

## **U7IP Annotated Bibliography Basic Annotations II**

### Annotation # 1

#### Reference

Chen, J. K. C., & Sriphon, T. (2021). Perspective on COVID-19 pandemic factors impacting organizational leadership. *Sustainability*, 13(6), 3230. <https://doi.org/10.3390/su13063230>

#### Author's Abstract and Keywords

“Employees are important assets of an organization. Therefore, the employee engagement in teamwork is extremely vital for long-term organizational development. Good managers need excellent leadership skills. However, as the COVID-19 pandemic rapidly spreads around the world, many countries implemented strategies to avoid infection, such as working from home, isolation of infected people from others, and 14 days of self-quarantine. These strategies impact the trust, communal relationships, and social exchange relationships among organizational employees. However, communal and social exchange relationships are necessary for organizational leadership, and they are considered as the basis of social networks. The trust, communal relationships, social exchange relationships, and leadership in an organization are an interesting issue, particularly in the COVID-19 time, since the role of leaders is very crucial for maintaining organizational sustainability. The main objective of this study is to investigate the impact of COVID-19 on leadership in organizations based on trust, communal relationships, and social exchange relationships. The study employed correlation analysis to explore the interrelationships between variables. The 220 samples collected consisted of basic, middle, and high managers of organizations. The findings show that COVID-19 impacted organizational leadership. COVID-19 (F1) and (F2) factors integrated with each variable: (1) trust, (2) communal relationships, and (3) social exchange relationships created a stronger relationship between trust and leadership, communal relationships and leadership, and also social exchange relationship and leadership in organizations. On the contrary, Covid-19 (F3) factors integrated with each variable: (1) trust, (2) communal relationships, and (3) social exchange relationships decreased a relationship between trust and leadership, communal relationships and leadership, and also social exchange relationships and leadership in organizations. These results can help CEOs in organizations to perceive what factors have a positive impact or a negative impact on leadership in organizations in order to improve their leadership skills, even post COVID-19. The managerial implications are that (1) leaders need good communication skills to share true information with empathy and optimism and (2) leaders need to be thoughtful and capable to handle change in uncertain situations ethically”.

Keywords: (Employees, organization, employee engagement, organizational leadership, covid-19 pandemic, working from home, leadership skills, communication).

#### 5 Short Key Quotations from Each Article

1. “Commanding and controlling leadership without consultation or collaboration damages collaborative working and team relationships”.
2. “Leaders encourage employee behavior in organizations through trust”.

3. “Interpersonal trust is very important for organizations. It can empower people to believe in others”.
4. “Authentic leadership requires empathy, compassion, and flexibility to manage employees who are stressed by uncertain situations”.
5. “This pandemic has caused socio-economic responses not only as a health crisis but also affecting the life of society, the nation’s safety, economic activities, and the change of work culture of organizations”.

Your Paraphrases for Each of Each of these Quotations

1. Directing and managing leadership without discussion or cooperation adversely affects working together and group associations (Chen & Sriphon, 2021).
2. Managers boost the behavior of employees within the company by having faith in their employees (Chen & Sriphon, 2021).
3. Social skills is vital for companies in other to encourage their employees to trust one another (Chen & Sriphon, 2021).
4. Flexibility, kindness, understanding, is important to become a dependable leader who is able to handle employees’ personal uncertainties (Chen & Sriphon, 2021).
5. The Covid-19 pandemic did not only affect the health crisis, but also affected changes in social life, national security, financial movements, and organizational labor culture, causing financial reactions (Chen & Sriphon, 2021).

**Concise paragraph for each source in which you formulate, for your own future reference**

This report explains the problem that the covid-19 pandemic created not just in health and economy, but also between organizational leaderships and their employees. It showed that the problem existed before covid, but the pandemic amplified the problem. Therefore, challenging the organizational leaderships to build more trust and collaborative relationship with their employees; which will increase employee engagement.

**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**

I appreciate this article because it validates my research problem. Organizational leaders were not prepared for the impact of the covid-19 pandemic. I love how this article explained the issues that organizational leaders faced while navigating the pandemic. They needed to make adjustments to accommodate the changes that the pandemic brought. My research problem is aligned with my concentration which is executive leadership. I did state that all decisions made by organizational leaders affect employees on every level. This article explained how executive leaders could create a more thriving workplace for employees. It focused on three significant goals: trust, communal relationships, and social exchange. Out of those 3, I find trust and collaborative relationships to be most vital in creating a sustainable work environment while engaging employees during the pandemic. One thing that the Covid-19 pandemic exposed in the workforce is the lack of trust from leadership to employees. Due to the lack of trust, leaders

initially did not allow their employees to work remotely. As much as the pandemic exposed their lack of trust, it also challenged leadership to alter their pre-existing culture to accommodate the uncertainties of the pandemic. Since remote work was the only option available during the pandemic, the leaders had no choice but to encourage remote work in the organization through trust. This article made me more knowledgeable about my research problem and gave me more ideas for practical solutions.

**Whether it is a theoretical or conceptual piece related to your topic and problem:** the article is both a theoretical and conceptual piece related to my topic and problem. The authors used correlation analysis, and data collection to perform the research.

**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.

### **Annotation # 2**

**Reference**

Hamfrey, S., Simon, T., Zanele, K., & Farai, M. (2022). Impact of COVID-19 induced teleworking arrangements on employees in NGOs: Implications for policy and practice for leadership. *Sage Open*, 12(2) <https://doi.org/10.1177/21582440221079908>

**Author's Abstract and Keywords**

“The article sought to address real or perceived “teleworking hesitancy” by generating empirical evidence on employee exposure to teleworking in a global south context. The results of the empirical investigation were integrated with the growing body of research on the future of the post-pandemic workplace. The results depicted the opposite and significant effects of perceived workload and organizational teleworking support on employee teleworking experience and the (growing) desire to utilize flexible working options. Furthermore, the results showed the significant effects of nonwork demands (negative) and resources (positive) on work engagement and the moderating role of external support contacts. The results further affirmed the mediating role of work engagement on perceived productivity. Based on these results, incremental “A-E” policy and practice considerations that place talent at the heart of organizational efforts to remain sustainably future-fit are proposed. The proposed policies and practices carry a futuristic bias, a conscious recognition that the future workplace will be “hybrid.” Areas for future research are presented”. Keywords: (Covid-19, teleworking experience, employees, teleworking support, flexible working options, work engagement, organization, leadership, work productivity)

**5 Short Key Quotations from Each Article**

1. “Teleworking allowed organizations to continue satisfying the needs of their stakeholders in the presence of hostile disruption”.
2. “Teleworking hesitancy is a conscious (or otherwise) bias against the evolutionary shift to alternative working options”.

3. “The COVID-19 pandemic changed the architecture of the conventional workplace and ignited changes that require organizational leaders to focus on unanticipated opportunities, challenges, and improve their comprehension of what works”.
4. “Organizational support for telework moderates the mediated relationship between telework experience and the desire to telework”.
5. “Most of the employees reported that teleworking had a positive impact on their finances due to reduced travel, employee work life, including inclusion in meetings/discussions, family life, as well as work and life goals”.

#### Your Paraphrases for Each of Each of these Quotations

1. Irrespective of the uncertainties that came with the pandemic, remote working enabled companies to keep up with the demands of their clients and stakeholders (Hamfrey et al., 2022).
2. Hesitating to work remotely is a mindful (or not) tendency towards a progressive move to substitute labor choices. (Hamfrey et al., 2022).
3. The COVID-19 pandemic has revolutionized the traditional workplace architecture, causing changes that require business leaders to focus on unexpected opportunities and challenges and gain a better understanding of an effective methods (Hamfrey et al., 2022).
4. Organizational encouragement for remote work eases the arbitrated connection between the knowledge of remote work and the yearning to work remotely. (Hamfrey et al., 2022).
5. Employees testified that the opportunity to work remotely positively influenced their life economically by less commute to work, personally, professionally, and socially (Hamfrey et al., 2022).

#### **Concise paragraph for each source in which you formulate, for your own future reference**

This article is reported the results of teleworking research done in non-governmental organizations in Mozambique and Zimbabwe. It explained how they were able to navigate from in person meetings and working sessions to fully teleworking during the covid-19 pandemic. It further elaborated on the impact of the pandemic had on teleworking experience, work engagement, and work productivity.

#### **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 relevant to my research problem by providing more evidence on the challenges that other organizations faced while trying to navigate to teleworking environment. The article provided me with statistical data of other nations working in a non-government organization; how they distributed work, measured productivity, and created a collaborative environment virtually. There were many hesitancies in adapting to the teleworking arrangements; the reason is due to the fact that they were not prepared for the uncertainties that came with the pandemic. Being a non-governmental organization, most of their work are done in person. For that reason, they were faced with biased hesitancy with the teleworking arrangement; but later saw a more accepting crowd with the economic benefit that came with it.

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

the article is both a theoretical and conceptual piece related to my topic and problem. The authors used a convenience sample, and data collection from non-governmental (NGO) to perform the research.

**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.

**Annotation # 3**

Reference

Merrill, J. S. (2021). Remote work, employee engagement, and the implications of COVID-19 (Order No. 28721608). Available from ProQuest One Academic. (2572551971). <https://coloradotech.idm.oclc.org/login>

Author's Abstract and Keywords

“The coronavirus disease (COVID-19) pandemic has caused complex change throughout the world and has impacted individuals and organizations, specifically in the context of remote work. As employee engagement has repeatedly been linked to individual and organizational measures of success, this topical paper aims to explore the intersection of remote work and employee engagement in the context of the COVID-19 pandemic. While remote work has been on the rise in recent history, COVID-19 precautions and restrictions resulted in an abrupt increase in people working from home and, despite the challenges it has presented, available research indicates that the benefits found may result in a degree of remote work staying power post-pandemic. With a potential continuation in remote work, understanding the interplay between remote work and employee engagement in the wake of COVID-19 may add value to existing body of literature. For this study, available literature was reviewed regarding COVID19's impacts on individuals and organization, remote work, and employee engagement. Major themes identified through analysis of collective in the literature among these topics include communication, connection, training, and work-life balance”. Keywords: (Covid-19 pandemic, employee engagement, remote work, organizations, working from home, work-life balance, strategy, challenges)

5 Short Key Quotations from Each Article

1. “The COVID-19 pandemic has resulted in rapid, widespread change to many aspects of organizational operations throughout the world”.
2. “Different remote work frequencies can impact employee's experience and ability to engage”.
3. “Employees utilizing remote work in some capacities have been found to derive value from time and money savings with reduced commutes”.

4. “Remote work also presents unique obstacles for employees and organizations as well”.
5. “Emotionally engaged employees express affection towards their organization and teams, such as believing in the organization or its mission and finding personal meaning in their work”.

#### Your Paraphrases for Each of Each of these Quotations

1. The COVID-19 epidemic has caused a lot of sudden changes to how establishments operate around the world (Merrill, 2021).
2. Changing the frequency of working from home can affect an employee's involvement and capacity to participate (Merrill, 2021).
3. Employees who work virtually are benefitting from it by not spending a lot of resources to drive to work (Merrill, 2021).
4. Working from home also poses inherent barriers to employees and establishments (Merrill, 2021).
5. Emotionally involved employees express their love for their company and peers, including: having trust in the company and its purpose by finding value in their task (Merrill, 2021).

#### **Concise paragraph for each source in which you formulate, for your own future reference**

The article discussed the impact of the corona virus pandemic on both individuals and organizations. The author reviewed lots of literature to give a historical background of each segment of the article; ranging from the history of remote work to the history of employee engagement. The article also discussed how an effective employee engagement revolves around connection, training, communication, and work-life balance.

#### **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 because it is quite similar in what I am trying to accomplish. Mine is more focused on the best practices that leaderships need to implement to retain and engagement employees post the covid-19 pandemic. I will be using this article to support my claims on remote work and employee engagement. By providing the historical evidence of remote work and employee, the author has created solid evidence to help convince my readers, most especially organizational leaderships.

#### **Whether it is a theoretical or conceptual piece related to your topic and problem:**

It is a theoretical piece related to my topic; no data were provided.

#### **A report of original research related to your topic and problem**

The author conducted original research; and used strong sources to support the report claims.

### Annotation # 4

#### Reference

Simran, S., Nayak, A., & Das, D. P. (2021). Effectiveness of employee engagement during WFH in IT industry. *Parikalpana: K I I T Journal of Management*, 17(2), 96-110. <https://doi-org.coloradotech.idm.oclc.org/10.23862/kiit-parikalpana/2021/v17/i2/210543>

#### Author's Abstract and Keywords

“Many companies have established a remote work culture amid the new normal brought about by the COVID-19 pandemic. As a result of the pandemic, there is a larger movement from standard to virtual work environments. The goal of this study is to better understand the impact of the virtual workplace on employee engagement. The change demands the development of a new employee engagement approach that will be useful even in the post-pandemic period. The study investigates secondary data to identify several factors, following which thematic analysis of data collected through structured questionnaire was performed. Trends have been examined, and a plan has been developed”. Keyworks: (employee engagement, remote work, covid-19 pandemic, work environments, leaders, collaborations, organization, participation)

#### 5 Short Key Quotations from Each Article

1. “The feeling of belonging to a working community focuses on collaboration, connections with colleagues and leaders”.
2. “Managers prefer to relax their operations to prevent micromanagement and to give workers greater freedom to work with”.
3. “Employee engagement have a significant impact on work life”.
4. “A pleasant greeting, good training and practical training make it possible for workers to be firmly in the business”.
5. “Companies must create a 'remote but real' culture of trust, incentives and communication in ways they have not before envisaged”.

#### Your Paraphrases for Each of Each of these Quotations

1. The sense of fitting into a labor group concentrates on teamwork, networking with peers and executives (Simran et al., 2021).
2. To make their employees feel more creative and innovative, leaders tend to ensure that their processes are less stressful to mitigate authoritarian leadership style (Simran et al., 2021).
3. Workforce collaboration has a pivotal effect on employee's career longevity (Simran et al., 2021).
4. Friendly welcome, excellent training and hands-on training allow employees to stay in the company for a very long time (Simran et al., 2021).



5. Organizations need to create a “virtual but realistic” culture of confidence, benefits, and communication in ways never before imagined. (Simran et al., 2021).

**Concise paragraph for each source in which you formulate, for your own future reference**

The article focuses on the usefulness of employee engagement during the virtual work transition in information technology workforce. The pandemic and its uncertainties caused IT employees to disengage professionally, personally, and emotionally. The author explained the how the virtual movement required companies to make extra effort to re-engage their disengaged employees.

**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 helping me understand that due to Covid-19 pandemic, companies were forced to move from the traditional working environment to a virtual work arrangement. The virtual work arrangement brought about employee disengagement. Not only were employees trying to make sense out of the current world health situation, they were also trying to navigate their new work-life balance reality. I am able to understand how the IT industry functioned during the virtual work transition in comparison to other industries.

**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 utilized data collection by sending questionnaire to employees in information technology industry. The result of the questionnaires was used for the research analysis.

**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 through questionnaires to support their claims.

**Annotation # 5**

**Reference**

Doering, C. I. (2021). 'Pivoted' faculty work engagement post-COVID-19 (Order No. 28962145). Available from ProQuest One Academic. (2626931648).  
<https://coloradotech.idm.oclc.org/login>

**Author's Abstract and Keywords**

“COVID-19 has impacted the globe over, in how individuals work and study. Traditional faculty, like many other professional groups, have experienced significant work upheaval given the required shift or “pivot” from on-campus instruction to work-from-home. Most recently, these faculty have “re-pivoted” back to their workplace, on campus. The purpose of this study was to determine, now that faculty are back to work, which factors predicted their cognitive, emotional, and physical engagement. From the conservation of resources framework, and through multiple regression analysis of 69 online survey responses, this quantitative study found that years of service negatively predicted both cognitive and emotional engagement within a sample of faculty from a Canadian northwestern community college. Further results also indicated that employee status and psychological safety positively predicted individual resources. The former result calls for further investigation into what influence the pandemic has had on faculty's ability to engage at work. The latter outcome supports previous research. Further result exploration, implications,

and recommendations for future study are offered”. Keywords: (Work engagement, post covid-19 global pandemic, supportive environment, workplace, emotional engagement, from on-campus instruction to work-from-home, employee engagement, commitment and retention)

### 5 Short Key Quotations from Each Article

1. “Employee engagement is the nebulous holy grail of optimization for both employee satisfaction and for business efficiency”.
2. “Work environments that contain ambiguity, unpredictability, or seem threatening are likely to be perceived as posing unsafe conditions”.
3. “The necessary pivot to online delivery has challenged the resource catchment of conventional faculty and affected their psychological availability and safety”.
4. “The profitable business case coupled with adult student preferences has made online higher learning quite popular”.
5. “The COVID-19 pandemic has left its mark on how work is performed. This is particularly true of how higher learning is designed and delivered”.

### Your Paraphrases for Each of Each of these Quotations

1. Employee collaboration is the unclear pursuit of optimization for both workforce fulfillment and for organization productivity (Doering, 2021).
2. Workforce environment that contains vague, uncertainties, or appear intimidating are probable to be seen as posturing perilous environments (Doering, 2021).
3. The essential transition to virtual delivery has tested the sources of traditional professors and impacted their mental accessibility and security (Doering, 2021).
4. Beneficial business cases combined with the choices of mature scholars have made virtual advanced education to be more widespread (Doering, 2021).
5. The global epidemic of covid-19 has changed how work is performed, by honestly changing how advanced learning is planned and distributed (Doering, 2021).

### **Concise paragraph for each source in which you formulate, for your own future reference**

The article explained how the covid-19 pandemic has changed how higher learning scholars work and study. Faculties were faced with the transition of shifting from the traditional learning environment to the virtual learning environments. The report was conducted to determine the emotional and physical engagement of the faculties post virtual work transition. The study concluded that resources were provided for the faculties to stay engaged especially emotionally.

### **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**

I did not want my research problem to only provide solution to corporations, I also wish to provide effective solutions for other industries such as hospitals, and educational institutions. This article is related to my research problem because it discusses how faculties navigated and stayed engaged during the virtual work transition. I think educational and hospitals institutions faced the most challenges trying to re-engaging their students and workers during the virtual work transition. Teachers and professors sometimes find it quite challenging to engage their students in classroom, I can only imagine how much more they struggled to engage them remotely. This article discussed that in more details hence built up my research knowledge.

**Whether it is a theoretical or conceptual piece related to your topic and problem:** the article is a theoretical and conceptual piece related to my topic and problem. The author used data collection of survey to support the report and analysis.

**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 focused on faculty engagement post the global pandemic.