



A Study on the Satisfaction Level of Employees Towards WLB Practices During COVID 19

Baisali Chakroborthy¹ and Prof. Swarnika Dixit²

MBA Student, Department of Management¹

Assistant Professor, Programme Head Department of Management²

IFIM College (Autonomous), Bangalore

Abstract: *Work life balance (WLB) is one of the main human resource management topics, and people across the world are keenly aware of its importance. Some companies are using WLB initiatives and policies to attract and keep the valuable workers they have. Work-life balance is a concept describing the belief that work and other parts of life, whether they are for the family or to indulge your own hobbies, must be balanced in your schedule. In modern English, this adage has been phrased as 'all work and no play make Jack a dull lad.' While labor itself or an amount of time spent on work is generally acknowledged as being essential for personal happiness, "all play" may turn out to be completely boring. The goal of this research is to investigate the elements that contribute to a well-rounded work life and job happiness. The effect of open office environment and work-life balance will be studied for its impact on IT sector job satisfaction. The study's primary goals are to determine the connection between work-life balance and job satisfaction, and to provide a list of work-life balance and job happiness-promoting suggestions for companies and their workers. The conflict between work and family has major implications for both men and women in terms of the quality of family life and their professional pursuits. Constraints on professional options, restricted opportunities for career development, and the necessity to choose between an active and fulfilling career and marriage and children may be the results for women. It may be difficult to balance your personal and work lives, but it is important to do so.*

Keywords: Work Life Balance, Open office environment, Conflict, Job satisfaction

I. INTRODUCTION

Work life balance (WLB) is one of the main human resource management topics, and people across the world are keenly aware of its importance. Some companies are using WLB initiatives and policies to attract and keep the valuable workers they have. The goal of this research is to investigate the elements that contribute to a well-rounded work life and job happiness. The effect of open office environment and work-life balance will be studied for its impact on IT sector job satisfaction. The study's primary goals are to determine the connection between work-life balance and job satisfaction, and to provide a list of work-life balance and job happiness-promoting suggestions for companies and their workers.

Work-life balance is a concept describing the belief that work and other parts of life, whether they are for the family or to indulge your own hobbies, must be balanced in your schedule. In modern English, this adage has been phrased as 'all work and no play makes Jack a dull lad.'

IT Industry According to the American Management Association, participation levels may be increased even during difficult times provided businesses exercise caution and make the appropriate choices at the appropriate time. However, there are a few corporate areas that have not only been adversely impacted by the worldwide pandemic, but also have a silver lining in this scenario - and in this case, we're talking about one of those major industries, namely information technology (IT). Not only has the IT sector dealt with the present scenario deftly in order to maintain their operations, but it has also proved a lifesaver for many other companies. Before we continue, let's have a look at a few key statistics culled from various reputable study reports:



Despite the global recession, the IT industry's revenue was estimated to be about USD 190 billion in 2020-21 and is projected to be over USD 300-350 billion by 2025.

Around 35%–38% of IT companies are expected to upgrade or enhance their information technology operations and infrastructure because of the COVID-19 outbreak.

The sector's top businesses reported an average of a 5-10 percent rise in IT spending alone because of the COVID-19 epidemic.

Cloud Software and Digital Platforms grew at the highest rate in 2020, when everyone worked from home. The above-mentioned statistics demonstrate that the IT industry has reaped the benefits of current crisis scenario, while all other companies struggle to return to normalcy.

According to the research, greater levels of involvement are associated with increased production and a more stable bottom line. In good or poor times, businesses should make employee engagement a key priority (Vickers, 2019). According to The Guardian, employee engagement helps individuals develop strong positive attitudes about their job and company through times of adversity. Employee engagement is mostly determined by organizational commitment, job satisfaction, and organizational citizenship.

II. LITERATURE REVIEW

According to Chaudhary and Satya (1989) ,private sector workers had a better mean job satisfaction score than public sector employees,. It was found that managers, supervisors, and employees had comparable job satisfaction levels in both the public and private sectors. As the research found by Bhardwaj Gopa and Sharma Rajneesh (1990)[2]; acknowledgment of performance to be a significant influence in private sector employee job satisfaction. analyzed the connection between organizational environment, supervisory-management interactions, interpersonal trust, and alienation as researched. As a result of the study, the researchers found a favorable connection between aspects of an organization's environment and many other variables, including workplace alienation. In addition, a greater understanding, progress, and financial security were shown to be the primary factors to a higher level of supervisory-management cooperation.

According to Shaykh (1999) has highlighted several strategies that are useful for improving workplace management and staff development. Viewing Human Resource Management as a tool for organizational achievement, he saw it as an avenue for success. They were activities included in the following human resource management study: resource planning for humans human resources acquisition an examination of a job working hard and learning new things operational and strategic development and change review and other employee perks Incentives for health and safety efforts involvement of employees in management The author addressed career planning, creating strong teams, and developing exceptional leaders. By suggesting that involvement in management, dispute resolution, counseling, and organizational methods for stress management promote better industrial relations, he advocated that employees also manage their own stress.

According to Parasuraman and Simmers (2001); found that job participation, satisfaction, and work-family conflict are significantly affected by the kind of employment, as well as the gender of the employee. employees' opinion of their job status was found to be connected to the kind of occupation they were in. The effect of gender on work-life problems is linked to normative and gender-based attitudes and expectations, as well as the kind of workplace. The results show that women's job and family roles are distinct from men's. Women, who tend to have a greater involvement and commitment to home life, are much more numerous than males. In fact, the study found that males reported a greater level of work-family conflict.

According to Thorntwaite (2004), has observed that there is a rising demand and need for part-time employment, especially flexible work hours for working parents. Top management should thoroughly investigate these issues in order to ensure every opportunity for work-life balance for employees. These measures should be put in place for everyone, not only those employees designated as being part of the targeted group. accentuated made far more prominent (2004) Work locations are known to cause family conflict due to strain in the workplace. In case of women, the incidence of this particular strain is higher. Women workers who have been away from home working will be



required to perform some domestic chores when they are back home. It is of the utmost importance for someone to have the support of their family while experiencing a significant amount of stress. When family members do not offer assistance, conflict always occurs in the family.

According to Sinha (2004), the engineers working in the private sector were more pleased with their jobs than engineers working in the public sector. Work satisfaction was shown to be substantially (0.01) linked to age and job experiences for public sector engineers, which was discovered via correlation analysis. As such, there was no significant connection for the private sector engineers at the 0.05 level of significance.

According to Drew and Murtagh (2005), discovered that working long hours at senior levels negatively impacts work-life balance. It's feasible to have your spouse take care of these household issues since these individuals may delegate the same to them. But it's not feasible for all spouses. When both are not willing to compromise, it is more difficult to manage. This sparks ego conflicts and results in the break-up of the relationship.

According to Snir and Harpaz (2005), Snir and Harpaz (2006) investigated the relativity of work, assessed relative to the other domains of life (work, leisure, community, religion, and family) by developing their own equations. Israeli full-time employees, who worked at least 30 hours per week, were studied for four weeks. Based on the findings, it seems that the measure's test reliability was very good. This suggests that the measure may also be used to evaluate the relative influence of the other four life domains.

According to Hayman tested a 15-item scale for measuring work-life balance, a concept derived from an instrument published by Fisher-McAuley, Stanton, Jolton, and Gavin (2003). A three-component answer was given by the factor analysis. In order to inform human resource practitioners in the Asia Pacific area, his article presented a novel measure to capture employee views of work-life balance, and also discussed consequences for the practitioners. It was discovered that the instrument had broad acceptable validity and reliability, suggesting that the scale has potential to help managers get a good gauge on work life balance.

According to Magnus & Viswesvaran, (2006); family support for work culture helps to maintain work-life balance (Mesmer-. Co-workers, superiors, flexible working hours, sufficient maternity leave, and other support from coworkers assist to inspire and encourage employees, helping them to alleviate the negative effects of work-life balance. Work-life conflicts were greatly impacted by this.

According to Jim (2006); coloration, appearance As part of a thoroughgoing plan for work-life integration, underscored the need of workplace flexibility. pointed out the need of business-driven initiatives to meet organizational demand for employees with good work-life balance, higher job satisfaction, improved customer service, and a competitive edge for talent. For this, he proposed two legs of the work life strategy, one for the company and one for the person. 57 of his workers recommended dual-purpose work and life training to them. Transferable project, time, and activities management abilities may be used to completing goals outside of the workplace as well. To summarize, this research was designed to provide information and propose work-life solutions that employers may use to reduce absenteeism, turnover, and employee satisfaction.

According to Jabeen, Mishra, and Gupta (2007); an association between occupational stress and organizational environment, with regard to job satisfaction of managers and engineers, was studied by Jain, for Indian Oil Corporation Limited, located in Mathura, India. Data was gathered from 158 managers and engineering workers on their job happiness, and results were processed via a job satisfaction survey. In order to test the impact of occupational stress and organizational climate on work satisfaction, occupational stress and organizational climate were identified as independent factors, while job satisfaction was seen as a dependent variable. To discover the significance of the difference between the means of both groups, the t-test was employed. The research discovered that managers rated their occupations as considerably more enjoyable than engineers, implying that managers felt more empowered. While managers suffer relatively low levels of occupational stress, engineers face significant levels of stress as compared to managers. The research also discovered that occupational stress has a negative effect on work satisfaction. But the managers' and engineers' perceptions of high and favorable organizational environment resulted in higher satisfaction. As a result, further implications of the research were explored.



According to the alternatives to the term "work life balance" proposed by Harris & Pringle (2007) include work-life integration and work-life mosaic. By favoring integration, these alternatives have attempted to eliminate the difference between work and life. Work-life balance is no longer a static concept, but rather one that evolves and remains relevant for more individuals. Some individuals have criticized the word balance, claiming that it believes in an unrealistic equivalence between work and life, something that is just not suitable for many people. Practically speaking, maintaining an even balance in the conventional sense was unrealistic.

According to their 2008 research, Kalliath Thomas and Brough Paula examined six different concepts of work-family balance. The researcher discovered numerous roles, equality among roles, and overall happiness as determinants of role salience, all of which were interrelated. In addition, they put forward a novel theory of work-family balance. As an encouragement to future study, the authors recommended further studies to investigate this new definition particularly with regard to the creation and validation of a new metric that captures work-family balance. They also highlight that work-life balance is emerging as a significant strategic factor in HRM strategies of successful organizations. Previously, the group of scientists decided that the rise in women working was likely to boost the interest in work-family balance initiatives.

According to Harris and Smith (1997); they discovered that self-evaluations, family support, and supervisor support were associated with increased family to work enrichment; on the other hand, the occupational characteristics, like job characteristics, such as autonomy, skill variety, and task significance, were associated with increased work to family enrichment. Family-to-work enrichment was shown to be connected to family satisfaction, although only family-to-work enrichment was examined.

According the research published by Nubling et al. (2008), it was discovered that socioeconomic variables such as age are significant for employment and family interference. The younger set of people that we're discussing here, having fewer problems than the middle-aged and elderly population. Because as people get older, they become more responsible for their families. Without the proper balance in life, you run the risk of familial intervention. Family support is critical as well.

According to the hypothesis by Sjoberg (2008) that emotional intelligence plays a role in successful life adjustment. Sjoberg (2008) concluded that while the dimensions of balance, which includes interference with family and leisure with work, and interference with work with family and leisure, are both negatively correlated to emotional intelligence, they have different associations with well-being. The study found that those who scored higher on emotional intelligence were more successful at balancing their professional and personal lives.

According to Macky and Boxall (2008) ;workers working longer hours are more likely to experience more imbalance in work life relationships, according to the findings of. Work life imbalance was shown to be negatively associated with the five high participation factors (i.e. authority to make decisions and act independently, information supply, incentives, and understanding of the task and team). Increasing availability of work-life balance rules for workers was shown to have no effect on the relationships when a larger workload forced employees to work longer hours.

According to Mayo et al (2008).Three characteristics, including the number of subordinates, time spent traveling, and time spent at work locations, were addressed. It was discovered that managers with more flexibility of time had an advantage over those with less flexibility of time when it came to doing home-related tasks. similarly less time for travel is also effective in managing work and life. Less subordinates, as well as more professional autonomy, may help someone achieve appropriate work-life balance.

III. OBJECTIVES OF THE STUDY

1. To determine which work life balance techniques were used during the COVID-19 scenario – use cross tabs.
2. To determine the level of employee satisfaction with work life balance strategies - Multiple Regression was used

IV. RESEARCH METHODOLOGY

Workers working in start-ups between were the target population for a series of structured questionnaires in-



4.1 Sample Design

The sample size in this case is 250 employees from a start-up company. A non-probability sampling method is used. Random sampling is also known as the convenience sampling technique.

4.2 Method of Data Collection

Primary data is obtained from a source such as a questionnaire or from respondents who have completed a series of structured questionnaires. The questionnaire is based on a previously published research article in its design (Emerald publication). Secondary data gathered for this research came from secondary data sources such as journals, papers, websites, and magazines.

4.3 Tools for Data Collection

SPSS and EXCEL are the tools used.

4.4 Data Analysis

cross tab-chi square, Regression test was done to analyse the data,

Particulars	N	Min	Max	--Mean	STD
Gender	250	1	2	1.53	.500
Age-	250	1	3	1.35	.540
Industry	250	1	4	1.20	.567
Work experience	250	1	3	1.35	.541
Satisfaction with working-hours	250	1	3	1.01	.126
Spending time with family	250	1	3	2.24	.631
Work life balance	250	1	5	2.18	.685
Worry about work	250	1	5	1.84	.852
Organization policy WLB	250	1	5	1.96	.823
Initiatives considered by organization	250	1	5	2.29	1.399
Policy impact on productivity	250	1	4	2.25	.650
Management policy- WLB	250	1	5	2.28	.706

4.5 Limitations of the Study

1. Data collection during pandemic was very difficult
2. Sampling data was limited.
3. Limited study with regards to Hucon, needed more data for analysis using SWOT
4. Further research is required for understanding the pros and cons, indepth research is required
5. COVID era has brought in many changes, but agility is not achieved with practices

V. ANALYSIS AND INTERPRETATION OF DATA

5.1 Multiple Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	WLB Strategies	.	Enter

- a. Predictors: (Constant), WLB Strategies
- a. Dependent Variable: I'm completely satisfied with my job
- b. All requested variables entered.



Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767 ^a	.588	.587	.468

R value is 0.767 and R-square value =0.588, therefore the model is significant and proves to be a good fit. There is impact of work life balance strategies and Job satisfaction during COVID period

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	77.383	1	77.383	353.181	.000 ^b
	Residual	54.119	247	.219		
	Total	131.502	248			

a. Dependent Variable: I'm completely satisfied with my job

b. Predictors: (Constant), WLB Strategies

Since AlphaP value =0.00 which is less than 0.05, hence the model is significant there is significant relationship between dependent and independent variable.

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-.535	.129		-4.162	.000
	WLB Strategies	.125	.007	.767	18.793	.000

a. Dependent Variable: I'm completely satisfied with my job

b. Independent Variable: WLB Strategies

Since Alphas value =0.00 which is less than 0.05, hence the model is significant there is significant relationship between dependent and independent variable.

5.2 Hypothesis

H1: There is significant relationship between family support and WLB during COVID 19

H0: There is no significant relationship between family support and WLB during COVID 19.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	414.871 ^a	56	.000
Likelihood Ratio	392.496	56	.000
Linear-by-Linear Association	72.804	1	.000
N of Valid Cases	249		

a. 61 cells (81.3%) have expected count less than 5. The Min expected count is .02.

Chi square is 414.871, p value= 0.000<0.05, therefore H1 is accepted and H0 is rejected. H1: There is significant relationship between family support and WLB during COVID 19.

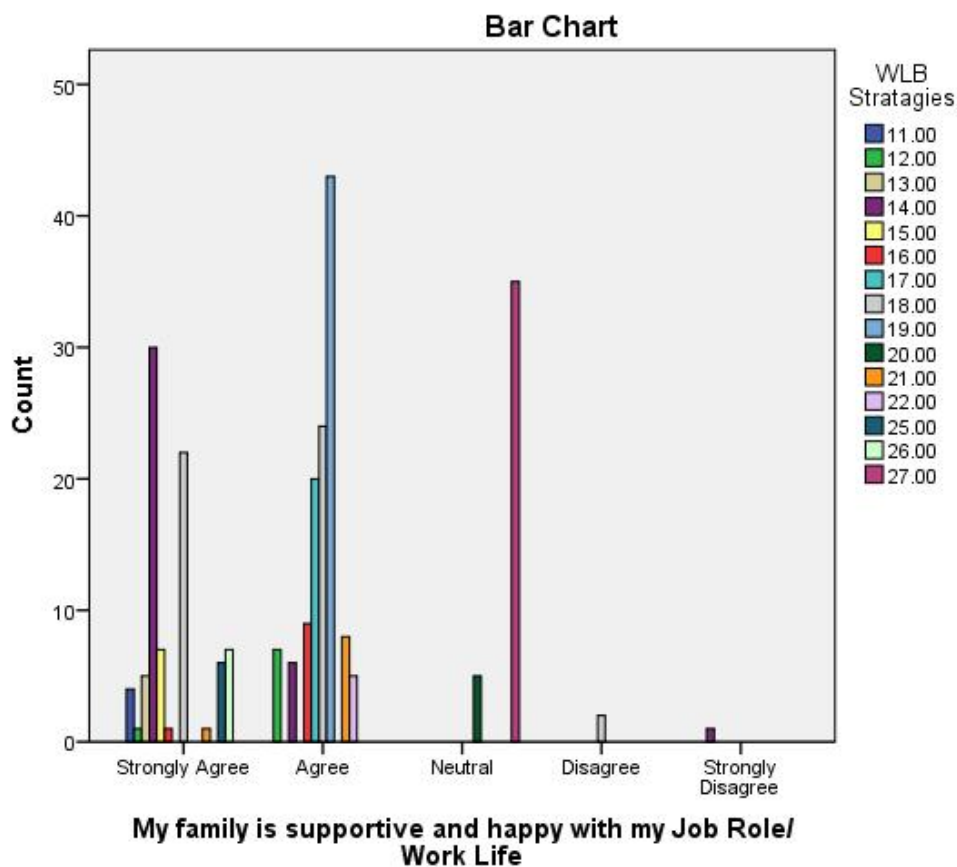


Symmetric Measures

	Value	Asymp. Error ^a	Std. Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.542	.069	10.131	.000 ^c
Ordinal by Ordinal Spearman Correlation	.572	.055	10.973	.000 ^c
N of Valid Cases	249			

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

BAR CHART FOR CHI SQUARE TEST.



VI. FINDINGS

1. R value is 0.767 and R-square value =0.588, therefore the model is significant and proves to be a good fit. There is impact of WLB strategies and Job satisfaction during covid period
2. Since p value =0.00 which is less than 0.05, hence the model is significant there is significant relationship between dependent and independent variable.
3. Chi square is 414.871, p value= 0.000<0.05, there 81.3% cells have expected count less than 5, therefore H1 is accepted and H0 is rejected. H1: There is significant relationship between family support and WLB during COVID 19

**VII. CONCLUSION**

The results indicate that work-life balance has a significant effect on individual/employee job satisfaction in the workplace. The greater the degree of equilibrium of an individual employee's daily life, the greater his contribution to his work and the more satisfied he will be with his career. The current study shows, based on previous research, that work-life balance has a direct effect on employee job satisfaction. The thesis would also serve as a guide for other scholars working in a related area of study. The R value is 0.767, and the R-square value is 0.588, indicating that the model is important and a good match. During the covid era, WLB tactics have an effect on job satisfaction. Since the p value is less than 0.05, the model is important, indicating that there is a positive interaction between the dependent and independent variables. Since the chi square is 414.871 and the p value is 0.0000.05, and 81.3 P (%) of the cells have an expected count of less than 5, H1 is approved and H0 is refused. H1: Throughout COVID 19, there is a significant association between family care and WLB.

REFERENCES

- [1]. Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. *Family relations*, 50(1), 49-58.
- [2]. Hussain, A. B., & Endut, N. (2018). Do decent working conditions contribute to work-life balance. *Asia Pacific Journal of Innovation and Entrepreneurship*.
- [3]. Pareek, P., & Bagrecha, C. (2017). A Thematic Analysis of the Challenges and Satisfaction and Satisfaction and work life balance of Women Entrepreneurs Working in Small-Scale Industries. *Vision*, 21(4), 461-472.
- [4]. Edralin, D. M. (2012). Innovative Satisfaction and Satisfaction and work life balance strategies of Filipina entrepreneurs: new evidence from survey and case research approaches. *Procedia-Social and Behavioral Sciences*, 57, 201-208.
- [5]. Sreekumaran Nair, S. L., Aston, J., & Kozlovski, E. (2017). How 'organizational factors' outclass' personal factors' in retaining Female Employees in Indian IT SMEs. *International Journal of Applied Business and Management Studies*, 2(1), 22-36.
- [6]. Hermawati, A., & Puji, R. (2019). The transglobal leadership-based strategy of MSMEs performance optimization of Malang Raya and the implementation of quality of work life. *Research Journal of Textile and Apparel*.
- [7]. Agyeman, C. M., & Ponniah, V. M. (2014). Employee demographic characteristics and their effects on turnover and retention in MSMEs. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences*, 1(1), 12-29.
- [8]. Peter, M., & Kavitha, D. S. F. (2020). A Study on Employee Satisfaction and work life balance as An HR Imperative. *International Journal of Management (IJM)*, 11(2).
- [9]. Purusottama, A., Trilaksono, T., & Ardianto, A. (2019). EMPLOYER BRANDING OF MICRO, SMALL AND MEDIUM ENTERPRISES (MSMES) IN INDONESIA. *Jurnal Riset Manajemen dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, 4(1), 165-174.
- [10]. Bhattacharya, S. Literature Around Female Entrepreneurship with a Focus on Studies Around Indian Entrepreneurs & their Satisfaction and work life balance.
- [11]. Bhartiya, M., Mittal, S., & Jain, S. (2020). Effect of profession on managing Satisfaction and work life balance of working women in India. *Journal of Management Research and Analysis*, 5(2), 99-106.
- [12]. Bharathy, A. (2018). Gender Diverse and Inclusive Ecosystem: Behind Successful Women. *Bonfring International Journal of Industrial Engineering and Management Science*, 3(Special Issue Special Issue-03), 78-83.
- [13]. Ananthi, M. G. Quality Of Work Life And Work Motivation Among The Employees Of Garments Industry In Tiruppur.



- [14]. Amri, W. A. A., Asbari, M., Gazali, G., Novitasari, D., & PURWANTO, A. (2021). The Effect of Religiosity and Service Quality on Job Satisfaction: A Case Study of MSME Employees. *International Journal of Social and Management Studies*, 2(1), 53-63.
- [15]. Banerjee, M. R., & Desai, A. FACTORS IMPACTING THE PERFORMANCE OF WOMEN ENTREPRENEURS IN MSMEs. *ADVANCES IN MANAGEMENT, SOCIAL SCIENCES AND TECHNOLOGY*, 105.
- [16]. Pestonjee, D. M., & Pal, S. (2020). Human Resource Development and MSME Development.
- [17]. Agyeman, C. M., & Ponniah, V. M. (2014). Employee demographic characteristics and their effects on turnover and retention in MSMEs. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences*, 1(1), 12-29.
- [18]. Maxwell, G., Rankine, L., Bell, S., & MacVicar, A. (2007). The incidence and impact of flexible working arrangements in smaller businesses. *Employee Relations*.
- [19]. Balanagalakshmi, B., & Lakshmi, T. C. (2020). QUALITY OF WORK LIFE AND JOB SATISFACTION OF EMPLOYEES DURING COVID19 WITH REFERENCE TO COLLEGES IN ANDHRA PRADESH. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(7), 7997-8008.
- [20]. Osibanjo, O., Oyewunmi, A., Abiodun, A., & Oyewunmi, O. (2019). Quality of work-life and organizational commitment among academics in tertiary education MSME. *International Journal of Mechanical Engineering and Technology*, 10(2), 418-430.
- [21]. Abd Latib, L. , Bolong, J. , & Ghazali, A. H. A. (2014). Facebook usage and functionality as the predictive factors in contributing towards employee engagement. *Procedia-Social and Behavioral Sciences*, 155, 289–294. 10.1016/j.sbspro.2014.10.294 [CrossRef] [Google Scholar]
- [22]. lockdown. *Stratexif* <https://stratexif.com/ways-to-increase-employee-engagement-during-lockdown/>
- [23]. Harter, J. K. , Schmidt, F. L. , & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279. 10.1037//0021-9010.87.2.268 [PubMed] [CrossRef] [Google Scholar]
- [24]. Hasan, A. (2020, April 13). How companies are helping employees in response to COVID-19. *People Matters* Retrieved from <https://www.peoplesmattersglobal.com/article/c-suite/how-companies-are-helping-employees-in-response-to-covid-19-25301>
- [25]. Jalal, H. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. 5th international conference on leadership, technology, innovation and business management. *Procedia-Social and Behavioral Sciences*, 229, 289–297. 10.1016/j.sbspro.2016.07.139 [CrossRef] [Google Scholar]
- [26]. Jena, L. K. , Pradhan, S. , & Panigrahy, N. P. (2018). Pursuit of organisational trust: Role of employee engagement, psychological well-being and transformational leadership. *Asia Pacific Management Review*, 23(3), 227–234. 10.1016/j.apmr.2017.11.001 [CrossRef] [Google Scholar]
- [27]. Jones, M. D. & Kober, J. J. (2019). Employee engagement in difficult times. *World Class Benchmarking* <http://worldclassbenchmarking.com/employee-engagement-in-difficult-times/>
- [28]. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. 10.2307/256287 [CrossRef] [Google Scholar]
- [29]. Kaplan, J. , Frias, L. , & Mefall-Johnsen, M. (2020, July 11). *Business Insider India* Retrieved from <https://www.businessinsider.in/international/news/a-third-of-the-global-population-is-on-coronaviruslockdownx2014-hereaposs-our-constantly-updated-list-of-countries-and-restrictions/slidelist/75208623.cms>
- [30]. Saks, A. M. (2017). Translating employee engagement research into practice. *Organizational Dynamics*, 46(2), 76–86. 10.1016/j.orgdyn.2017.04.003 [CrossRef] [Google Scholar]
- [31]. Sarangi, P. , & Nayak, B. (2016). Employee engagement and its impact on organizational success—A study in manufacturing company, India. *IOSR Journal of Business and Management*, 18(4), 52–57. 10.9790/487X-1804015257 [CrossRef] [Google Scholar]



- [32]. Sarkar, B. (2020, April 09). Companies roll out initiatives to keep employees kids engaged at home. *The Economic Times* Retrieved from <https://economictimes.indiatimes.com/news/company/corporate-trends/companies-roll-out-initiatives-to-keep-employees-kids-engaged-at-home/articleshow/75058556.cms?from=mdr>
- [33]. Schaufeli, W. B. , Martinez, I. M. , Pinto, A. M. , Salanova, M. , & Bakker, A. B. (2002). Burnout and engagement in university students: A cross-national study. *Journal of Cross-Cultural Psychology*, 33(5), 464–481. 10.1177/0022022102033005003 [CrossRef] [Google Scholar]
- [34]. Sievert, H. , & Scholz, C. (2017). Engaging employees in (at least partly) disengaged companies. Results of an interview survey within about 500 German corporations on the growing importance of digital engagement via internal social media. *Public Relations Review*, 43(5), 894–903. 10.1016/j.pubrev.2017.06.001 [CrossRef] [Google Scholar]
- [35]. Singh, M. (2020a, March 31). How to keep work from home employees engaged and productive. *Marcer Mettl* Retrieved from <https://blog.mettl.com/talent-hub/remote-workers-engagement-productivity>
- [36]. Singh, P. (2020b, April 26). COVID-19: The evolution of employee engagement. *Business world* Retrieved from <http://bwpeople.businessworld.in/article/COVID-19-The-Evolution-Of-Employee-Engagement/26-04-2020-190293/>
- [37]. Talukar, A. D. (2020, April 09). 5 tips for practicing employee engagement amidst the covid-19 pandemic. *Business 2 Community* Retrieved from <https://www.business2community.com/human-resources/5-tips-for-practicing-employee-engagement-amidst-the-covid-19-pandemic-02300396>
- [38]. Tensay, A. T. , & Singh, M. (2020). The nexus between HRM, employee engagement and organizational performance of federal public service organizations in Ethiopia. *Heliyon*, 6(6), e04094 10.1016/j.heliyon.2020.e04094 [PMC free article] [PubMed] [CrossRef] [Google Scholar]
- [39]. Tiwari, B. , & Lenka, U. (2019). Employee engagement: A study of survivors in Indian IT/ITES sector. *IIMB Management Review*. 10.1016/j.iimb.2019.10.003 [CrossRef] [Google Scholar]
- [40]. Torraco, R. J. (2005). Writing integrative literature reviews: Guidelines and examples. *Human Resource Development Review*, 4(3), 356–367. 10.1177/1534484305278283 [CrossRef] [Google Scholar]
- [41]. Vance, R. J. (2006). *Employee engagement and commitment* (pp. 1–53). Alexandria, Virginia: SHRM Foundation; Retrieved from <https://www.shrm.org/foundation/ourwork/initiatives/resources-from-past-initiatives/Documents/Employee%20Engagement%20and%20Commitment.pdf> [Google Scholar]
- [42]. Verčič, A. T. , & Vokić, N. P. (2017). Engaging employees through internal communication. *Public Relations Review*, 43(5), 885–893. 10.1016/j.pubrev.2017.04.005 [CrossRef] [Google Scholar]
- [43]. Vickers, M. (2019, January 24). Boosting worker engagement in tough times. *American Management Association* Retrieved from <https://www.amanet.org/articles/boosting-worker-engagement-in-tough-times/>
- [44]. World Health Organization . (2020a). Situation Report-101, Coronavirus disease 2019 (COVID-19). Retrieved from https://www.who.int/docs/default-source/coronaviruse/situation-reports/20200430-sitrep-101-covid-19.pdf?sfvrsn=2ba4e093_2
- [45]. World Health Organization . (2020b). Situation Report-132, Coronavirus disease 2019 (COVID-19). Retrieved from https://www.who.int/docs/default-source/coronaviruse/situation-reports/20200531-covid-19-sitrep-132.pdf?sfvrsn=d9c2eaef_2
- [46]. World Health Organization . (2020c). Coronavirus disease 2019 (COVID-19) outbreak. Retrieved from https://www.who.int/health-topics/coronavirus#tab=tab_1