U6IP Annotated Bibliography Basic Annotations I

Annotation # 1

Reference
Kane, G. C., Nanda, R., Phillips, A., & Copulsky, J. (2021). Redesigning the post-pandemic
    workplace. *MIT Sloan Management Review*, *62*(3), 12-14.
Author's Abstract and Keywords

"Kane et al discuss the need for managers to envision the office that employees will return to
after the COVID-19 pandemic. The world has experienced widespread disruption over the past
year as a result of the COVID-19 pandemic. With the successful development and distribution of
a COVID-19 vaccine, the timeline for when the so-called next normal will arrive is clearer.
Leaders should begin to take steps to consider what the workplace will look like when it arrives.
There is no going back to the pre-pandemic workplace. Organizations and individuals have had
no choice but to discover new ways of working. Many have reported successfully implementing
years' worth of digital transformation plans over the course of a few months. Even companies
that needed to maintain a significant collocated workplace used digital innovations to improve
employee and customer engagement and safety". Keywords**: (**Covid-19 pandemic, return,
hybrid, workplace, remote, innovation, workforce, employees, organizations, leaders, steps).
5 Short Key Quotations from Each Article

1. "The workplace, workforce, and work of the future will be fundamentally different as a result
of the pandemic."

2. "There is no going back to the pre-pandemic workplace."

3. "The anticipated return to gradual collocated work in the coming months provides
opportunities to experiment with hybrid ways of working."

4. "Employees are often more productive when they do not have to spend time on a daily
commute."

5. "Organizations can begin to explore more deeply the processes and practices that can evolve
virtual work to optimize organizational benefits."

Your Paraphrases for Each of Each of these Quotations

1. Due to the impact of the covid-19 pandemic, work environment will be different moving
forward (Kane et al., 2021).

2. Based on the new reality of the pandemic residuals, it is impossible to return to the office as it
was (Kane et al., 2021).

3. The stretched process of returning to work normalcy has given organizations room to explore
different avenues of remote and in office work (Kane et al., 2021).

4. The less time employees spend driving back and forth to work, the more efficient they are in
getting their jobs done (Kane et al., 2021).

5. While maximizing their benefits, organizations should strategize best practices to advance
working remotely (Kane et al., 2021).

Concise paragraph for each source in which you formulate, for your own future reference
This report explains the need for leaderships to prepare workplace, workforce, and work itself to accommodate the reality we are faced with after the covid-19 pandemic. It implores leaders to explore other virtual work options such as hybrid and remote. It encourages leaders to utilized their organizational benefits while strategizing their return to the office.

An evaluation of what makes this article valuable to your understanding of the research problem, i.e., how it is related to your research problem
The article by Kane et al. is closely related to my research problem in multiple ways. First, it explained about leaders preparing and taking steps for the reality of the new environment that employees will be returning to. Secondly, it emphasized that we will never return to the pre-covid environment. I agree with that statement because it is highly impossible for us to return to where we used to be before the Covid-19 pandemic. The world has changed and evolved, and it is impossible to return to the way it was before. Both Leaders and subordinates must find common ground to adapt to the new world order; they will also need to find new ways to become more innovative. Third, technology investment is a must in adapting to the new reality. I do not think other options exist for companies that do not want to invest in technological advancement. Organizations must invest in their employees and cutting-edge technologies to innovate and become resilient with the post Covid-19 trend successfully.

Whether it is a theoretical or conceptual piece related to your topic and problem: the article is a theoretical piece related to my topic and problem.

A report of original research related to your topic and problem
This report is original research that is related to my research topic and problem. The authors started gathering information to produce their article when the covid-19 vaccine was made available to all.

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Annotation # 2

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Reference
Gratton, L. (2021). How to do hybrid right. *Harvard Business Review*, *99*(3), 66-74.

Author's Abstract and Keywords

"Since the pandemic, companies have adopted the technologies of virtual work remarkably quickly—and employees are seeing the advantages of more flexibility in where and when they work. As leaders recognize what is possible, they are embracing a once-in-a-lifetime opportunity to reset work using a hybrid model. To make this transition successfully, they'll need to design hybrid work arrangements with individual human concerns in mind, not just institutional ones. That requires companies to approach the problem from four different perspectives: (1) jobs and tasks; (2) employee preferences; (3) projects and workflows; and (4) inclusion and fairness. Leaders also need to conceptualize new work arrangements along two axes: place and time. Millions of workers around the world this year have made a sudden shift from being place-constrained (working in the office) to being place-unconstrained (working anywhere). Employees have also experienced a shift along the time axis, from working synchronously with others 9 to 5 to working asynchronously whenever they choose. If leaders and managers can

successfully make the transition to an anywhere, anytime model, the result will be work lives that are more purposeful and productive". Keywords: (Flexibility, work arrangement, executives, Covid-19, hybrid practices, employees, preferences, leaders, virtual work, opportunity)

5 Short Key Quotations from Each Article

1. "Our capacity to operate at peak productivity and performance varies dramatically according to our personal preferences."

2. "To make hybrid a success, you have to consider how work gets done."

3. "If leaders and managers want to make this transition successfully, however, they'll need to do something they're not accustomed to doing: design hybrid work arrangements with individual human concerns in mind, not just institutional ones."

4. "The challenge in designing hybrid work arrangements is not simply to optimize the benefits but also to minimize the downsides and understand the trade-offs."

5. "As companies recognize what is possible, they are embracing a once-in-a-lifetime opportunity to reset work using a hybrid model."

Your Paraphrases for Each of Each of these Quotations

1. Our ability to perform at our very best varies greatly depending on our particular preferences (Gratton, 2021).

2. You must take into account how work is completed for hybrid work to be successful (Gratton, 2021).

3. To successfully navigate this change, however, leaders and managers will need to do something they're not used: create flexible work arrangements that take into consideration both organization and employee concerns (Gratton, 2021).

4. The difficulty in creating flexible work arrangements is not just in maximizing the advantages but also in diminishing the disadvantages and comprehending the compromise. (Gratton, 2021).

5. Utilizing flexible work arrangements as a tool, organizations are using a rare opportunity to identify their potentials and possibilities (Gratton, 2021).

Concise paragraph for each source in which you formulate, for your own future reference
The report talks about a company in particular that had the agenda of flexible work arrangement for years. Covid forced them to expedite flexible work arrangement and create a 100% remote environment Post the covid-19 pandemic, they are faced with employees that wants to return to office. Those employees claims that they were more productive working remotely. The company decided to create multiple options such as remote, hybrid and in office; allowing employees to indicate their preferences. For hybrid option, the author discussion how to hybrid the right way.

An evaluation of what makes this article valuable to your understanding of the research problem, i.e., how it is related to your research problem
This article is related to my research problem by exploring how organizations can create both hybrid and remote work environment, thus engaging their employees and maximizing their potentials. It also highlighted the advantages of allowing employees to make their own work environment choices based on their individual needs.

Whether it is a theoretical or conceptual piece related to your topic and problem: it is a theoretical piece related to my topic and problem.

A report of original research related to your topic and problem
This report is original research that is related to my research topic and problem. The author interviewed leader of a company to gather her facts in writing the article.

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Annotation # 3

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Reference
Martyna, J. S., Nunes, R. J., Rook, C., & Loder, A. (2021). Assessing employee engagement in a post-COVID-19 workplace ecosystem. Sustainability, 13(20), 11443. https://doi.org/10.3390/su132011443
Author's Abstract and Keywords

This article has aimed to better understand employee engagement in a post-COVID-19 workplace ecosystem. We identified a knowledge gap in the relationship between employee engagement and the physical workplace environment through an interdisciplinary literature review. We subsequently tested this gap by comparing employee engagement metrics proposed by leading academics in the field of organizational psychology with a sample of commonly used real estate industry approaches to monitoring workplace design/management. We focused specifically on industry-projected post-COVID-19 workplace ecosystem scenarios, and the results suggest that traditional employee engagement metrics and industry approaches to monitoring workplace design and management do not fully reflect the recent shift to hybrid work patterns. We shed light on the implications that this can have on our existing knowledge of "sustainable" property markets in a wider city context". Keywords: (post-COVID-19, workplace, employee engagement, sustainable, hybrid work, management, implementation, digitalization)

5 Short Key Quotations from Each Article

1. "The recent shift to remote work highlights the importance of virtual workplace quality and related digital infrastructure for both office and home environments."

2. "The necessity of remote work has accelerated a global debate on the possibilities of adopting home, office, and remote work patterns for the future."

3. "If the effects of digitalization on the way people work persists, the physical boundaries of the future workplace will continue to blur."

4. "Despite remote work having been practiced long before COVID-19, this current shift, which has been accelerated by the pandemic, may lead to more lasting effects on the organization of work and management practices more broadly."

5. "The more distributed workspaces and the acceleration of remote work patterns in a post-COVID-19 world are expected to have a greater impact on employee flexibility associated with employee engagement."

Your Paraphrases for Each of Each of these Quotations

1. The current move to virtual work highlights the significance of flexible working environment quality and related computerized framework for both home and office workspace (Martyna et al., 2021).

2. The importance of a virtual work environment has expedited a worldwide discussion on the conceivable outcomes of receiving office, home, and virtual work designs in the long run (Martyna et al., 2021).

3. If the impact of digitalization on the way individuals work continues, the physical boundaries of the incoming work environment will become obsolete (Martyna et al., 2021).

4. In spite of virtual work arrangements being practiced prior to the COVID-19, this current trend, which the pandemic has quickened, may broadly lead to more enduring impacts on the organization of work and leadership strategies (Martyna et al., 2021).

5. The more disseminated workspaces and the increasing speed of virtual work designs in a post-COVID-19 world are anticipated to significantly affect employee adaptability related to employee engagement (Martyna et al., 2021).

Concise paragraph for each source in which you formulate, for your own future reference
This article evaluates the importance of employee engagement in the new ecosystem of post covid-19 pandemic. It explains the metrics of how employee engagements are measured, and also employee's preferences as the return to office is being enforced. The article also did touch base on the impacts of the pandemic on real estates, in a sense that most organizations are no longer in a hurry to acquire properties in other to create spaces for their associates.

An evaluation of what makes this article valuable to your understanding of the research problem, i.e., how it is related to your research problem
This article is valuable to my research because it did explore the relationship between employee engagement metrics and their workplace tools. It promotes the need for further research to understand the ecosystem of flexible work environments available to employees post covid-19 pandemic. It emphasizes that as much as organizations are equipping their employees with the necessary tools needed to return to office, organizations should also provide their employees the necessary tools to work hybrid, and remote.

Whether it is a theoretical or conceptual piece related to your topic and problem: it is both a theoretical and conceptual piece related to my topic and problem.

A report of original research related to your topic and problem
This report is not original research; however, it is based on an original article that is related to my research topic and problem.

Annotation # 4

Reference

de Klerk, J.,J., Joubert, M., & Mosca, H. F. (2021). Is working from home the new workplace panacea? lessons from the COVID-19 pandemic for the future world of work. SA Journal of Industrial Psychology, 47https://doi.org/10.4102/sajip.v47i0.1883

Author's Abstract and Keywords

"The COVID-19 pandemic has forced millions of employees to work from home as governments implemented lockdowns. This study examined the impact of working exclusively from home on employee engagement and experience, and determined beneficial and distracting factors. Remote working trends have risen steeply since the onset of COVID-19 and are unlikely to taper off soon. Organizations need to understand the impact of remote work when reconsidering working arrangements. A dual-approach qualitative design was followed. The sample comprised 25 employees (N = 25) who were forced to work exclusively from home during COVID-19. Data were collected through semi-structured interviews. Working from home for protracted periods rendered paradoxical outcomes. Employees could work effectively with improved employee engagement and experience, but there were challenges rendering adverse effects. The experienced benefits of working from home created expectations that this practice would continue in future, along with some office work. Organizations need to continue, though not exclusively, with work-from-home arrangements. The ideal ratio of remote work to office work was seen as two to three days per week. However, support and cultural practices would have to be put in place. The COVID-19 lockdown provided a unique environment to study remote work. For the first time, employees and organizations were placed in a situation where they could experience working from home in a stark and compulsory form, devoid of idealistic fantasies or romanticism". Keyworks: (COVID-19 pandemic, employee engagement, support, employee experience, work environment, working from home, full potential, life balance)

5 Short Key Quotations from Each Article

1. "Working from home, or remote work, is a flexible working arrangement, which consistently correlates with important organizational benefits, such as improved employee engagement and performance."

2. "Flexible working arrangements provide flexibility in terms of the place of work, time of work, and continuity of work."

3. "Culture that is not supporting and trusting can result in unrealistic organizational expectations and demands on remote workers, which can lead to tension and unhealthy work practices."

4. "The challenges of COVID-19 for businesses have amplified the importance of having engaged employees survive and prosper during these difficult times."

5. "It is largely unclear how enduring separation from the workplace might influence employees' work experience."

Your Paraphrases for Each of Each of these Quotations

1. There is a positive relationship between the significant of organizational supports which includes better employee engage and performance, and flexible working arrangements (de Klerk et al., 2021).

2. Remote and hybrid work opportunities provide employees the ability to choose their respective working schedules (de Klerk et al., 2021).

3. Organizational practices that does not embrace the idea of employees working remotely and independently, is more likely to create a stressful and hostile environment for their employees (de Klerk et al., 2021).

4. The uncertainties of the covid-19 pandemic has caused organizations to appreciate the significance of equipping themselves with dedicated and determined employees (de Klerk et al., 2021).

5. It is uncertain to determine how the shift to remote work will affect employees' work life (de Klerk et al., 2021).

Concise paragraph for each source in which you formulate, for your own future reference
This report explains the need for organizations to continue to support their employees to work remotely post the covid-19 pandemic. Sample and data were collected to support the claims of this article. It argues that allowing employees to work remotely brought value to the company. One of their survey polls proved that working remotely during the pandemic increased employee's engagement, and there is a great expectation from employees to continue with working remotely.

An evaluation of what makes this article valuable to your understanding of the research problem, i.e., how it is related to your research problem
This article is related to my research problem by exploring how organizations can measure their employee's engagement while working remotely. It examines the influence of working remotely and the benefits it awards both the employee and the organization. The covid-19 pandemic created a unique environment to observe remote work; however, the post-pandemic era is creating another unique environment to study the both remote and hybrid work arrangements.

Whether it is a theoretical or conceptual piece related to your topic and problem: it is both theoretical and conceptual piece related to my topic. There are qualitative research data from independent researchers using semi-structured interviews to support the text.

A report of original research related to your topic and problem
This report is original research that is related to my research topic and problem. The authors used collected data and samples to give their work more credibility.

Annotation # 5

Author's Abstract and Keywords

"To give insight into human resource (HR) policy makers of the impact of the abrupt change in working conditions as reported from their primary stakeholders – the employees. Reported from a first-person point of view, 192 employees from Kuwait who are currently working from home were surveyed as to how the lockdown circumstances have impacted their conventional work expectations. The study compares the old working conditions (OWC) to the current working conditions (CWC) to give insight into the overall sentiments of the abrupt changes to the workplace. It was found that most employees agreed that OWC need to be reviewed, and that the general sentiment was almost equally split on the efficiency of CWC in comparison to OWC, yet the majority was enjoying the flexible conditions. Moreover, the majority of respondents found that overall conventional work elements either remained the same or had been impacted positively rather than negatively. Also, if given an option of a hybrid model inclusive of partly working remotely and partly working on-site, a considerable majority reported that they are able to efficiently conduct at least 80% of their work expectation. Finally, it was found that employee expectation is changing as they consider post COVID-19 conditions. This research was conducted using virtual crowd-sourcing methods to administer the survey and may have been enhanced should other methods have been integrated for data gathering. Also, a more comprehensive phenomenological approach could have been incorporated to add a qualitative method to the investigation. This could have freed the results of answer limitation and experience bias. Moreover, it is good practice to involve both quantitative and qualitative elements to any research when possible. Finally, future research can benefit from a bigger pool of participants so as to gain a clearer picture. This research will give policy makers a look at what needs to be reviewed/changed for a successful roll-out of remote work in accordance with their original strategies". Keywords: (post COVID-19, employee's turnover, impact, approach, technology, strategies, flexibility, working from home, employees, teleworking)

5 Short Key Quotations from Each Article

1. "As the struggle continues to unfold, employees are generally unsure of their expectations both to and from their employers"

2. "Employee expectation is changing as they consider post COVID-19 conditions."

3. "It is plausible that people who wish to fulfill their work commitments under any conditions might be less stressed due to telework possibility."

4. "This likelihood to save money on travel costs, such as fuel, can likewise be a factor of increasing employee satisfaction."

5. "Due to the new working conditions imposed by the COVID-19 pandemic, some employees may feel that their psychological contract may have been breached involuntarily."

Your Paraphrases for Each of Each of these Quotations

1. Employees are uncertain of what their organization expects of them as the challenges surrounding the covid-19 pandemic continues to unravel (Diab-Bahman & Al-Enzi, 2020).

2. Judging by the post covid-19 conditions, workforce outlooks are shifting (Diab-Bahman & Al-Enzi, 2020).

3. Remote work has made it possible for the general public to complete their work tasks without much strain regardless of the circumstances (Diab-Bahman & Al-Enzi, 2020).

4. One aspect of the rise in workforce fulfilment can be linked to cost savings on gas due to limited commute to work (Diab-Bahman & Al-Enzi, 2020).

5. There is a feeling of shortcomings in employee's mental agreement triggered by the covid-19 pandemic new working circumstances (Diab-Bahman & Al-Enzi, 2020).

Concise paragraph for each source in which you formulate, for your own future reference
This article showcased the effect of the covid-19 pandemic on organizations, the challenges, and the benefits. It explained that organizations can cut back on their cost while practicing teleworking, they can save on things like electricity, infrastructure, utility, and even telephone bills. Organizations can help reduce their turnover rate if they explore and embrace flexible working arrangements; such as, hybrid and remote work opportunities. Working remotely increases flexibility, engagement, productivity, and less burn out for employees. It ultimately suggested giving employees an option of working hybrid, which entails partly on-site and partly remotely.

An evaluation of what makes this article valuable to your understanding of the research problem, i.e., how it is related to your research problem
This article is related to my research problem by exploring how organizations can engage and retain their employee's during and post the covid-19 pandemic. It explores the influence of working remotely and the benefits it awards both the employee and the organization. One of the benefits it awards to the organizations being cost savings on organizational weekly, monthly, and yearly bills. By the virtue of those savings, organizations can invest more on equipping their employees with the right tools to either work fully remote or hybrid model.
Whether it is a theoretical or conceptual piece related to your topic and problem: the article is both theoretical and conceptual piece related to my topic. The authors also utilized data-oriented approach to collect closed-answer-survey data, which is the same as structured method of accumulating feedback data to support their study and claims.

A report of original research related to your topic and problem
This report is original research that is related to my research topic and problem.