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EMPLOYEE ENGAGEMENT AND WELL-BEING DURING COVID-19 PANDEMIC ON
THE EXAMPLE OF RUSSIAN REALTY COMPANY

Bachelor thesis

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I have written this Bachelor thesis independently. Any ideas or data taken from other authors or other sources have been fully referenced.

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Introduction

As stated in the United Nations report “The World of Work and COVID-19”: “The COVID-19 pandemic has turned the world of work upside down. It is having a dramatic effect on the jobs, livelihoods, and well-being of workers and their families and on enterprises across the globe.” (The UN Report, 2020, p. 2) This means that our work lives will never be the same as before the pandemic, and people should adapt to those changes.

One day in March 2020, a global lockdown due to the pandemic of a new COVID-19 virus emerged unexpectedly and changed peoples’ lives drastically. The COVID-19 pandemic presented a massive challenge to governments, businesses, and society (Clark et al., 2020). It has affected almost all sectors of the economy. To overcome the spreading of this existing disease, companies had no other option but to close offices and change their usual work culture to the “work from home” mode (Kaushik & Guleria, 2020).

The productivity and success of an organization are directly linked to the performance of its employees (Shin & Konrad, 2017). Employee job performance has been proven valuable, and employee performance is related to employee engagement and well-being. This means that bad emotional or physical conditions of the employee can lead to a decrease in overall well-being and engagement, and that can end up in a reduction of the productivity of an employee and can be harmful to the company’s success.

During the pandemic (September 2021), the author started a part-time internship at the HR department of “Manezhanaya square”, a real estate organization that specializes in commercial real estate management. This experience piqued the interest of the author in the human resources management field, particularly because the author devoted close attention to engagement and well-being. That stimulated the author’s intellectual curiosity to learn more about the specific methodologies and techniques for engaging employees and controlling their workplace well-being, as well as why some companies fail while others succeed in this field. As a result, the author desires to acquire straight answers directly from the “Manezhnaya square” specialists, compare it with other experiences, and get a complete picture of employee engagement and well-being during the COVID-19 pandemic.

The COVID-19 pandemic swept over the world two years ago; that is why there is not much research on employee engagement and well-being during this pandemic; moreover, a new type of work culture can affect not only employees and companies but the economy in general. Also, employee engagement and well-being always have been essential to the company’s overall success. Therefore, the author chose this topic and assumes it is relevant nowadays, and the author should bring more attention to this subject.

The aim of this research paper is to analyze the impact of the COVID-19 pandemic on employee engagement and well-being on the example of the Russian real estate company “Manezhny square”.

To achieve the aim of the research, the author set up the following tasks:

- Provide theoretical background about employee engagement, well-being, and their complementarity
- Give an overview of previous empirical studies on employee engagement and well-being during the COVID-19 pandemic
- Conduct a survey with employees of the Russian real estate company “Manezhnaya square” to understand how changes in a workplace during the COVID-19 pandemic affect employees
- Compare the findings with previous empirical studies, summarize the findings, and make conclusions on employee engagement and well-being during the COVID-19 pandemic

KEYWORDS: COVID-19 pandemic, coronavirus, lockdown, employee engagement, well-being.

1. Theoretical background for employee engagement and well-being during the COVID-19 pandemic

1.1. Explanation of the terms of engagement and well-being

This subchapter explains the terms “employee engagement” and “employee well-being” and sets out definitions by different authors.

Employee engagement originally appeared in the management theory in the 1990s, then became a widely used management practice in the 2000s, but it still remains a controversial concept. It has an ambiguous relationship with prior notions like morale and job satisfaction. Recently, employee engagement has become closely connected with terms such as “employee experience” and “employee satisfaction”. The importance is enhanced by the fact that a significant percentage of new generation professionals are more prone to be distracted and disengaged at work. (Saipriya & Krishnapriya, 2020) Employee engagement is defined in various ways, as shown in Table 1.

Kahn (1990), who examined how emotional, cognitive, and physical factors affect employees’ work and work experience, developed one of the first definitions of employee engagement. The definition proposed by Kahn in 1990 has influenced a lot of academic studies on engagement. Workers are classified into two groups in this research: those, who

are engaged in their work, and those who are not. Employees' personalities are expressed in the workplace through emotional, cognitive, and physical factors. Employees that are disengaged do not express themselves emotionally, cognitively, or physically, and they exhibit apathy and shortcomings in their professional roles (Kahn, 1990). He described engagement as the application and representation of one's preferred self in task behaviors. Saks (2006) also connects job involvement to a person's role performance and defines employee engagement as a combination of emotional, cognitive, and physical aspects. The unique and distinctive characteristic is that Saks differentiates between "job engagement" (performing the work role) and "organizational engagement" (performing the function as a member of the organization).

Some authors explain that employee engagement focuses more on outcomes than a psychological state. A definition that is given by Catteeuw et al. (2007) from Johnson and Johnson company tends to view engagement as a consequence, something given by the employee to the business. They draw attention to the employee's dedication, commitment, and loyalty to the organization and to the amount of effort and time they are willing to expend. However, they also indicate that engaged employees experience collaboration and feel valued, demonstrating the reciprocal relationships and what the employer provides to enable engagement. Kaufman et al. (2007) also connect employee engagement more with outcomes and benefits for employers.

Schaufeli, Salanova, González-Romá, and Bakker (2002) consider work engagement as a distinct construct that is negatively correlated to burnout and is defined through three concepts – vigor, dedication, and absorption.

- Vigor – denotes to having a solid level of energy and mental resilience when working, the readiness to put up the forward effort in one's work, and perseverance even in the face of challenges
- Dedication – refers to being thoroughly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge
- Absorption – denotes to being narrowly focused and happily immersed in one's work, whereby time passes rapidly, and one has trouble with separating oneself from work.

So far, most scholarly papers on engagement have employed the Utrecht Work Engagement Scale (UWES), a concise, valid, and reliable questionnaire that is based on the notion of work engagement as a combination of vigor, dedication, and absorption (Schaufeli, 2012). Further in the paper, the author will also utilize this consistent measure to assess the

engagement of the employees. Definitions for employee engagement are provided below in Table 1 as well.

Table 1

Definitions for employee engagement

Author(s)	Definition
Kahn (1990, p. 694)	Employee engagement is the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.
Saks (2006, p. 602)	Employee engagement is a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance.
Catteeuw et al. (2007)	Employee engagement is the degree to which employees are satisfied with their jobs, feel valued, and experience collaboration and trust. Engaged employees will stay with the company longer and continually find smarter, more effective ways to add value to the organization. The end result is a high performing company where people are flourishing, and productivity is increased and sustained.
Kaufman et al. (2007)	An engaged employee extends themselves to meet the organization's needs, takes initiative, is proactive, reinforces, and supports the organization's culture and values, is in the flow, shares the values of the organization, stays focused and vigilant and believes he/she can make a difference.
Schaufeli, Salanova, González-Romá, & Bakker, 2002, p. 74)	Work engagement is a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption.

Source: compiled by the author based on sources mentioned in the table

From the definitions in Table 1, it is possible to conclude that, although the term of employee engagement can be interpreted in many ways, one thing stands out in all definitions, regardless of the source, which depicts employee engagement as a “desirable condition”, that has an organizational purpose and “connotes involvement, commitment,

passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioral components (Macey & Schneider, 2008, p. 4).

Another term – well-being – is strongly related to employee engagement since employees who are concentrated on their work and achieve their goals feel happier both inside and outside. Moreover, if a person loses his mental stability, then all the assigned duties will not be completed sufficiently. Employees that are satisfied and happy are more willing to trust their supervisors, follow business laws and regulations, assist colleagues, and collaborate to achieve common goals and improve performance. Such behavior contributes to a socially integrated organization that is high-performing, efficient and profitable, and innovative. Also, from different studies can be seen that employee well-being has been connected to consumer satisfaction. (Tov & Chan, 2012) In Table 2, there are listed some definitions of employee well-being.

Table 2

Definitions for employee well-being

Author(s)	Definition
Martic (2020)	Employee well-being is the way employees' duties, expectations, stress levels and working environments affect their overall health and happiness.
International Labour Organization (2009)	Workplace well-being relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization.
The Chartered Institute of Personnel and Development (2007)	Employee well-being is an environment that promotes a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization.
Guest & Conway (2004)	Employee well-being includes six constructs: manageable workload; personal control over the job; support from colleagues and supervisors; positive relationships at work; a reasonably clear role and a sense of control of involvement in changes in the organization.

Source: compiled by the author based on sources mentioned in the table

Within and between organizations and countries, the term “well-being” has various interpretations, as demonstrated in Table 2. Diverse cultural and societal perspectives, attitudes, and social systems may all play a role. According to Martic (2020), employee well-being is defined as certain working conditions that affect employees’ mental and physical health, mood, and shape. The author of the definition characterizes employee well-being as an inner state. International Labor Organization (2009) has a similar view on this term, describing employee well-being as different dimensions of working life that affect the feelings of the workers.

Another definition reflects that well-being is a personal, subjective condition and that organizations must develop an atmosphere and culture that encourages employees and improves their sense of well-being (The CIPD, 2007). Employers who pay attention to quality-of-life issues can help employees stay committed, motivated, and engaged while also increasing productivity. Guest & Conway (2004), in their research for the CIPD, identified by six different criteria, as demonstrated in Table 2.

The ability to endure problems and uncertainties reflects well-being; it is not just enjoyment. A person’s inner well-being state does not necessarily have to be highly happy and smiling. Every little thing that occurs at home or in personal life might throw the balance off and make it impossible to work effectively. (Cuadra & Florenzano, 2003) Remote work due to the COVID-19 pandemic and the necessity to focus on numerous activities simultaneously makes employee well-being especially important. Unacceptable working conditions, the inability of personal connections, and poor work-life balance all can negatively impact well-being. Even before the pandemic, it was crucial to have personal relationships, office areas, and sufficient work conditions; now, when these parameters have been reduced, employees’ well-being and engagement are suffering (GQR, 2019).

There are numerous different types of employee well-being at work. The first one is physical well-being, which provides energy by turning off the computer, stretching, and engaging in some physical activity. The next type is emotional well-being. The fundamental principle is to consider how a person behaves himself and others and his overall mental health. The third one is financial well-being, which aids in meeting the daily demands and necessities of the employee through financial rewards and stability. Finally, social well-being is especially crucial these days because people are forced to be isolated and have fewer encounters with their friends, colleagues, and even loved ones. (TalkTalk Business, 2020)

1.2. Determinants of terms employee engagement and well-being and their complementarity

There are a plethora of determinants of employee engagement and well-being, and in this chapter, they will be defined and compared.

In Figure 1, various characteristics that facilitate employee engagement dimensions have been found and presented. One of the critical aspects that determines an employee's degree of engagement has been discovered to be the work environment. Employee engagement is the outcome of several components of the workplace, according to Miles (2001) and Harter et al. (2002), and a meaningful office atmosphere that supports employees in focused work and interpersonal coexistence is considered as a fundamental predictor of employee engagement. The second primary criterion recognized as a critical aspect in determining employee engagement is leadership. Effective leadership is an important concept that includes self-awareness, effective data processing, social intelligence, and internalized moral norms (Walumbwa et al., 2008). Another form of employee engagement that explicitly stresses interpersonal synergy is team and coworker relationships. Employee engagement is boosted through supportive and trusted interpersonal interactions, as well as a supportive culture, according to Kahn (1990). Another critical factor to consider in the process of interacting with workers is training and career development, as it allows employees to focus on a particular job dimension. Service accuracy improves with training, which impacts on work productivity and employee engagement (Paradise, 2008). The importance of well-being was underlined by Towers Perrin Talent Report (2003) experts, who discovered that corporate management's interest in employee well-being was the most influential aspect of the engagement.

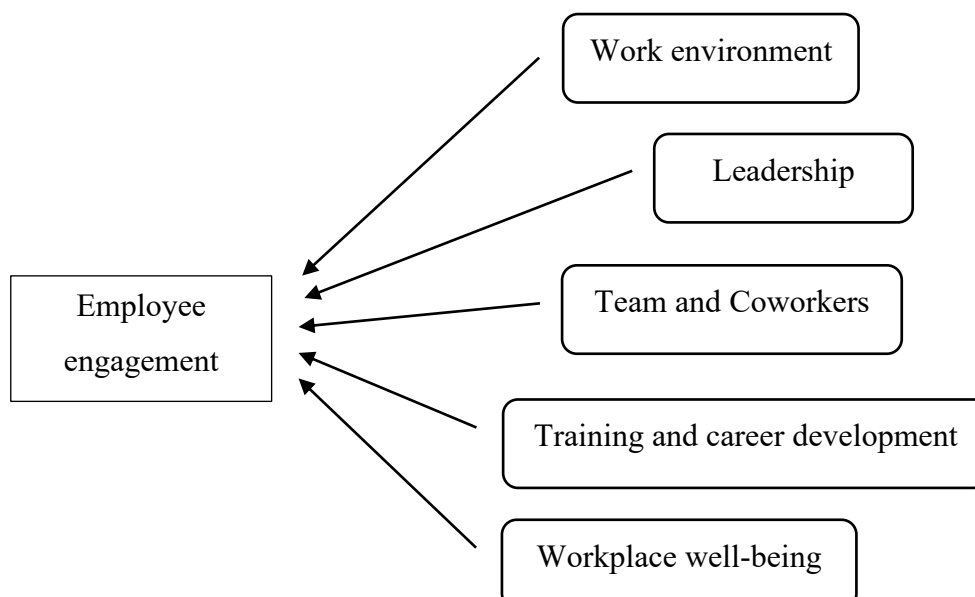


Figure 1. Employee engagement determinants

Source: compiled by the author based on Miles (2001), Harter et al. (2002), Walumbwa et al. (2008), Kahn (1990), Paradise (2008), and Towers Perrin Talent Report (2003)

Several underlying elements impacting degrees of well-being at work have been discovered in the academic literature. These variables are provided below in Figure 2. They are primarily classified into two categories: work-related factors and lifestyle-related factors.

Many working conditions make the workplace harmful to workers' health and well-being (for example, lightning, temperature, noise, working time, and management practices) (Gollac & Wolkoff, 2007). Working in such surroundings can lead to a variety of physical and mental health problems, as well as work-related injuries. Employees may experience chronic stress due to a poor office environment or job uncertainty, with symptoms such as discomfort, depression, and anxiety. According to CIPD (2021), social relationships between colleagues, value-based leadership style, the ability for career development, and financial well-being also support workplace well-being.

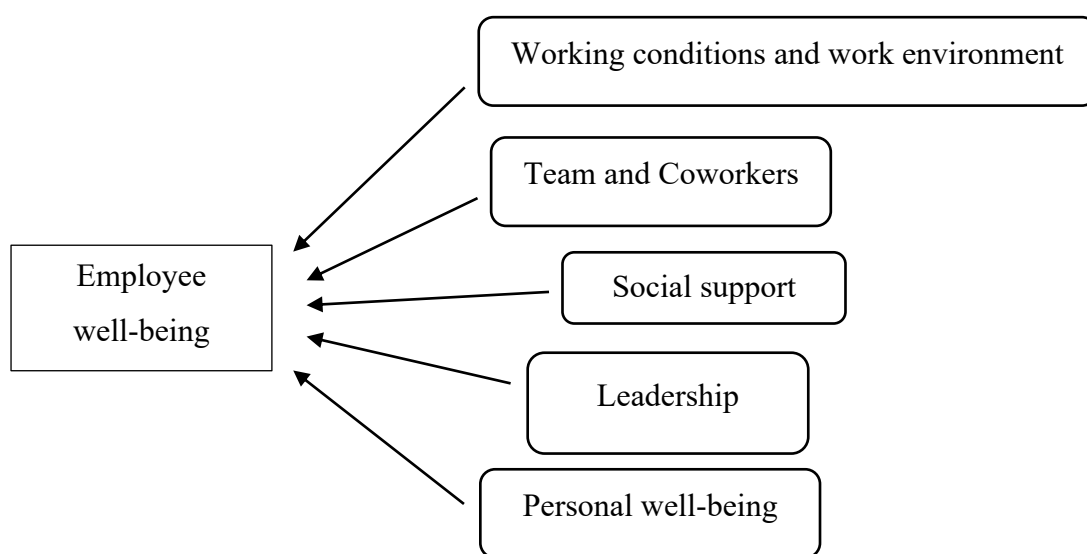


Figure 2. Employee well-being determinants

Source: compiled by the author based on Gollac & Wolkoff (2007), CIPD (2021)

As it can be seen from Figure 1 and Figure 2, there are some complementary factors that contribute both to employee engagement and well-being, such as work environment, leadership, and relationships with team and coworkers. Faragher et al. (2007) report that the

critical factors to gaining full workplace engagement and well-being are: work relationships, work-life balance, job security, control/autonomy, and job satisfaction. (Table 3)

Table 3

Complementary factors for employee engagement and well-being

Factor	Source(s)
Work environment	Miles (2001), Harter et al. (2002), Gollac & Wolkoff (2007)
Leadership	Walumbwa et al. (2008), CIPD (2021)
Relationships with team and coworkers	Kahn (1990), CIPD (2021)
Work-life balance	Faragher et al. (2007)
Job security	Faragher et al. (2007)
Job satisfaction	Faragher et al. (2007)
Control/autonomy	Faragher et al. (2007)

Source: compiled by the author based on sources mentioned in the table

1.3. Studies done by researchers on the impact of the COVID-19 pandemic on employee engagement and well-being

The COVID-19 pandemic has left a significant footprint and altered people's lives and working conditions. Various organizations have begun to discover the impact and conducted more comprehensive research to assess the changes.

According to the findings of the study conducted among healthcare professionals in Spain, the majority of participants experienced psychological discomfort during the COVID-19 pandemic. The study shows that the healthcare workers who felt they had enough autonomy, task identification, and adequate feedback were more engaged in their work, and a positive work environment aided work motivation as well. In terms of well-being, the research found that the COVID-19 pandemic increased the burden on healthcare staff, particularly nurses. This results in increased psychological distress and mental health disorders such as depression, anxiety, burnout, and insomnia. In addition, the increased workload and the risk of contagion can cause neglected connections with friends and family, which has a negative impact on workers' well-being. Some coping tactics, meditation, or resilience skills can be adopted to increase health professionals' engagement and well-being. (Gómez-Salgado et al., 2021)

Another research that has been done among 108 IT industry employees in India found that the employees were doubtful whether productivity was higher at the office or working from home, but for sure COVID-19 pandemic has had a significant impact on employee

engagement. Overall, the happiness index of employees increased as a result of remote working conditions; nonetheless, 55,6% of the respondents claim that they felt emotionally overwhelmed at times due to work stress during the pandemic. (Sudershana, Satpathya & Patnaik, 2021) As it can be seen from this study, the results of the survey in India indicate that there are no significant adverse changes in the well-being of employees in contrast to studies done in Europe and North America. It means that remote work is not necessarily the cause of decreased employees' engagement and well-being.

Contrary to Indian employees, Armenian employees came up with a different outcome. The survey was conducted among 90 employees and 10 employers, and 52% said that they would prefer to work full-time at the office all the time, while only 12% said they would like to continue to work from home when the pandemic ends. 89% of respondents mentioned that they are satisfied with their work culture: a healthy moral and psychological atmosphere of the organization, flexible work schedule, fair and equal conditions, and training courses; and that is also what motivates them to work. 70% of people assure that they miss their workplaces; they want to meet their coworkers and socialize. Employees also made some suggestions for improving the organization policy, where some employee engagement and well-being tips were included as well. (Tovmasyan & Minasyan, 2020)

Another study, which included 623 employees from various organizations in the UK, looked into the effects of age, gender, work status, and mental health status on employee well-being when compelled to work from home. According to the findings, those with pre-existing mental health disorders, regardless of age, gender, and employment status, suffer the most significant adverse effects of forced working from home conditions. A diagnosed mental health issue was reported by 11% of all participants. The pandemic was likely to have had a significant impact on women's mental health. Women have seen considerable and clinically relevant reductions in psychological well-being, as well as higher levels of anxiety. Depressive symptoms declined with age, with the highest levels reported by those aged 16-24 years. (Platts, Breckon & Marshall, 2021)

According to the findings of a Turkish study among 321 workers in the software industry conducted to investigate factors that contribute negatively or positively to the well-being and engagement of the employees during the pandemic, a job strain caused adverse effects on mental and physical health such as stress, anxiety, burnout, and high systolic blood pressure. As the change of type of work and isolation affected the work-life balance negatively, low sleep quality also causes stress and anxiety; however, the study has shown that there is no significant association between work-life balance and work engagement. All

in all, sleep quality, exercise (both physical and mental), decision latitude, and work-life balance, according to the research, predict employee well-being. Employee engagement is also indicated by sleep quality and decision latitude. As a result, regular monitoring and providing improvements for these elements in crisis situations may bring significant benefits. (Tokdemir, 2022)

Table 4 provides a comparison of studies done on employee engagement and well-being during the COVID-19 pandemic.

Table 4

Comparison of studies on employee engagement and well-being during COVID-19 pandemic

Author(s)	Sample	Methodology	Comparison of studies
Gómez-Salgado et al., 2021	N = 1459, Healthcare professionals in Spain	Survey questionnaire, quantitative statistical interpretation	Psychological discomfort, mental health disorders, depression, anxiety
Sudershana, Satpathya & Patnaik, 2021	N = 108, IT industry employees in India	Survey questionnaire, quantitative statistical interpretation	Emotionally overwhelmed, work stress
Tovmasyan & Minasyan, 2020	N = 100, Armenia	Survey questionnaire, quantitative statistical interpretation	Satisfied with new work culture, healthy psychological atmosphere
Platts, Breckon & Marshall, 2021	N = 623, Various organizations in the UK	Survey questionnaire, quantitative statistical interpretation	Mental health disorders, higher levels of anxiety and depression
Tokdemir, 2022	N = 321, Software professionals in Turkey	Survey questionnaire, quantitative statistical interpretation	Work stress, anxiety, and physical diseases caused by low sleep quality, job strain, and poor work-life balance

Source: compiled by the author based on sources mentioned in the table

As it can be seen from Table 4, the most appropriate methodology is a survey questionnaire for all studies; the results of these scientific papers are mostly similar.

2. Employee engagement and well-being during pandemic based on Russian realty company “Manezhnaya square” sample

2.1. “Manezhnaya square” company background

The empirical part of the research paper will be done on the sample of the “Manezhnaya square” real estate company. “Manezhnaya square” was established in 1995, and since 1997 it has been actively working in the commercial real estate management market. During this time, the company has established itself as a professional and reliable partner, earning the trust of the largest Russian investors and Moscow’s government. Nowadays, it is one of the largest groups of companies in the estate market in Russia, which owns and manages more than 140 retail and office real estate facilities in Moscow and the regions, including the “Okhotny Ryad” shopping center on Manezhnaya square, and “Tower 2000” in a developing business district Moscow City. As of 2022, the company employs 87 people. The company’s revenue is estimated at approximately 165 million dollars, putting it in 15th place on the rating list of “Kings of Russian real estate 2020” (Forbes, 2020). As the company is not big and international, there are no concerns about issues of employee well-being and engagement; also, there never have been such questionnaires or interviews inside the organization; that is why the author has chosen this company for the empirical study.

To help employees stay engaged, there were organized seminars with professionals every month on how to adjust to the new type of work, how to improve their software skills, how to keep a good work-life balance, etc. After the severe lockdown had ended and sports facilities started to open, the company provided their employees with gym subscriptions in order to improve the less active lifestyle caused by isolation.

The company does not have any guidelines on how to support employees’ well-being or engagement; however, they have some “Work from home tips”, which can also be helpful in adapting to the new type of work. Some of the aspects of this document:

- When working from home, remember to keep the right balance: take frequent breaks away from your laptop and get fresh air; always stay hydrated, drink enough water, and aim for 2 liters a day; try to maintain a fixed pattern of working as this will make it easier to distinguish between work and leisure time.
- Expect disruption and be understanding that some of you may have children at home or other vulnerable family members who may impact your working patterns; be mindful that your colleagues may also be experiencing the same thing; communicate

with the colleagues you work closely with to ensure that you are as understanding of each other's situations as possible.

- **Keep in touch:** keep making efforts to organize regular “check-ins” with colleagues/team members, discuss and agree on the right level of interaction; use Skype, Facetime, Zoom, or other suitable tools to frequently communicate with your colleagues while not everyone may be comfortable with video conference calls from home, try to turn your camera on at least once in a while.

2.2. Survey analyzing “Manezhnaya square” company’s employee engagement and well-being during the COVID-19 pandemic

After reviewing the theoretical background on employee engagement and well-being during the pandemic times and the main issues related to the change of a type of work, the author conducted a survey across the “Manezhnaya square” employees to evaluate the outcomes. The survey was chosen for the empirical analysis by the author because it is the most suitable and reliable method for this type of study, according to the previously done scientific papers. Following the survey responses, the main findings will be analyzed and compared to the previous studies mentioned in the theoretical part to understand whether there are any significant differences in employee engagement and well-being and whether the COVID-19 pandemic has impacted this. The final step of the empirical analysis will be a comparison of the survey results with the theoretical background and the main conclusions based on that. (Figure 3)

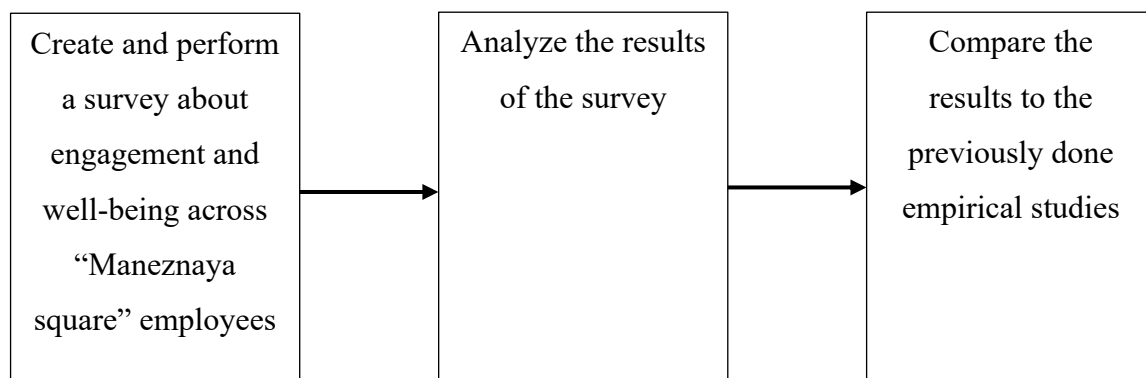


Figure 3. Steps for the empirical analysis

Source: compiled by the author based on the author's materials

Because the company is located in Russia and there is no way to meet with “Manezhnaya square” employees in person, the author chose to conduct an online survey via

the electronic tool Google Forms. In March 2022, a study of employees from all departments of the company was undertaken. The questionnaire was sent out by the Human Resource Manager of the company, and she sent it to the employees twice during the two weeks period. Informed consent was given by each participant. The survey questions relied on the problems and consequences presented in the theoretical section of the paper. The questionnaire was divided into five major parts: sociodemographic questions, general questions about engagement, general questions about well-being, effects of the pandemic, and advantages and disadvantages of remote work. General questions about engagement are based on the Utrecht Work Engagement Scale (UWES), as the most of academic research relies on it, all the remaining questions were made similar to the questions used in the empirical studies made on this topic.

Sociodemographic data

The author received 42 responses, or 48.3%, from all employees of the company in all age categories (from 18 to 65+), genders, and work positions, out of 87 employees that were supposed to be surveyed. 61.9% of the respondents were male, with an average age range of 46-55 years, whereas women constitute 35.7%, with an average age range of 36-45 years. Most of the employees of the company are in the range of 46-55 years (30.95%). 73.8% of the surveyed employees are specialists without managerial responsibility, and 19% are heads of various departments. (Figure 4) The survey was conducted in the Russian language. The primary objective of the survey was to identify the changes in the overall engagement and well-being of employees and which factors that affect these changes the most. (Appendix A)

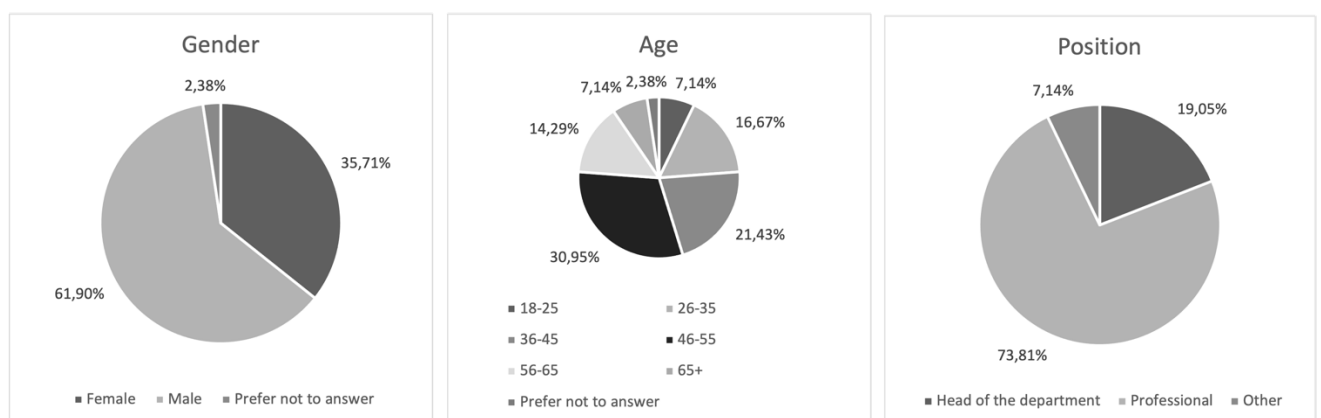


Figure 4. Pie charts for sociodemographic data

Source: compiled by the author based on the author's materials

Overall engagement

Looking at the questions on the overall engagement of workers, based on UWES, to measure their vigor, dedication, and absorption, 50% of respondents claimed that they could continue working for very long periods at a time, which refers to high levels of energy and resilience of employees. The interesting fact is that the prevailing majority of respondents that selected this option are male (76.2%), which could mean that men are more persistent than women. Moreover, it can be seen that young employees in the range of 18-25 tend to be less engaged than any other age group in these terms. 19% of employees even answered that they are willing to go to work when they get up in the morning. (Figure 5)

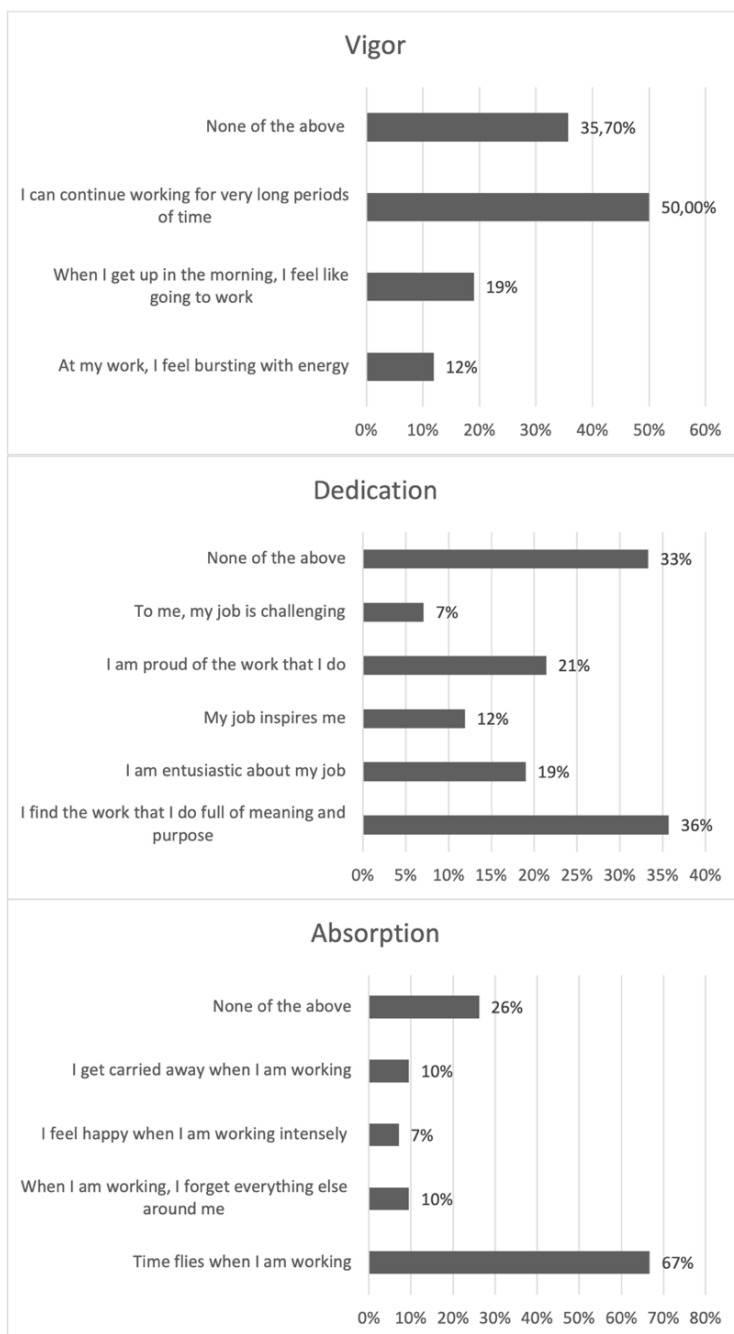


Figure 5. Engagement factors for employees

Source: compiled by the author based on the author's materials

The level of dedication is relatively high because 35.7% of the respondents derive a sense of significance and meaning from their work, 21.4% are proud of the job they are doing, and 19% feel enthusiastic about their work. This could mean a high level of interest in the job they are doing, a sense of personal fulfillment from it, and inspiration. Absorption among the employees is high, as 66.7% answer they feel the time flies when they are working; hence workers are not so happily engrossed in their work, as only 6% consider themselves happy as they are working intensely. From the overall results of these questions, it can be seen that overall engagement is moderate in the company.

Measures taken by the company

In the survey, the employees quite positively evaluated their company doing the best to keep employees' engagement and well-being during the COVID-19 pandemic restrictions, as the prevailing majority sees that their well-being is being valued in "Manezhanaya square". In this question, employees rated it based on the Likert scale – from 1 to 5, where 1 is – strongly disagree, 5 – strongly agree. (Figure 6)

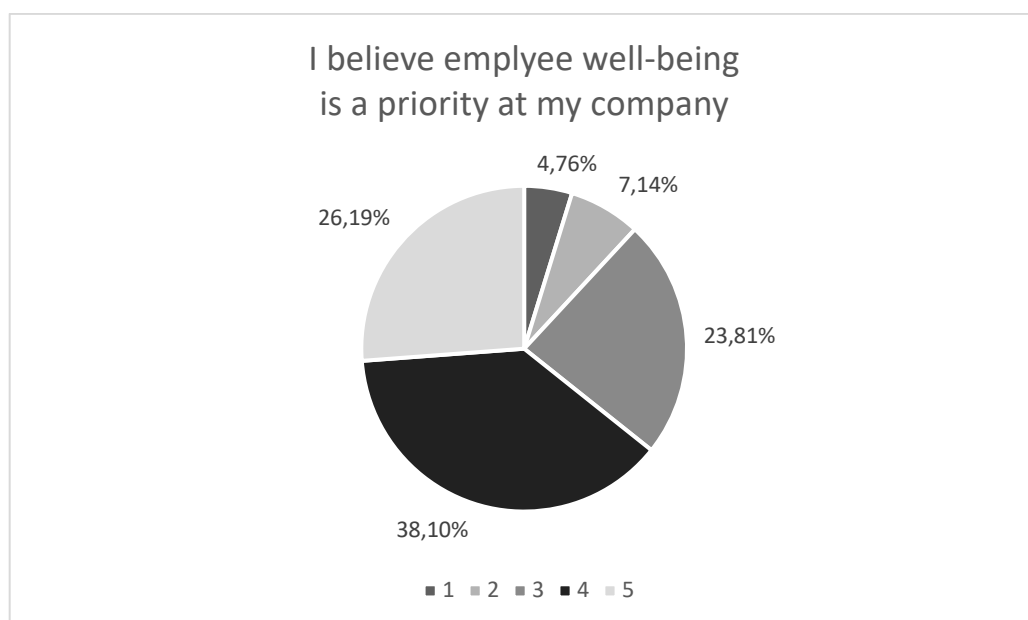


Figure 6. % of people replying about employee well-being priorities in the company

Source: compiled by the author based on author's materials

To keep employees in need of technical equipment engaged, the company has also provided computers and all other equipment needed to complete their daily job tasks safely and comfortably to 35.7% of the employees. The biggest problems at the beginning of switching to remote work were for people in the age group from 56 to 65 and 65+; even though the company had some experience with all the necessary software, it was challenging to adapt to the new method of communication within the company such as Zoom, Skype, etc.

The excellent job of the organization in terms of keeping up employee engagement can be seen through the question when workers assess their engagement in the working process during the COVID-19 pandemic. Thus, the majority of the employees felt highly or moderately engaged.

Negative and positive aspects of remote work and preferences of type of work

As it comes to the negative and positive sides of remote work, only 19% of the respondents claimed that they had some difficulties adapting to the new type of work; what is interesting is that if to look at relations with sociodemographic data, it is evident that only women and men older than 56 face these difficulties. Among the reasons for these difficulties in adaptation, employees mention technical problems (70%), lack of motivation (50%), and problems with the organization of the working process (50%) as the most important reasons. What is interesting, that female employees also mentioned that they feel emotional distress and some problems with time management.

Looking at overall negative aspects of the remote work workers highlighted the lack of the motivation and a less active lifestyle (both 28.6%), followed by difficulties in maintaining a team/department spirit (23.8%), and that it is now challenging and difficult to control and evaluate the working process (21.4%). If to look more closely at gender differences, then men tend to be less motivated than women, and males are more concerned about a team/department spirit and evaluation and control of the working process. (Figure 7) Also, 14.3% of the employees are subject to feeling loneliness and inability to meet with their colleagues; most of them are in the age range of 46 to 55. 11.9% find it difficult to spend all the time at home with their closest ones; the prevailing majority of these respondents are of the age from 18 to 35; the possible reason for that may be that the younger generation tends to seek freedom and independence. However, 31% of the respondents claim that they do not have any problems with the remote work, and they are totally comfortable with such type of work.

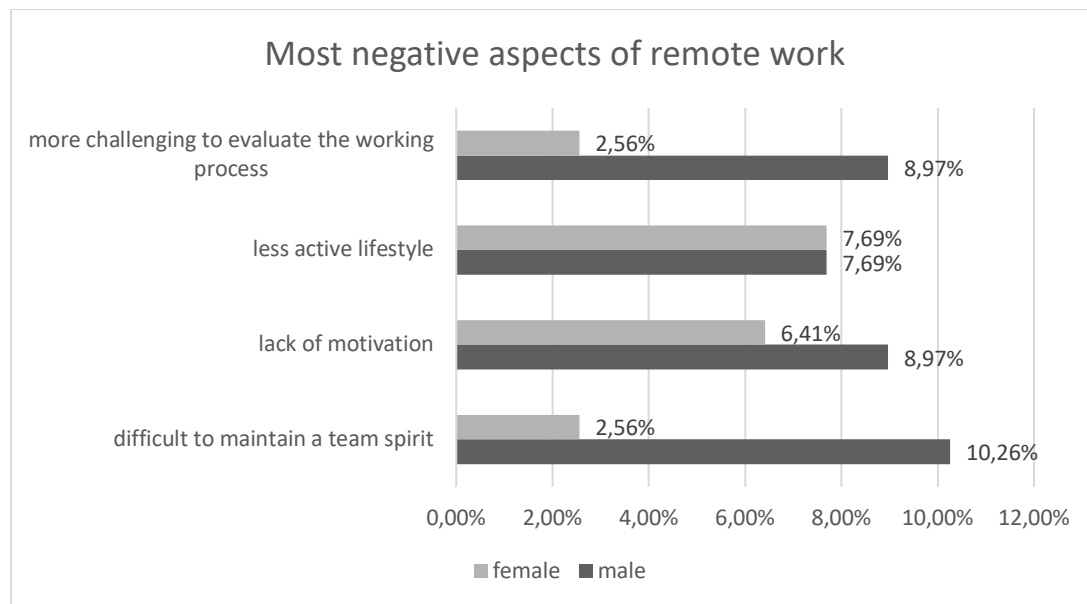


Figure 7. Most negative aspects of remote work for different genders

Source: compiled by the author based on author's materials

Among the most positive things noted about remote work, employees claim they save time and money getting to and back from work to home (59.5%), have the ability to work anywhere where is an internet connection (57.1%), and have more flexible working time (42.9%). (Figure 8) In addition, one of the most significant benefits of working from home for mothers and fathers is the opportunity to spend more time with the family and children. Typically, parents would not be able to spend so much time with them because of the 9/5 work schedule. Also, some people mention that now they have more time for a healthier lifestyle, meaning that now they can spend time at the gym, go jogging, or even work out at home.

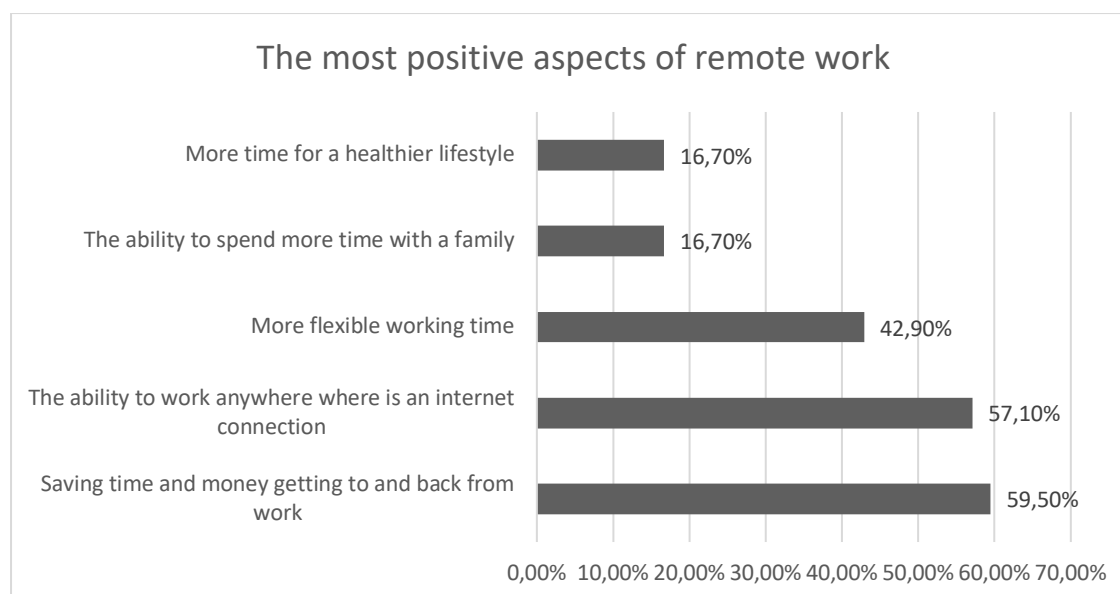


Figure 8. Most positive aspects of remote work

Source: compiled by the author based on the author's materials

As the most comfortable type of work, 47.6% of respondents claim that they are incredibly comfortable working from the office. However, also 40.5% of people mention that they are also comfortable working from home, some of them also highlight that “the trip to the office is lengthy and not comfortable”, and some of the employees even “got used to working from home”. The age tendencies show that younger employees tend to be more comfortable at home, while older workers stick to the classical type of work. The prevailing majority (66.7%) argue that it is easier to concentrate on the assigned job tasks in the office, while at home, there can be too many distractions.

Well-being

When it comes to the well-being part of the questionnaire, it can be seen that the pandemic somehow affected the “Manezhnaya square” employees. Before the pandemic, 50% of the employees rated their emotional well-being as “very good” (5 out of 5), as for now, 38.1%, which is the prevailing majority, rated their emotional well-being with only 3 points, which is moderate, which means that it dropped, but not significantly. For the physical well-being, results are not so scattered as, before the pandemic, 52.4% of the respondents rated it “very good” as well, after the pandemic – “good” (40.5%). Answering the question about to what extent the pandemic affected the well-being status, employees answered: “strongly affected” – 23.8%, “affected” – 23.8%, “moderately affected” – 28.6%. What is interesting, there are no gender or age tendencies in such changes, as both males and

females from each age group experienced the influence of the pandemic on their well-being. Moreover, the majority of the respondents claimed that their well-being affected their engagement negatively. It also can be assumed that the recent political problems and economic sanctions imposed on Russia might have some impact on these factors; however, the author could not foresee it while constructing the questionnaire.

Type of work

The most intriguing findings come from a question on what type of work the employees would prefer after the COVID-19 pandemic ends. 69.05% of the respondents would like to change their style of work to a hybrid one (office + remote). 16.67% would like to continue working from the office all the time as before, and only 14% would like to work entirely from home. These results allow seeing that the pandemic altered people's perceptions of what a work atmosphere should look like, even though some of them felt some adverse effects. This can help the organization optimize its office space costs in the future. (Figure 9)

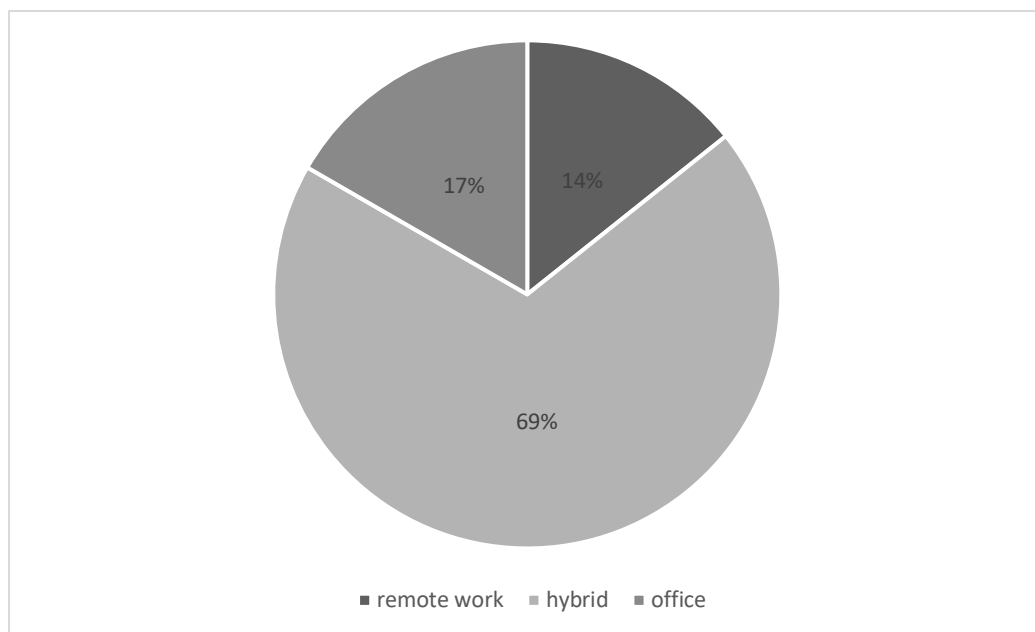


Figure 9. Future type of work preferences of employees

Source: compiled by the author based on the author's materials

In Table 5, there is provided a short summary of all the central questions of the empirical analysis.

Table 5.

Summary of the survey about employee engagement and well-being in “Manezhnaya square”

Survey questions for employees	% Of respondents
I believe employee well-being is a priority at my company	Strongly agree – 26.19% Agree – 38.10%
I feel fully engaged in the working process during COVID-19 pandemic	16.7%
Main problems adapting to remote work	Technical problems - 70% Lack of motivation - 50% Problem with the organization of the working process - 50%
Main disadvantages of remote work	Lack of motivation - 28.6% Less active lifestyle - 28.6% Difficult to maintain a team spirit - 23.8% More challenging to evaluate the working process - 21.4%
Main advantages of remote work	Saving time and money getting to and back from the office - 59.5% The ability to work anywhere where is an internet connection – 57.1% More flexible working time - 42.9%
My well-being status affected work engagement	Strongly affected - 16.7% Affected - 40.5%
When pandemic ends, I would like to work half from home half from the office	69.05%

Source: compiled by the author based on the author’s materials

2.3 Main conclusions and comparison with previous empirical studies

It was possible to find both similarities and contrasts between the results of an empirical study done at “Manezhnaya square” in regard to engagement and well-being and prior investigations. As in Spanish research among healthcare professionals, employees felt some kind of psychological discomfort; their well-being has been affected even with some cases of mental disorders, emotional and physical well-being of the employees of “Manezhnaya square” also dropped by 38.1%. Also, the results of a Spanish study revealed a relatively high level of work engagement; however, in the empirical study done by the author, the level of work engagement was primarily moderate, and it is affected negatively by the COVID-19 pandemic.

In the case of Indian IT companies, as well as in the case of “Manezhnaya square”, the employees were ambiguous about whether they were more comfortable and most productive at home or office. However, the well-being index of Indian employees increased due to remote work, and they felt safer working from home during the lockdown, contrary to

the author's study, where workers' well-being turned out to be relatively lower than before the pandemic. One thing stands for both studies – employees have experienced some level of work stress and felt overwhelmed.

A significant difference could be noticed compared to the case study with Armenian employees. First of all, workers mentioned that they were completely satisfied with the new work culture and that the employer provided them with a healthy work atmosphere, fair and equal conditions, and online training courses that motivated them to work efficiently and kept them engaged; however, 52% would like to return to the previous working style – work from the office. In the case of the author's study – 69% would like to stick to the hybrid type of work, and only 17% would like to work entirely from the office. Also, the employees of the “Manezhnaya square” felt that their emotional and physical well-being suffered due to the COVID-19 pandemic and remote work.

Another study conducted in the United Kingdom fully corresponds with the author's results, as the pandemic left a significant impact on female employees' mental well-being because they mostly felt emotional distress and a sense of loneliness. However, in the article done by Platts, Breckon & Marshall (2021), it was stated that the highest levels of emotional damage were noticed across the younger generation aged 16 to 24, and these symptoms declined with age; in the author's research, there were no such tendencies, as the most affected group seems to be workers aged from 46 to 55.

To compare with the study of Turkish software professionals, Tokdemir (2022) argues that there was some extent of work stress that negatively affected the emotional and physical well-being of employees, which caused anxiety, distress, and burnout. In the author's study, the job strain was not the main factor in these changes in mental and physical health. Moreover, only several “Manezhnaya square” employees mentioned that their work-life balance suffered from unusual working conditions and remote work. The main reason for that could be that the company tried to do its best to keep employees' engagement and well-being on a high level and support workers as much as possible, as assessed by employees themselves.

As to determinants of employee engagement and well-being, some of them were sensitive in the author's case, and some of them were not. For example, in the case of engagement, leadership, communication with team and coworkers, and workplace well-being played a significant role in changing of engagement status of “Manezhnaya square” employees. Also, leadership, team and colleagues, and personal well-being affected the work well-being of workers in the author's study.

To conclude, it is possible to say that definitely all employee engagement and well-being factors work differently for every employee in every country or industry. Also, the level of engagement and well-being changes individually. However, in most cases, as well as the author's case, these two factors are affected negatively, and many various factors influencing these changes are identified. On the other side, workers also admit that there are some positive aspects to remote work, and in the future, they would like to work half from the office and half – remotely.

Also, the author would like to give some personal recommendations for companies, managers, and employers on how to keep employees engaged, and in a good well-being state, during the crisis times:

- Maintain constant communication with your personnel and between them. Create weekly meetings that focus not only on goal achievement and business but also on socializing. Poor communication in the workplace will undoubtedly result in disengaged and unmotivated employees.
- Give your employees a voice and accept regular feedback as the personal opinion of workers may help to prevent some managerial mistakes from happening in the future; in turn, it will lead to satisfied and engaged employees.
- Invest in your employees and provide a variety of learning opportunities so that employees can gain new skills and develop themselves according to the growing requirements during digitalization.
- Prioritize mental well-being; provide assistance to individuals in need, promote mental health awareness, create counseling with psychology professionals if needed, and make it possible for employees to take some number of paid days off per year for personal needs.
- Accept the changes brought on by the pandemic, as, for sure, since COVID-19 undoubtedly caused significant changes in our personal and professional lives, prompting considerable uneasiness among employees. Accepting and adjusting to these changes may help your team become more engaged and driven. Adopting some new working rules can also help to achieve that.

Conclusion

Two years ago, a global lockdown was imposed as a result of an unanticipated pandemic of the COVID-19 virus, which radically altered people's lives. Back then, before 2020, only a few could have predicted that almost 70% of full-time workers would work and conduct business and daily duties from home (Apollo Technical, 2022). Employee engagement and well-being have become two of the most crucial priorities for human resource managers and specialists in different organizations across the world due to various restrictions associated with this lockdown. Corporations now are continuously discovering new and efficient ways to keep employees engaged during this difficult and challenging period. The well-being of employees is also given a lot more weight. Being trapped at home every single day can make a person emotionally exhausted; therefore, more focus is required to be given to all four categories of well-being – physical, mental, or emotional, financial, and social (TalkTalk Busines, 2020).

To achieve the aim of the thesis, which was to analyze the influence of the COVID-19 pandemic on employee engagement and well-being, the author has reviewed a variety of scientific publications and previously carried out case studies and research on the topic in different countries and industries. The theoretical basis and definitions of terms employee engagement and well-being, as well as emphasized factors that contribute to these terms, were presented based on these materials. To further acknowledge how well the problem is investigated, the author looked at and compared previous academic papers and case studies. In addition, a survey of 42 employees of the Russian real estate organization “Manezhnaya square” was undertaken to determine the core elements that most influenced workers' engagement and well-being, as well as to analyze the results. The obtained data and replies, and comments were compared and thoroughly investigated to the previously done empirical research and theory.

In terms of the theoretical section of the thesis, not all engagement and well-being components work the same way and for every kind of employee. As employees become older, their life priorities tend to change. Hence, for example, younger employees seek freedom and independence and do not like to be trapped at home with their relatives. On the other hand, mature people love the ability to spend some more time with their parents or children. Also, there are some differences in the extent of gender; for instance, female employees tend to feel more lonely and emotionally exhausted, while men feel less motivated and less engaged but more resistant to emotional distresses.

When it comes to empirical analysis, it revealed that emotional and physical well-being are critical factors in employee engagement. According to the survey, workers tend to see “Manezhnaya square” as an attentive to their well-being and engagement company, which has successfully implemented some strategies on how to keep and improve employees’ involvement and emotional stability by maintaining close contact with its employees and organizing some seminars and providing benefits, to make every day of a work-life more comfortable.

Remote work has its own benefits and drawbacks that influence employee engagement and well-being. There are some main aspects that could be highlighted based on the results of the “Manezhnaya square” questionnaire conducted in March 2022. The ability to save time traveling to and back from work to home (59.5%), the ability to work anywhere where is an internet connection (57.1%), as well as more flexible working time (42.9%), are the three main benefits of remote work. The most significant disadvantages of remote work are lack of motivation (28.6%), alongside with less active lifestyle (28.6%), difficulties in controlling and evaluating the working process (21.4%), and difficulties in maintaining a team/department spirit (23.8%). 66.09% of employees stated that they would like to stick to the hybrid type of working in the future.

All in all, employee engagement and well-being become essential concepts in the 2000s, as these terms are directly connected with employee performance and organizational effectiveness. Many businesses have understood that it is important to invest in their workers and treat them more like an asset rather than a tool. COVID-19 pandemic has demonstrated that new engagement and well-being practices should be adopted now, as the type of work switches to remote work. Indeed, these organizations that have already accepted these changes and adapted new procedures and policies would win in the long run.

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Appendices

Appendix A

Survey questionnaire for “Manezhnaya square” employees and responses
Employee engagement and well-being of employees during COVID-19 pandemic.

Please complete this survey about changes in your emotional and physical well-being and engagement in the work process due to the COVID-19 pandemic and remote work. The survey is anonymous and will take only 5 minutes of your time. The data collected will be used as research for the bachelor thesis and will not be distributed for other purposes, and it also can help the employer to take supporting measures. Thank you!

1. Please indicate your gender:
 - Female (15 responses)
 - Male (26 responses)
 - Prefer not to answer (1 response)
2. Please indicate your age:
 - 18 – 25 years (3 responses)
 - 26 – 35 years (7 responses)
 - 36 – 45 years (9 responses)
 - 46 – 55 years (13 responses)
 - 56 – 65 years (6 responses)
 - 65 years and older (3 responses)
 - Prefer not to answer (1 response)
3. Which position do you take in the company?
 - Head of the department (8 responses)
 - Professional without a managerial responsibility (31 responses)
 - Other (3 responses)
4. Choose one or more of the most appropriate answers:
 - At my work, I feel bursting with energy (5 responses, 3 of them – female, 2 – male)
 - When I get up in the morning, I feel like going to work (8 responses, 4 of them – female, 4 – male)
 - I can continue working for very long periods of time (21 responses, 5 of them – female, 16 - male)
 - None of these answers is suitable (15 responses)

5. Choose one or more of the most appropriate answers:
 - I find the work that I do full of meaning and purpose (15 responses, 6 of them – female, 8 – male, 1 – prefer not to answer)
 - I am enthusiastic about my job (8 responses, 4 of them – female, 3 – male, 1 – prefer not to answer)
 - My job inspires me (5 responses, 4 of them – female, 1 – male)
 - I am proud of the work that I do (9 responses, 2 of them – female, 7 – male)
 - To me, my job is challenging (3 responses, 2 of them – male, 1 – prefer not to answer)
 - None of these answers is suitable (14 responses)
6. Choose one or more of the most appropriate answers:
 - Time flies when I am working (28 responses, 11 of them – female, 16 – male, 1 – prefer not to answer)
 - When I am working, I forget everything else around me (4 responses, 2 of them – female, 1 – male, 1 – prefer not to answer)
 - I feel happy when I am working intensely (3 responses, 2 of them – female, 1 – prefer not to answer)
 - I get carried away when I am working (4 responses, all of them - male)
 - None of these answers is suitable (11 responses)
7. How engaged in the working process do you feel during the pandemic? (On a scale from 1 to 5, where 1 – not engaged, 5 – very engaged)
 - 1 (1 response – male)
 - 2 (8 responses, 3 of them – female, 5 – male)
 - 3 (15 responses, 2 of them – female, 13 – male)
 - 4 (11 responses, 5 of them – female, 6 – male)
 - 5 (7 responses, 5 of them – female, 1 – male, 1 – prefer not to answer)
8. I am comfortable with my work environment (office) (On a scale from 1 to 5, where 1 – not comfortable, 5 – very comfortable)
 - 1 (3 responses, 1 of them – female, 2 – male)
 - 2 (1 response – male)
 - 3 (3 responses, 2 of them – female, 1 – male)
 - 4 (15 responses, 3 of them – female, 11 – male, 1 – prefer not to answer)
 - 5 (20 responses, 9 of them – female, 11 - male)

9. If you answered “not comfortable” to the previous question, please elaborate:
- Got used to working from home
 - Trip to the office is not comfortable, many distractions in the office
 - Better at home
10. I am comfortable with my work environment (home) (On a scale from 1 to 5, where 1 – not comfortable, 5 – very comfortable)
- 1 (0 responses)
 - 2 (6 responses, 2 of them – female, 4 – male)
 - 3 (11 responses, 2 of them – female, 9 - male)
 - 4 (8 responses, 2 of them – female, 6 – male)
 - 5 (17 responses, 9 of them – female, 5 – male, 1 – prefer not to answer)
11. If you answered “not comfortable” to the previous question, please elaborate:
12. Where is it easier for you to concentrate on the working process: in the office or at remote work?
- Office (28 responses, 9 of them – female, 18 – male, 1 – prefer not to answer)
 - Remote work (at home) (14 responses, 6 of them – female, 8 – male)
13. Does the company provide you with all the necessary equipment for remote work (computers, software, etc.)?
- Yes (15 responses)
 - No (27 responses)
14. Have you had any problems adapting to remote work?
- Yes (8 responses, 4 of them – female, 3 – male, 1 – prefer not to answer)
 - No (34 responses, 11 of them – female, 23 – male)
15. If you answered “Yes” to the previous question, what problems did you have to face?
- Technical problems (7 responses, 4 of them – female, 2 – male, 1 – prefer not to answer)
 - Lack of motivation (5 responses, 4 of them – female, 1 – prefer not to answer)
 - Emotional distress (4 responses – female)
 - Problem with the organization of the working process (5 responses, 3 of them – female, 2 – male)
 - Problem with the time management (2 responses – female)
 - Lack of job involvement (4 responses, 3 of them – female, 1 – male)
 - Other (1 responses – male)

16. What do you think is the most negative in remote work?

- The need to spend time at home with a family (5 responses)
- Feeling of loneliness and inability to meet with colleagues (6 responses)
- Unusual working conditions (3 responses)
- Difficult to maintain a team/department spirit (10 responses, 2 of them – female, 8 – male)
- Lack of motivation (12 responses, 5 of them – female, 7 – male)
- Lack of support from the supervisor and leadership (4 responses)
- Less active lifestyle (12 responses, 6 of them – female, 6 – male)
- More challenging to evaluate and control the working process (9 responses, 2 of them – female, 7 – male)
- Inability for training and career development (1 response)
- Increased bills for electricity, heating (3 responses)
- I have no problems with remote work (13 responses)
- Other

17. What do you think is the most positive in remote work?

- The ability to spend more time with a family (7 responses)
- More flexible working time (18 responses, 11 of them – female, 7 – male)
- The ability to work anywhere where is an internet connection (24 responses, 11 of them – female, 13 – male)
- Saving time and money getting to and back from work to home (25 responses, 10 of them – female, 15 – male)
- No need to dress yourself up (4 responses)
- More relaxing and stress-free atmosphere (6 responses)
- More time for hobbies and other activities (5 responses)
- More time for a healthier lifestyle (7 responses)
- The work pressure has decreased (6 responses)
- There are no advantages for remote work (0 responses)
- Other (0 responses)

18. I believe employee well-being is a priority at my company (On a scale from 1 to 5, where 1 – not a priority, 5 – is a priority)

- 1 (2 responses)
- 2 (3 responses)

- 3 (14 responses)
 - 4 (16 responses)
 - 5 (7 responses)
19. To what extent did the company try to provide you with a good level of well-being at work? (On a scale from 1 to 5, where 1 – no measures were taken, 5 – the company did everything to ensure a good level of well-being)
- 1 (3 responses)
 - 2 (4 responses)
 - 3 (7 responses)
 - 4 (17 responses)
 - 5 (11 responses)
20. How would you rate your overall emotional health before the pandemic? (On a scale from 1 to 5, where 1 – very bad, 5 – very good)
- 1 (1 response – male)
 - 2 (2 responses, 1 of them – female, 1 – male)
 - 3 (5 responses, 3 of them – female, 2 – male)
 - 4 (13 responses, 3 of them- female, 10 – male)
 - 5 (21 responses, 8 of them – female, 12 – male, 1 – prefer not to answer)
21. How would you rate your overall emotional health now? (On a scale from 1 to 5, where 1 – very bad, 5 – very good)
- 1 (2 responses – male)
 - 2 (2 responses, 1 of them – female, 1 – male)
 - 3 (16 responses, 4 of them – female, 12 – male)
 - 4 (11 responses, 4 of them – female, 6 – male, 1 – prefer not to answer)
 - 5 (11 responses, 7 of them – female, 4 – male)
22. How would you rate your overall physical health before the pandemic? (On a scale from 1 to 5, where 1 – very bad, 5 – very good)
- 1 (2 responses – male)
 - 2 (0 responses)
 - 3 (4 responses, 3 of them – female, 1 – male)
 - 4 (14 responses, 5 of them – female, 9 - male)
 - 5 (22 responses, 7 of them – female, 14 – male, 1 – prefer not to answer)

23. How would you rate your overall physical health now? (On a scale from 1 to 5, where 1 – very bad, 5 – very good)
- 1 (2 responses, 1 of them – male, 1 – prefer not to answer)
 - 2 (5 responses, 1 of them – female, 4 – male)
 - 3 (7 responses, 3 of them – female, 4 – male)
 - 4 (17 responses, 5 of them – female, 12 – male)
 - 5 (11 responses, 6 of them – female, 5 – male)
24. How much did the COVID-19 pandemic affect the changes in your well-being? (On a scale from 1 to 5, where 1 – did not affect, 5 – strongly affected)
- 1 (6 responses, 4 of them – female, 2 – male)
 - 2 (4 responses, 1 of them – female, 3 – male)
 - 3 (12 responses, 5 of them – female, 7 – male)
 - 4 (10 responses, 3 of them – female, 7 – male)
 - 5 (10 responses, 2 of them – female, 7 – male, 1 – prefer not to answer)
25. How much did your well-being affect your work engagement? (On a scale from 1 to 5, where 1 – did not affect, 5 – very affected)
- 1 (7 responses, 5 of them – female, 2 – male)
 - 2 (5 responses, 1 of them – female, 4 – male)
 - 3 (6 responses, 2 of them – female, 4 – male)
 - 4 (17 responses, 5 of them – female, 12 – male)
 - 5 (7 responses, 2 of them – female, 4 – male, 1 – prefer not to answer)
26. When the COVID-19 pandemic ends, what type of work would you prefer to work in?
- Remote work (6 responses)
 - Office (7 responses)
 - Hybrid (remote + office) (29 responses)
 - Other (0 responses)

Resümee

Töötajate kaasamine ja heaolu COVID-19 pandeemia ajal Venemaa kinnisvarafirma näitel

Anastasiia Rezova

Töö eesmärk oli analüüsida COVID-19 pandeemia mõju töötajate kaasamisele ja heaolule, kasutades näitena Venemaa kinnisvarafirmat „Manežnaja Väljak“. Autor tutvus teaduskirjandusega ja tegi kokkuvõtteid erinevates riikides ja tegevusaladel varem läbi viidud uuringutest. Manežnaja Väljaku 42 töötaja seas viidi läbi küsitlus, mille tulemusi võrreldi hiljem teooria ja varasemate akadeemiliste uuringutega. Kogutud uuringuandmete põhjal tehti töötajate kaasatuse ja heaolu analüüs. Töö põhijäreldusteks võib märkida, et loomulikult sai karantiini ajal kannatada töötajate kaasatus ja heaolu. Negatiivsemad küljed, mis seda mõjutasid, olid motivatsioonipuudus, vähene aktiivne elustiil, millega kaasnes raskusi meeskonna/osakonna meeleolu hoidmisel, samuti tundsid osad töötajad üksindust, raske oli hinnata tööprotsessi ja veeta kogu aeg kodu oma sugulaste juures. Siiski leiti ka kaugtöö positiivseid külgi, nagu aja ja raha kokkuhoid reisimisel ja töölt naasmisel, võimalus töötada kõikjal ning paindlikum tööaeg. Paljud personalijuhid on ette valmistanud uusi virtuaalseid lähenemisi, kuidas inimesi ligi meelitada ja nende heaolu hoida ning Manežnaja Väljak on selles mõttes ka oma sammud astunud.

Kuigi pandeemia saab ühel päeval läbi, on selge, et töötajad ei taha jääda vana tööviisi juurde ning kaugtöö jääb peamiseks võimaluseks ka peale COVID-19 pandeemia lõppu ning töötajatel on võimalus tööd täielikult või osaliselt kodust. Üldiselt on aastate jooksul töötajate kaasamine ja heaolu muutunud organisatsiooni eesmärkide saavutamisel kriitiliseks. Paljud ettevõtted on mõistnud, et inimestesse tuleb suhtuda kui varadesse, mitte töövahenditesse ning töötajate heaolusse investeerimine tasub end pikas perspektiivis ära. Ettevõtetel, kes on juba hakanud COVID-19 pandeemia põhjustatud muudatusi omaks võtma, on kindlasti eelis nende ees, kes seda pole veel teinud.

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supervised by junior lecturer Veronika Krassavina

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Anastasiia Rezova

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