and generalizability of the findings can be improved.

6.4 Conclusion

The chapter discussed the overall approach towards the Study & Research on Employee Delight in the Future of work. Explanation was given on quantitative and qualitative analysis process and the rationale for using detailed analysis as required or as was necessary to analyse the context and nullify the lack of strategies by organizations or leaders to increase their employees ' job satisfaction and increase business efficiency in the Future of work.

The chapter outlined the methodology, research design, and sample size, using a case study to analyse methods used by small organization and their interpretations & effects on employees' overall work experience, job satisfaction and delight. The study also provided the significance of using MS Excel to generate emerging data analysis themes and compare them to the conceptual context and literature to address the research question. The study stressed the importance of reliability and validity using member checking and conducting triangulation.

My research using survey, interviews and assimilation of various documents and studies has revealed that the impact of the pandemic on work processes, the shift to remote work, and the strategies organisations use to motivate and retain employees are both legacy & innovative. The research suggests that businesses that adopt a flexible and adaptable approach can continue to thrive in the new normal.

Recommendations - Global Employee Survey - Employee Delight & Future of Work Survey

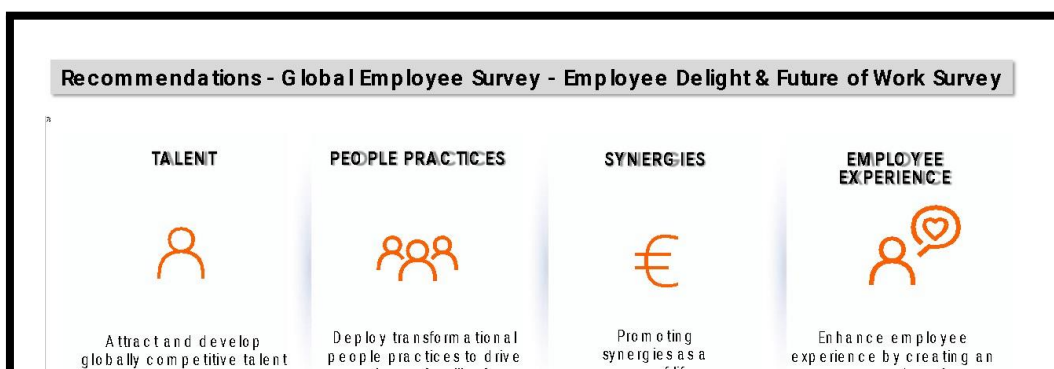| TALENT	PEOPLE PRACTICES	SYNERGIES	EMPLOYEE EXPERIENCE
Attract and develop globally competitive talent	Deploy transformational people practices to drive	Promoting synergies as a	Enhance employee experience by creating an

Figure 33. Recommendations – HR Philosophy in Future of Work

My study so far has revealed that the impact of COVID-19 pandemic has changed the way we worked majorly in terms of work processes, there is a major shift to remote working which has changed the work-psychology of an employees and every employer is experimenting in various ways to motivate and retain employees. As a result, many organisations had to implement new work strategies to cope with the unprecedented situation. With the rapid change in Technology adaptation, Artificial Intelligence and Digital connectivity the landscape of work, workforce and workplace is drastically shifting, and the Future of work will be fast and furious. Time will be less, and targets will be stretched, the work-processes will be complex and evolving. Technology will empower and make is fast and easy but will be short-lived and updates will be regular. Artificial Intelligence will be ruling the roust and the Natural Intelligence will be scarce. Machine and automation will be taking away jobs and the pace will be high. In such a scenario the Work, Workplace and Workforce and their harmony will be dependent on many factors.

My study on the Employee Delight in the Future of Work was just the tip of the iceberg and the is dense and dark, more to be explored…

Figure 34. Future of Work with Generative AI (McKinsey & Company, 2023)

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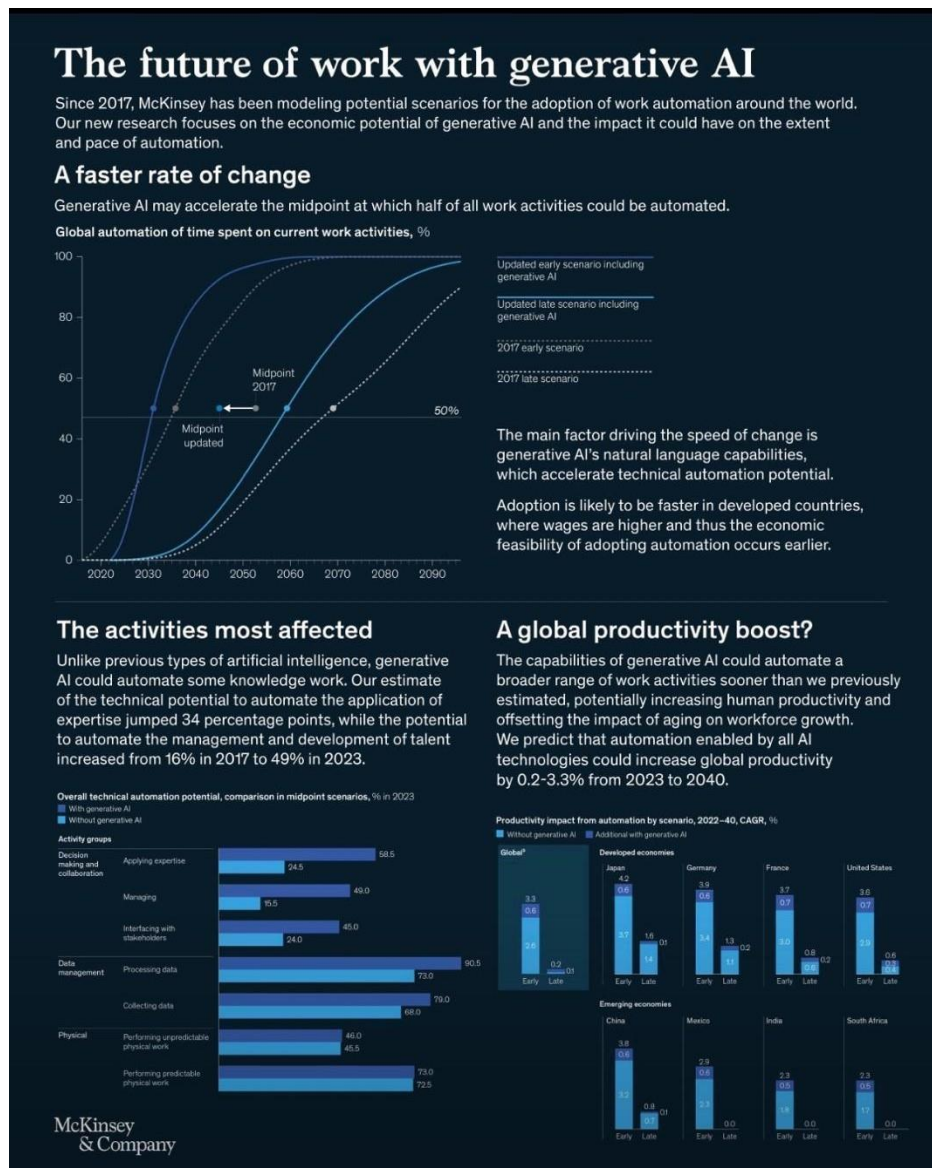
APPENDIX A SURVEY COVER LETTER

Dear Respondent

I invite you to take part in a survey being conducted as a part of my DBA Research paper in Swiss School of Business Management, Geneva.

The purpose of the survey is to seek your views on the Employee Delight in the Future of Work. The survey is being conducted to collect feedback from employees on their views about their experiences and expectations in the post Covid scenario.

The survey outcomes will ensure important insights in developing and carving people & workplace strategies in the future of work. Your feedback counts.

Your response will help shape important decisions at the organization. Along with feedback from other employees, it will provide data that assists the organization and the ecosystem enhance the employee experience across industries.

The survey should take around 10 minutes to complete. Please note that your response is private and confidential. Individual respondents will not be identified in any data or reports. Survey responses will not be linked with other administrative records. Participation in this survey is highly valued, but voluntary. You are free to withdraw consent at any time.
Your anonymity will be protected, and the confidentiality will be maintained as per law. If you have any questions about this survey or would like further information, please contact me Pranav Prasoon at pranavprasoon@gmail.com or on 9962241557.

Thank you for considering your involvement in this survey. I wish you all the best in your work and career.

Yours sincerely
Pranav Prasoon

APPENDIX B INFORMED CONSENT

Dear <EMPLOYER>

I invite you to take part in a survey being conducted by <TRAINING ORGANISATION> to

seek your views on the quality of our education and training.

The survey is being conducted to collect feedback from employers on their views about their employee's training experiences and outcomes. The survey outcomes play an

important role in developing and delivering training at $<$TRAINING ORGANISATION$>$.

Your feedback counts. Your response will help shape important decisions at the training organisation. Along with feedback from other employers, it will provide data

that assists the organisation enhance the quality of its education and training. The survey should take around 10 minutes to complete.

<MODIFY THIS PARAGRAPH IF SURVEY FORMS ARE IDENTIFIED> Please note that
your response is private and confidential. <INSERT

DETAILS ON METHOD USED TO SELECT EMPLOYERS> <INSERT DETAILS ON SURVEY ADMINISTRATION> <INSERT DETAILS ON STEPS TAKEN TO ENSURE PRIVACY AND CONFIDENTIALITY OF RESPONSES> Individual respondents will not be identified in any data or reports.

Survey responses will not
be linked with other
administrative records.

Participation in this survey
is highly valued, but
voluntary. You are free to
withdraw
consent at any time. We will
protect your anonymity and
the confidentiality of your

response to the fullest possible extent within the limits of the law.

If you have any questions about this survey or would like further information, please visit <WEBSITE FOR FURTHER INFORMATION>, or you may contact <REPRESENTATIVE'S

NAME> at <TRAINING
ORGANISATION> on
<PHONE NUMBER> or
<EMAIL>.

Thank you for considering
your involvement in this
survey. I wish you all the
best
in your work and future
training experiences.

Yours sincerely

<REPRESENTATIVE'S NAME>
Dear <EMPLOYER>

I invite you to take part in a survey being conducted by <TRAINING ORGANISATION> to seek your views on the quality of our education and training.

The survey is being conducted to collect feedback from employers on their views about their employee's training experiences and outcomes. The survey outcomes play an important role in developing and delivering training at <TRAINING ORGANISATION>.

Your feedback counts. Your response will help shape important decisions at the training organisation. Along with feedback from other employers, it will provide data
that assists the organisation enhance the quality of its education and training. The survey should take around 10 minutes to complete.

<MODIFY THIS PARAGRAPH IF SURVEY FORMS ARE IDENTIFIED> Please note that your response is private and confidential. <INSERT DETAILS ON METHOD USED TO SELECT EMPLOYERS> <INSERT DETAILS ON SURVEY ADMINISTRATION> <INSERT

DETAILS ON STEPS TAKEN TO ENSURE PRIVACY AND CONFIDENTIALITY OF RESPONSES> Individual respondents will not be identified in any data or reports.

Survey responses will not be linked with other administrative records.

Participation in this survey is highly valued, but

voluntary. You are free to withdraw
consent at any time. We will protect your anonymity and the confidentiality of your response to the fullest possible extent within the limits of the law.

If you have any questions about this survey or would like further information, please visit

<WEBSITE FOR FURTHER INFORMATION>, or you may contact <REPRESENTATIVE'S NAME> at <TRAINING ORGANISATION> on <PHONE NUMBER> or <EMAIL>.

Thank you for considering your involvement in this survey. I wish you all the best

in your work and future training experiences.

Yours sincerely

<REPRESENTATIVE'S NAME>

SSBM GENEVA

Participant Information Sheet/Consent Form

Social Science Research - *Adult providing own consent*

Title	*[Employee Delight in the future of work]*
Short Title	*[Short Project Title]*
Project Sponsor	*[Project Sponsor (if any)]*
Coordinating Principal Investigator/ **Principal Investigator**	*[Coordinating Principal Investigator/* *Principal Investigator]*
Associate Investigator(s) *(if required by institution)*	*[Associate Investigator(s)]*
Location	*[India]*

Part 1   What does my participation involve?

The purpose of Part 1 is to state the reason the participant is being invited to take part in the research project and to explain the purpose of the research project and what it will involve.

1   Introduction

The purpose of this section is to state the reason the participant is being invited to take part in the research project and to explain the purpose of the form and the nature of informed consent.

You are invited to take part in this research project, which is called *[Employee delight in the future of work]*. You have been invited because *[the study will add directional value to you understanding of the subject]*. Your contact details were obtained *by/from [LinkedIn]*.

This Participant Information Sheet/Consent Form tells you about the research project. It explains the processes involved with taking part. Knowing what is involved will help you decide if you want to take part in the research.

Please read this information carefully. Ask questions about anything that you don't understand or want to know more about. Before deciding whether or not to take part, you might want to talk about it with a relative, friend or local health worker.

Participation in this research is voluntary. If you don't wish to take part, you don't have to.

If you decide you want to take part in the research project, you will be asked to sign the consent section. By signing it you are telling us that you:
• Understand what you have read
• Consent to take part in the research project
• Consent to be involved in the research described
• Consent to the use of your personal and health information as described.

You will be given a copy of this Participant Information and Consent Form to keep.

APPENDIX C INTERVIEW GUIDE

SSBM GENEVA

Interview Consent Form

Research project title:

Research investigator:

Research Participants name:

The interview will take (enter amount of time). We don't anticipate that there are any risks associated with your participation, but you have the right to stop the interview or withdraw from the research at any time.

Thank you for agreeing to be interviewed as part of the above research project. Ethical procedures for academic research require that interviewees explicitly agree to being interviewed and how the information contained in their interview will be used. This consent form is necessary for us to ensure that you understand the purpose of your involvement and that you agree to the conditions of your participation. Would you therefore read the accompanying **information sheet** and then sign this form to certify that you approve the following:

- the interview will be recorded and a transcript will be produced you will be sent the transcript and given the opportunity to correct any factual errors
- the transcript of the interview will be analysed by (name of the researcher) as research investigator
- access to the interview transcript will be limited to (name of the researcher) and academic colleagues and researchers with whom he might collaborate as part of the research process
- any summary interview content, or direct quotations from the interview, that are made available through academic publication or other academic outlets will be anonymized so that you cannot be identified, and care will be taken to ensure that other information in the interview that could identify yourself is not revealed
- the actual recording will be (kept or destroyed state what will happen any variation of the conditions above will only occur with your further explicit approval

_____   _____

Participants Signature   **Date**

_____   _____

Researcher's Signature   Date

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