

LEADERSHIP AND ORGANIZATION CULTURE: IMPACTING THE IMPLEMENTATION OF
REMOTE WORKING AND TEACHING FOR HIGHER EDUCATION

by

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ABSTRACT

This thesis will examine the influence of leadership models and communication on organizational behavior and culture in the context of remote working and teaching in higher education. Understanding the impact of leadership and communication on organizational behavior and culture is crucial for successful outcomes in any organization. Effective communication and leadership can either positively or negatively affect an organization. The discussion will begin by defining leadership style and its importance to effective leadership. The study will also cover how leaders can communicate efficiently with employees and staff. It will then examine the four phenomena of organizational behavior, namely employee satisfaction, commitment, engagement, and motivation, and how leadership styles and communication affect them, impacting organizational culture. The thesis will conclude by exploring the relevance of these factors in implementing remote working and teaching in higher education and how it will affect both employees and students.

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CHAPTER 1: INTRODUCTION

The COVID-19 influenza pandemic continues to cause significant morbidity and mortality in people across the globe (Pokhrel & Chhetri, 2021). While there is no cure for the virus, a better understanding of how it spreads and developing effective preventative measures are essential to minimize its spread and protect people from harm.

As global businesses seek to remain operational during lockdowns and avoid employee losses, many are considering new approaches to work patterns which allow people to work from home or remote locations (Brynjolfsson et al., 2020). Remote working may be an effective way to mitigate the detrimental effects of isolation on public health while facilitating business continuity and reducing the need for physical movement in the workplace. However, transitioning to a remote working environment involves several challenges and risks which must be carefully managed to ensure a safe and productive working environment (Delany, 2022).

Literature looking into the relationship between leadership and the implementation of remote working and teaching in is sparse. In fact, this study is one of the first to focus on this area. Through the use of qualitative and quantitative methods, this research sought to provide insights into the issues such as how leadership styles and communication methods affect the behavior of the employees and the culture of the organization, impacting the implementation of remote working and teaching in higher education institutions in Canada, with its focus on Dalhousie University.

The majority of the studies conducted focus on the pros and cons of remote working, such as how it affects the culture of the organization and the behavior of the employees. While there are studies that looked into how leadership does affect remote working, most of their focus is on gender and diversity instead. Very few have looked specifically into leadership and its effect on the implementation of the remote working environment. This study, therefore, sought to fill this gap in the literature by examining the impact of leadership styles and communication methods on the implementation of the remote working environment in the higher education sector at Dalhousie University. It also explored the role of the behavior of the employees and the culture of the organization in determining how the employees and management respond to and implement the remote working environment.

CHAPTER 2: LITERATURE REVIEW

2.1 REMOTE WORKING

Remote working is the practice of allowing employees to work at home or from any location outside a traditional office environment (Felstead & Henseke, 2017). Working remotely, also known as telecommuting, is not a new concept, but remote working practices are increasingly becoming mainstream. As the coronavirus pandemic has increased the restrictions on social gatherings and gatherings in public places, remote working has become increasingly popular with organizations and their employees to maintain productivity during quarantines.

Many organizations are now implementing virtual meeting technologies which allow staff to communicate in real-time over the internet without having to physically attend meetings (Adedoyin & Soykan, 2020). Workers are also using videoconferencing technology to communicate more effectively with colleagues outside the office and share project files.

As such, it is important to use communication tools effectively when managing virtual teams (Pal & Vanijja, 2020). Adopting collaborative software such as Microsoft Teams can help to create group work spaces where employees can collaborate and communicate securely and effectively from different locations. These platforms also help to streamline your workflows by automating tasks and sharing documents in real time. However, the management of remote workers presents several challenges which must be carefully addressed to ensure a safe and efficient working environment (Staples et al., 1998).

Universities have also implemented remote teaching in response to the coronavirus outbreak and have promoted the use of online materials and e-learning as a means of increasing access to education during this difficult time (Gamage et al., 2020). Remote teaching has facilitated the transition of the learning experience into an online format and allowed students to continue learning at home while preventing the spread of the coronavirus on campus. The use of online learning tools has also made it easier for professors to keep in touch with their students and monitor their progress during the coronavirus pandemic. In many countries, educational institutions have been closed until further notice and students have been unable to complete their courses in person (Sahu, 2020). Online learning has enabled these students to continue their studies from home and participate in class remotely.

Developing and managing a remote workforce is a major challenge for organizations in the current

economic climate as it requires significant effort and resources to establish and maintain an effective team-based environment. Leaders are accustomed to working collaboratively in physical office environments and need to be able to communicate effectively with their employees to maintain a successful workflow (Avery, 2004). Virtual work environments can be difficult to manage as they are not as clearly defined as the traditional office setting, and it can be difficult for managers to keep track of their employees' progress and performance (Grant et al., 2013). It is therefore important that leaders take measures to ensure that their team is working towards a common goal and that they are provided with the necessary tools and support to perform effectively.

2.2 LEADERSHIP STYLE

A leader is an individual who influences others through motivation and encouragement to reach a common goal and achieve a particular objective (R. Greenleaf, 1977). Leaders can serve as role models and provide direction and motivation to inspire others to achieve results that may not be easily achieved on their own

According to Roberts Greenleaf, "leadership is not a function of title, position, or even authority" (Greenleaf, 1977). True leaders "are humble servants who give freely of themselves without thought of reward" (R. Greenleaf, 1977). In other words, true leaders are more concerned with helping their followers succeed than their success. They are motivated to serve others, not by personal gain. Effective leaders understand that their role is to serve others rather than control them. They focus on developing a trusting relationship with their followers based on mutual trust and respect. This relationship is the key to successful leadership because it encourages followers to accept and follow their leader's guidance willingly and without question.

According to Bill George, there are four critical elements of authentic leadership: demonstrating vision, embracing vulnerability, engaging in humble service to others, and empowering others to do their best work (George et al., 2007). "To be truly authentic requires an openness to continually exposing oneself and vulnerability to your followers" (George et al., 2007). Authentic leaders acknowledge their mistakes and are willing to accept responsibility when they are wrong. As a result, they are more approachable and trustworthy. They also foster an environment of trust and openness in which people are encouraged to take risks and try new ideas.

According to Ken Blanchard, successful leaders who use transformational leadership techniques can motivate followers to work hard towards achieving shared goals and inspire them to reach their full

potential (Blanchard, 2019). Four main elements make up transformational leadership methodology and these elements include influence, motivation, stimulation, and consideration (Avolio et al., 1991). When a leader uses transformational leadership techniques effectively, employees are more excited and motivated to work hard, which increases employee productivity and improves the organization's overall performance.

According to Kurt Lewin's Laissez-Faire model, trust plays a significant role in the relationship between individuals within an organization (Lewin et al., 1939). People are more likely to follow the leadership of someone they believe they can trust to do the right thing for the organization (Kirkpatrick & Locke, 1991).

Creating an environment where people are empowered to make decisions that benefit the entire organization is essential in fostering a culture of trust (Laschinger & Finegan, 2005). Leaders should practice open and honest communication to build and maintain positive relationships with their employees (Mishra et al., 2014). By showing confidence in their employees, leaders encourage them to think for themselves and exercise judgment in their work. Delegation to employees is another key to establishing trust in an organization (Whitener et al., 1998), as it allows employees to take on greater responsibility and foster teamwork among co-workers (Whitener et al., 1998). Employees who feel trusted and appreciated tend to be more productive and engaged in the workplace.

Trust and respect are essential to successful leadership in any organization (Fairholm, 1994). A leader cannot be effective if they do not have the trust of the employees. In contrast, leaders who seek to control their people and accomplish their goals by any means necessary could be more effective because they inspire fear and mistrust among their followers (Maccoby, 2017).

Authoritarian leaders tend to be rigid and predictable in their behavior and cannot adapt to changing circumstances or consider the needs of their followers (Kruglanski et al., 2006). As a result, their employees tend not to trust them and are unlikely to follow their commands unless there is no other option (Du et al., 2020). Bureaucratic leaders are also very controlling because they are constantly monitoring and controlling the behavior and actions of their employees to ensure that they are following the correct procedures (Alvesson & Sveningsson, 2003).

Both authoritarian and bureaucratic leadership leads to a culture of compliance in which employees tend to obey the rules without question to avoid punishment. These types of leadership could be more effective because it is unsuitable for the organization's health and needs to create an open

environment in which people feel comfortable expressing their ideas. It is also unsuitable for implementing long-term measures such as remote working as the leaders do not trust the employees and cannot operate without supervision. These leadership models also stifle creativity and innovation because people can only challenge the status quo with fear of negative consequences (Denton & Vloeberghs, 2003).

In the absence of open communication between leaders and their employees, leaders may fail to receive feedback from their subordinates because they are afraid to tell them the truth about the situation (Odine, 2015). This prevents them from taking appropriate action to address problems and deal with potential problems promptly. It also reduces employee engagement because they feel they need to be heard and are less likely to go the extra mile in their work (Kang & Sung, 2017). After all, they feel they have no say in decision-making.

Effective leaders strive to bring out the best in others and empower them to take full responsibility for their work (Page & Wong, 2000). They can challenge the status quo and express new ideas contributing to the organization's success, which encourages trust and collaboration. They treat their employees as partners rather than subordinates and foster a collaborative work environment where everyone feels valued and respected.

Lastly, leaders are committed to helping others achieve their potential and find their true purpose in life. They serve as role models for their employees and guide them toward achieving their goals and developing their talents. They provide their employees with support and advice and encourage them to be open and honest with them at all times. They are committed to promoting integrity and honesty and instilling a sense of pride in their employees so that they stay motivated and determined to achieve great results. They enable them to reach their full potential by supporting and encouraging them, enabling them to become successful leaders capable of inspiring others.

2.3 LEADERSHIP COMMUNICATION

"The study of how leaders communicate with their followers to affect their behavior or attitudes is called communication." The leader communicates in various ways, such as by speaking, writing, gesturing, or using visual aids like posters and diagrams to convey his or her ideas to the followers. How a leader communicates is correlated to the leadership style they utilized (De Vries et al., 2010).

Effective leadership communication must consider several factors, such as the situation at hand (W. G. Bennis & Townsend, 1989), the nature of the message to be communicated (Moser, 2010), and

the preferences of the intended audience (Grimshaw et al., 2012). In other words, good communication requires good listening on the part of the leader and an understanding of the needs and expectations of his followers (Lunenburg, 2010). It can also help the leader develop a rapport with his employees and improve the organization's overall functioning (Bass & Avolio, 1994). Effective communication can also be highly beneficial in difficult situations when a leader needs to motivate his employees to reach their objectives and overcome any obstacles they may face (Rajhans, 2012). Also, effective communication allows the leader to form strong relationships within the organization and create a sense of trust among its members (Ahmed et al., 2010).

Communicative competency is the ability to interpret and process messages accurately and convey information effectively to others (Sinicrope et al., 2007). A leader who needs more communicative competency may need help communicating with the members of his organization and getting the job done successfully. Several factors contribute to developing communicative competency, including a positive attitude, confidence, communication skills, empathy, and a well-developed sense of judgment (Johansson et al., 2014). Leaders with strong communication skills can establish good relationships with their employees and motivate them to perform at their best. They can also provide direction and help their employees overcome any challenges they may face. Developing a strong working relationship with employees and motivating them to perform better at work requires an excellent leader to communicate effectively.

Communication is how individuals transmit and receive information through speech, writing, or both (Lunenburg, 2010). Leadership is the process of directing a group of people toward a common goal or objective (Reed et al., 2019). Effective leadership requires that leaders communicate effectively with their employees to ensure that the task they are trying to accomplish is completed correctly (Bryman, 2007). Leaders should be able to communicate with their team in various situations ranging from one-on-one interactions to group meetings to large presentations. Leaders should learn how to communicate clearly and effectively with everyone on their team so that everyone can work together to achieve a common goal.

An effective leader must communicate with his employees to lead the team effectively and achieve its goals. Successful leaders can also use effective communication skills to motivate their employees and help them reach their full potential. Good leaders can also build strong working relationships with their employees and establish trust between them. When a leader has good communication skills, they will be able to communicate effectively with his employees and create strong bonds of

loyalty among them.

Good communication between a leader and his employees will help the leader lead his team more effectively and create an environment in which the employees can feel free to express their thoughts and opinions without fear being criticized or rejected. Effective communication is integral to good leadership and essential to every organization's success. The ability of a leader to communicate clearly and effectively with his employees enables him to effectively lead his team and guide them in attaining their common goals.

Communication is a vital element of teamwork and is essential for any organization's success (Weaver et al., 2010). Leaders must communicate well with their employees to ensure they can work together to achieve the organization's goals and objectives. Effective communication helps create a positive working environment where people can work together effectively to achieve the organization's objectives (Akinnubi et al., 2012). Good communication can help a leader achieve their objectives and inspire others to achieve organizational goals.

An effective leader must communicate with his employees and other stakeholders as frequently as the contexts and situations require, and provide feedback so they can stay motivated and work towards achieving the organization's goals. Influential leaders also need to develop a good understanding of their team member's strengths and weaknesses to understand better what motivates them and motivate them accordingly. The communication type that leaders should adopt involves being consistent, genuine, transparent, accountable, and being open to feedback. And, on top of that, if the leader is perceived to have high levels of integrity, then the communication will most often than not, be effective. Communication is effective when the receiver understands clearly what is required of them to do and minimal exchanges (to and fro) are required to clarify a request or ask.

2.4 ORGANIZATIONAL BEHAVIOR

Organizational behavior is the scientific study of how people behave and how their work activities and relationships affect organizational functioning and performance (Li et al., 2020). It examines how individuals react to and manage various situations in the workplace, how jobs are assigned and performed, and how employees' personalities and work styles interact with each other and with other members of the organization. It also looks at how these factors affect the performance and effectiveness of organizations (Aguinis & Pierce, 2008).

Organizational behavior focuses primarily on issues of motivation and motivation theory as they

relate to how people behave within organizations and how they perform their jobs (van Knippenberg, 2000). A behavioral approach to understanding workplace issues emphasizes the role of behavior and interaction between the individual and the work environment on performance. This includes the study of individual and group behaviors, such as attitudes, perceptions, motivations, skills, and job performance, as well as how these behaviors are managed and controlled through management and leadership practices.

An organizational behavior approach focuses on how an individual or organization changes or adapts its behavior in response to changes in its environment or due to specific internal or external influences (Argyris, 2017). Within this approach, the focus is on examining human behavior's impact on organizational success and performance.

Behavioral scientists believe that the environments strongly influence the behavior of individuals and organizations (Parsons et al., 2010). In addition, they believe that behavior can be changed by modifying the environmental factors that affect it. One of the main principles of organizational behavior is that a leader's style (Robbins & Judge, 2012) and communication approach (Men et al., 2020) plays a significant role in determining their behavior. The principle posits that people naturally behave in a specific manner due to several factors, including their personalities and experiences. However, leaders can modify this behavior in a variety of ways to encourage positive behavior within their organizations (Limsila & Ogunlana, 2008). Therefore, effective leadership plays a vital role in shaping the behavior of an organization. It can influence whether people are motivated to perform their job duties effectively or suffer from low morale and motivation, resulting in poor work performance and a decline in organizational productivity.

Behavioral approaches typically focus on how and why people perform specific tasks in a given setting and the degree to which they adhere to defined standards (Furr, 2009). They aim to provide insight into how individuals make decisions, adapt to new situations, cope with stress, behave toward one another and interact with other members of the organization. Behavioral approaches benefit organizations and leaders because they help them better understand what motivates people and help them improve their overall performance and productivity at work (Bakker & Schaufeli, 2008). Through the study of such behaviors, behavioral researchers aim to identify the causes of different types of problems in the workplace and come up with effective solutions that can be used to address them. These methods can help leaders determine how to improve their employees and enhance their overall effectiveness in the workplace. They can also help them understand how to

motivate employees and encourage higher organizational performance.

Behavioral approaches can also help leaders understand human behavior to communicate effectively with their employees and respond to their needs more effectively (Amanchukwu et al., 2015). They are also beneficial for providing insights into group behavior and helping them make better decisions and manage conflict within the organization.

2.4.1 THE PHENOMENA OF EMPLOYEE BEHAVIOR

Many studies have shown that at least four phenomena, namely employee satisfaction (Ostroff, 1992), employee commitment (Mowday, 1998), employee engagement (Albrech, 2011), and employee motivation (McShane & von Glinow, 2011), play an essential role in an organization's success for each of these goals. These phenomena are known to exist as one entity or correlate with each other in some way, making it very important to understand what role they play in the success of organizations.

2.4.1.1 EMPLOYEE SATISFACTION

Employee satisfaction refers to a psychological state in which a person or organization is content or happy with how things are turning out in a job or relationship (Bin & Shmailan, 2015). Many organizations now consider employee satisfaction a top priority because having satisfied employees can mean the difference between success and failure for the organization (Savery, 1996). A satisfied workforce is more productive and willing to put in additional effort to achieve the organization's goals. On the other hand, dissatisfied employees are usually less productive and more likely to leave the organization (Singh & Jain, 2013). This means that leaders who try to improve employee satisfaction can increase their chances of success and ensure that their organizations stay competitive in today's increasingly challenging business environment.

Several factors influence the level of employee satisfaction in an organization. These factors include an employee's relationship with their leader (Voon et al., 2011), the working environment (Qasim & Syed, 2012), and the benefits offered by the organization (Iqbal et al., 2017). In addition, factors such as job security (Kabir & Parvin, 2011), career development opportunities (Kaya & Ceylan, 2014), and personal growth opportunities (Chimanikire et al., 2007) also have a significant impact on employee satisfaction. Ideally, organizations should strive to provide their employees with a positive work environment that encourages open communication and creates a sense of community within the workplace.

Another crucial factor contributing to employee satisfaction is the management style adopted by the organization (Rad & Yarmohammadian, 2006). Research has shown that a supportive leadership style that results in strong relationships between leaders and employees is highly conducive to higher levels of employee satisfaction. The most ideal and effective management styles promote open and honest communication and encourage employees to share ideas and express their opinions without fear of judgment or criticism. Ultimately, the most important determinant of employee satisfaction is whether the employees feel valued and appreciated by the organization (Danish & Usman, 2010a).

For employees to feel valued and appreciated, a supportive work environment is essential to increase their satisfaction in the workplace. It is also essential to give them opportunities to grow and develop as individuals so they feel they can fulfill their potential in the organization. Effective management is also crucial because it enable leaders to manage employees effectively and provide them with the support they need to perform their jobs effectively. This will give them a sense of job satisfaction and motivate them to work harder and more productively to achieve organizational goals.

Research has found that increasing the satisfaction of employees can lead to significant improvements in productivity and profitability for organizations (Harter et al., 2002). Organizations need to develop strategies aimed at increasing the satisfaction of their employees so that they can maximize their employees' potential and maximize the organization's overall success. Employee satisfaction plays a critical role in the overall health of an organization because it increases employee morale and productivity (Grawitch et al., 2007). It also improves the motivation (Sageer et al., 2012) and engagement (McBain, 2007) of employees and helps organizations attract and retain highly skilled and talented workers.

2.4.1.2 EMPLOYEE COMMITMENT

Employee commitment is the motivation to continue with a behavior or set of behaviors over time (Scholl, 1981). The employee's commitment to an organization is related to their loyalty. People who are committed to their work feel more dedicated to their jobs and are more motivated to work hard to achieve their goals. Knowing their efforts matter makes them more likely to stay in the organization longer and perform at their best.

Employee commitment can be increased by several factors, including the level of trust between

leaders and employees (Michaelis et al., 2009), the extent to which employees have a sense of purpose and feeling of belonging in the organizations (Randall, 1987), and the opportunities and resources available to help them do their jobs (McDermott et al., 1996). Organizations can increase the level of commitment among their employees by providing a positive, supportive work environment that acknowledges and values the contributions of all employees. This can also be achieved by encouraging open and honest communication between leaders and employees (Amason et al., 1995).

Developing an effective employee retention strategy is an effective way of increasing employee commitment and ensuring that employees are motivated to work within the organization over the long term (Manion, 2004). An effective retention strategy involves developing strong links between the organization's goals and individual employees' goals. Providing employees with the skills and training they need to perform their jobs well and providing regular performance feedback so they can improve and develop their skills is also an effective way of increasing employee commitment (Benson, 2006). By encouraging employees to take ownership of their jobs and feel a sense of belonging within the organization, businesses can increase their level of commitment and reduce their dependence on expensive recruitment campaigns to find new staff every year.

2.4.1.3 EMPLOYEE ENGAGEMENT

Employees' engagement refers to their level of involvement, enthusiasm, and commitment to their job (Kular et al., 2008a). Employees who are engaged with their work are more productive, work more effectively as a team, and are better able to meet the needs of their customers. By engaging their employees and investing in their well-being, organizations are in a better position to succeed and drive sustainable growth over the long term.

Several studies suggest that employee engagement can be improved through increased communication between employees and management (Osborne & Hammoud, 2017a). The more employees feel heard and that their ideas matter, the more fully invested they are in the organization's success and the more likely they are to perform at their best. The same can be said for leaders; they can better understand their goals and motivations by listening to their employees and communicating openly with them regarding any questions or concerns. This, in turn, enables them to engage better with their teams and identify opportunities to facilitate improved performance. Effective communication can also help companies minimize employee turnover and reduce costs associated with hiring and training new employees (Kinjerski & Skrypnek, 2008).

Engaged employees are those involved in their work, feel passionate about it, and are motivated to contribute to the organization's success. They are much more likely to go the extra mile to ensure the company's success because they are fully committed to helping the organization reach its goals (Schaufeli, 2013). Engaged employees are also less likely to leave the organization because they have a genuine interest in its success and believe their work is valued and appreciated by their employer (Bal et al., 2013). However, engaged employees are not easy to maintain, as they must be continually motivated to remain engaged and motivated in the workplace (Robson et al., 2016).

There are several ways for an organization to encourage and maintain employee engagement, including providing adequate resources and support (Markos & Sridevi, 2010a), recognizing the accomplishments of individual employees (Mone & London, 2018), and allowing them flexibility and autonomy in their roles (Garg & Dhar, 2017). Employees with a sense of purpose in their work are more likely to stay engaged and loyal to the organization because they feel good about their work and recognize a direct correlation between their efforts and the organization's success (Robertson & Cooper, 2010). Similarly, employees who feel connected to their co-workers will be more likely to feel a sense of belonging within the organization, motivating them to succeed.

Finally, organizations must also ensure that the workplace environment is safe (Osborne & Hammoud, 2017b) and supportive for employees, as having a culture of inclusiveness and respect has been shown to foster employee engagement (Downey et al., 2015). Without supportive and engaged employees, the organization cannot succeed and will not experience the success it envisions.

Nowadays, employee engagement is a critical issue in all organizations (Barik & Kochar, 2017). It refers to an employee's commitment to their employer and goals (Hanaysha, 2016). Engaged employees are fully committed to the success of their organization. They will go beyond what is expected to ensure that the organization achieves its objectives. Furthermore, they are far more likely to stay committed to their jobs because of their significant investment in the organization's success. The opposite of employee engagement is disengagement, which refers to employees who need to be more invested in the organization's success and who go beyond what is required of them to satisfy the bare minimum requirements of their employment (Pech & Slade, 2006).

Disengaged employees typically see their work as a necessary evil rather than something they enjoy and look forward to doing each day (Molinsky & Margolis, 2005). They also tend to see little value in the work that they are doing and are, therefore, much less likely to take the initiative or suggest

new ideas to improve the organization's performance.

Organizations should strive to create an environment where employees are fully engaged. This can be achieved by creating a culture that respects and empowers employees, encouraging open communication and collaboration, and providing opportunities for growth and development. By encouraging positive workplace behaviors such as collaboration, employee communication, and creative thinking, organizations can help ensure their employees feel valued and inspired to bring their best efforts to the workplace daily. Engagement also improves an organization's productivity because it leads to higher job satisfaction (Markos & Sridevi, 2010b), better customer service (Attridge, 2009), and fewer accidents and injuries in the workplace (Dollard & Bakker, 2010).

Creating a culture of engagement and encouraging higher levels of engagement among employees will help organizations improve their business performance and drive growth over the long term. When it comes to employee engagement, the factors that affect it are numerous and diverse. As such, no single strategy is likely to work in every situation (Kular et al., 2008b). Therefore, organizations must develop an engagement strategy for their culture and environment.

2.4.1.4 EMPLOYEE MOTIVATION

"Employee motivation is the process of directing behavior by influencing factors that determine or influence an employee's willingness and ability to engage in a specific behavior" (Cooper & Schindler, 2013). In other words, motivation is an internal process that drives an individual toward a particular goal. Different factors can impact a person's level of motivation. These include the individual's needs, values, goals, aspirations, work environment, company culture, and organization perception (Cooper & Schindler, 2013). Each of these factors can influence a person's level of motivation and lead to either positive or negative outcomes. For example, a positive work environment that provides employees with growth opportunities can help them stay motivated and increase their commitment to the organization.

Employee motivation is a critical factor in the success of any organization (Osabiya, 2015). There are many theories on motivating employees, but one of the most important is Maslow's Hierarchy of Needs (Huitt, 2007). This theory states that employees must have their basic needs met before they can be motivated to work harder or achieve more. This means that leaders should provide a safe and comfortable working environment, fair compensation, and opportunities for advancement (Zameer et al., 2014). By understanding and addressing the needs of their employees, businesses can create

an environment in which employees are motivated and engaged and, therefore, more likely to perform well at work. Although it can be difficult and time-consuming to develop a motivational strategy (Kotter, 2017), it is well worth the effort because it will result in better employees and increased profits for the business.

Employees are typically motivated by several factors that vary across individuals and circumstances. These factors include monetary rewards, positive feedback, incentives, opportunities for growth, recognition, and security (Eisenberg et al., 2018). Monetary rewards are the most common form of incentive used by organizations today because they cost relatively little to implement (Krug & Braver, 2014). However, studies have shown that monetary compensation is only effective in the short term and does not provide a lasting solution to keep employees engaged and motivated over the long term (Gneezy et al., 2011). The effectiveness of financial incentives as an incentive for employees has been questioned in recent years because several studies have found that more than monetary compensation is needed for employees to do their best work. For example, a study found that providing monetary compensation did not increase productivity among salespersons (Mokhtarian, n.d.). Moreover, studies have shown that negative feedback significantly inhibits employee motivation and performance (Kim & Kim, 2020). Therefore, leaders must provide positive and negative feedback to their employees regularly to ensure they remain motivated and productive throughout the employment process.

Employees are also motivated by positive feedback from their leaders and peers. Recognition for their accomplishments and hard work is also a significant motivating factor for many individuals (Hansen et al., 2002). Leaders need to recognize and reward their employees' contributions whenever appropriate to motivate them to work harder in the future.

An opportunity for growth and development is also essential for many employees (Hackman & Oldham, 1976). Providing employees with opportunities for training and development can increase their motivation and improve their performance in the workplace. Studies have shown that employees who feel they are constantly learning and being challenged are more likely to remain engaged and motivated than employees who feel that their positions are stagnant and do not provide them with opportunities to learn and grow (Zahra et al., 2014). Employees who can learn new skills and gain experience working in new positions or other departments are likely to have a more substantial commitment to their leaders and are more likely to develop a strong loyalty to the company over time.

It is also crucial for leaders to recognize employees' efforts and allow them to reach their full potential in the workplace (Danish & Usman, 2010b). Research has shown that providing recognition can significantly impact employee motivation, productivity, and performance. Recognition programs can also be implemented to improve retention rates, increase job satisfaction, and promote a positive company culture that encourages teamwork and collaboration (Hansen et al., 2002).

Many studies have shown that public recognition is the most effective form of recognition and is particularly beneficial for promoting team collaboration and employee engagement (Heinrich, 2007). For this reason, allowing all employees to share their achievements and celebrate success as a group whenever possible is essential. Leaders can also encourage employees to acknowledge the contributions of their colleagues publicly and share examples of the positive impact that their efforts have made on the organization (Silverman, 2004). In conclusion, the more praise offered to the employees; the more motivated they are likely to continue to exceed expectations and deliver the highest level of performance possible.

2.5 ORGANIZATIONAL CULTURE

Organizational culture is the collective beliefs and behaviors of the people who work in an organization (Sun, 2008). It is the shared understanding of how things are done in a company, and it can be both positive such as supportive of employees and business goals and negative as hindering innovation and employee morale. All organizations have a culture of some type, even if that culture is not yet fully developed or is not intentionally cultivated by leadership. Each organization has a culture that is based on the collective beliefs and values of its employees and the values that the leaders try to communicate to the organization. Ultimately, organizational culture is what gives shape to the way the employees behave and the way the company functions as a whole because organizations are made up of people, organizational culture inevitably reflects human values and beliefs (Ojo, 2010). A positive organizational culture is one that supports and encourages an employee's well-being and development as well as that of the organization as a whole (Caesens et al., 2014). On the other hand, a negative organizational culture prevents growth and development and can eventually destroy an organization if it is not addressed early (Graham et al., 2016). It is important to have a sound understanding of the organization's culture in order to effectively manage the team and drive business success.

The components of a strong organizational culture include a shared vision, clear mission and goals,

an inclusive environment that encourages communication and teamwork, and a commitment to excellence in all areas of the business (Yukelson, 1997). A strong organizational culture enables your employees to flourish and achieve their full potential in the workplace (Manley et al., 2011). However, a weak organizational culture can have the opposite effect by undermining productivity and encouraging disengagement (Attridge, 2009). Whether it's positive or negative, organizational culture plays an important role in the success of any organization. Through effective leadership and employee engagement strategies, a strong organizational culture can be created that supports the development of all employees and helps to achieve its goals and business objectives.

An effective organizational culture supports an organization's strategic objectives and helps to achieve business goals (Bettinger, 1989). It is fostered based on strong leadership, open communication, and a sense of shared purpose throughout the organization (Ahmed, 1998). It is also strengthened through collaboration, feedback, and the involvement of all employees in the organization's decision-making process. As such, organizational culture is not only shaped by the company's core values, its vision, and its mission statement, it is also shaped by the organization's leadership and the behavior of its employees. As an organization grows, its culture and values should grow along with it so that it can adapt to changing business needs and remain competitive in today's marketplace.

CHAPTER 3: RESEARCH QUESTIONS

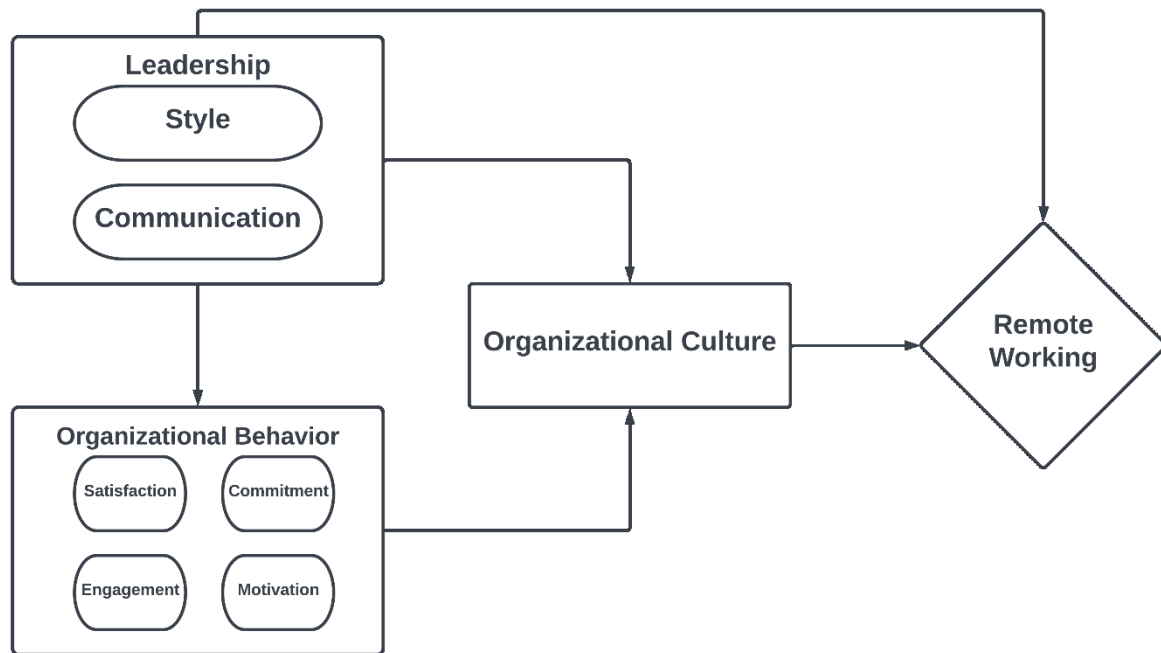


Figure 1. Conceptual Map

Leadership style is one of the most critical factors affecting employee behavior. Employees look to their managers for guidance on issues ranging from policies and procedures to motivation and morale. Outstanding leadership is, therefore, critical to any organization's success and can profoundly impact the organization's overall performance (Day & Lord, 1988). A leader's effectiveness depends on the particular leadership style adopted by the leader (Vroom & Jago, 2007). Effective leaders need to develop their leadership style based on the needs of their organization and the characteristics of the people they lead. A leader must consider factors such as the organization's nature, the environment in which it operates, and the importance of the task or project when formulating a leadership style. By evaluating the effectiveness of their leadership styles and providing feedback to their staff, leaders can adapt to the changing demands of their organizations and make improvements where necessary.

Communication is a vital element of any successful organization. Leaders must communicate clear directions and provide employees with instructions, guidance, and support to ensure that they perform to the best of their abilities. Different styles of communication suit different situations in an organization and should be chosen accordingly to suit the particular needs of employees and situations in the workplace. Therefore, leaders must develop an effective communication style with their employees and use it consistently to promote open communication and encourage two-way

dialogue (Briones et al., 2011). The use of effective communication techniques helps to facilitate the development of positive relationships between leaders and employees and promotes better working relationships (Tsai, 2011). As such, we can propose the following:

RQ₁: How will leaders, in terms of style and communication, affect the behavior of the employees in the organization?

Leaders play a critical role in fostering an organization's culture. Style and communication are critical tools leaders can use to create a positive, productive culture (Rivière & Sitar, 2003). A leader's ability to communicate with and inspire their employees is essential to cultivating a healthy organizational culture. When a leader effectively communicates with employees, they demonstrates commitment and care toward the organization. Open, honest communication between leaders and their employees fosters trust among their teams, resulting in a more productive, engaged workplace (Seijts & Crim, 2006). Leaders can help foster a positive company culture and promote greater collaboration among employees by communicating clearly and effectively with their team members.

For a positive and cohesive culture, leaders must create a work environment that values and respects each employee (Odom et al., 1990). As an employer, it is vital to create an environment that encourages open and honest communication between employees and management. Employees can communicate more effectively with their peers and establish stronger working relationships when they feel comfortable approaching their managers with questions or concerns (Skeels & Grudin, 2009). This way, leaders can create a more cohesive and productive workplace by fostering open communication and collaboration within their teams. As such, we can propose the following:

RQ₂: How will leaders, in terms of style and communication, affect fostering the organization's culture?

The behavior of its employees can significantly impact an organization's culture. It can affect the organization in several ways, but in particular, the behaviors of the employees within the organization can significantly impact the organization's culture (Yiing & Ahmad, 2009). Employees within the organization have a pivotal role in shaping the organization's culture. If employees are actively involved in developing the culture, it will positively affect the organization as a whole (Jones et al., 2005). However, if the behavior of employees is poor and does not foster a positive culture within the organization, it could have a detrimental effect on the organization's success (Bakker & Schaufeli, 2008). Ultimately, it is the individuals' actions that influence the

organization's culture and behavior, and their actions can either help to develop a positive or negative culture. Therefore, it is vital that employees are motivated and encouraged to participate in the culture of the organization.

If employees are given the opportunity to contribute to the development of the culture, this will significantly benefit the organization and improve the overall working atmosphere within the workplace (Fitzsimmons, 2013). This will not only positively impact the organization's culture but will also give individuals the opportunity to develop their skills and improve their performance in the workplace. It will also encourage employees to engage with the company values and understand what is expected of them regarding behavior and work output. As such, we can propose the following:

RQ₃: How will the behavior of the employees in the organization affect the fostering of the organization's culture?

Organizations' different cultures can impact how they approach remote working and teaching. In some cultures, remote working is seen as a perk that employees can take advantage of (Faulds & Raju, 2021); in others, it is viewed as something companies do to make their workplaces more open and employee-friendly (Cartwright et al., 1995). Examining how the organization's current culture might impact its willingness to adopt or promote remote working and teaching is essential. This will help determine whether this is feasible for the organization.

An organization's culture is shaped by a number of factors, including its employees' values, beliefs, attitudes and behaviors (Tsai, 2011). Culture is generally resistant to change, so organizations deeply rooted in a particular culture will resist any attempts to challenge or alter it (Rashid et al., 2004). This can lead to resistance within an organization that wants to move towards a more flexible working environment, such as remote working and teaching, as these people may view this as a threat to their culture rather than an opportunity to improve their organization and make it more efficient.

Some people may also believe that remote working and teaching is a "poor quality" form of working because it minimizes the opportunities for face-to-face communication and interaction (Kahl & Cropley, 1986), which they consider necessary for good work performance. As a result, organizations with a more rigid culture might be reluctant to embrace a remote working environment (Van Maanen & Barley, 1982). On the other hand, some organizations see flexible

working as an opportunity to improve their culture and become more inclusive and accessible for their employees (Kelliher & Anderson, 2010). These organizations are more likely to support the introduction of remote working and teaching because they want the benefits of a flexible working environment to be available to their workforce, regardless of their circumstances or where they are based in the world. Overall, these factors will influence an organization's approach to remote working and teaching and its readiness to adopt and implement this type of working environment. As such, we can suggest the following:

RQ₄: How will the organization's culture impact remote working and teaching implementation?

Remote working and teaching have been increasingly popular in recent years as they offer several benefits, such as increased flexibility and lower operating costs. However, the shift to remote working can significantly impact an organization's culture and internal relationships. Several factors could impact the effectiveness of remote working, including the leadership style and the methods used to communicate and share information.

Many studies have shown a strong relationship between leadership and employee satisfaction and performance (Madlock, 2008). For example, research has shown that autocratic leadership styles decrease job satisfaction and increase employee turnover compared to participative styles (Puni et al., 2016). Therefore, it is essential to consider how the leadership style will impact the implementation of remote working and teaching. Furthermore, effective leadership styles should involve some form of transparency to allow employees to feel engaged and valued by the organization (M. H. Anderson & Sun, 2017).

In addition, organizations must develop a clear strategy for communicating and sharing information when using remote working methods (Ndou, 2004). This is especially important when providing remote teaching as this involves sharing information with people in different locations. Research has shown that poor communication channels can lead to reduced productivity and team cohesion (Bird et al., 2009). Therefore, effective communication strategies are required to ensure that employees feel engaged with the organization and are adequately supported throughout their time with the company. Overall, the impact of leadership style and communication methods will significantly influence the implementation of remote working and teaching within an organization. Hence, we can suggest the following:

RQ₅: How will leaders, in terms of style and communication, impact the implementation of remote

working and teaching?

CHAPTER 4: HYPOTHESES

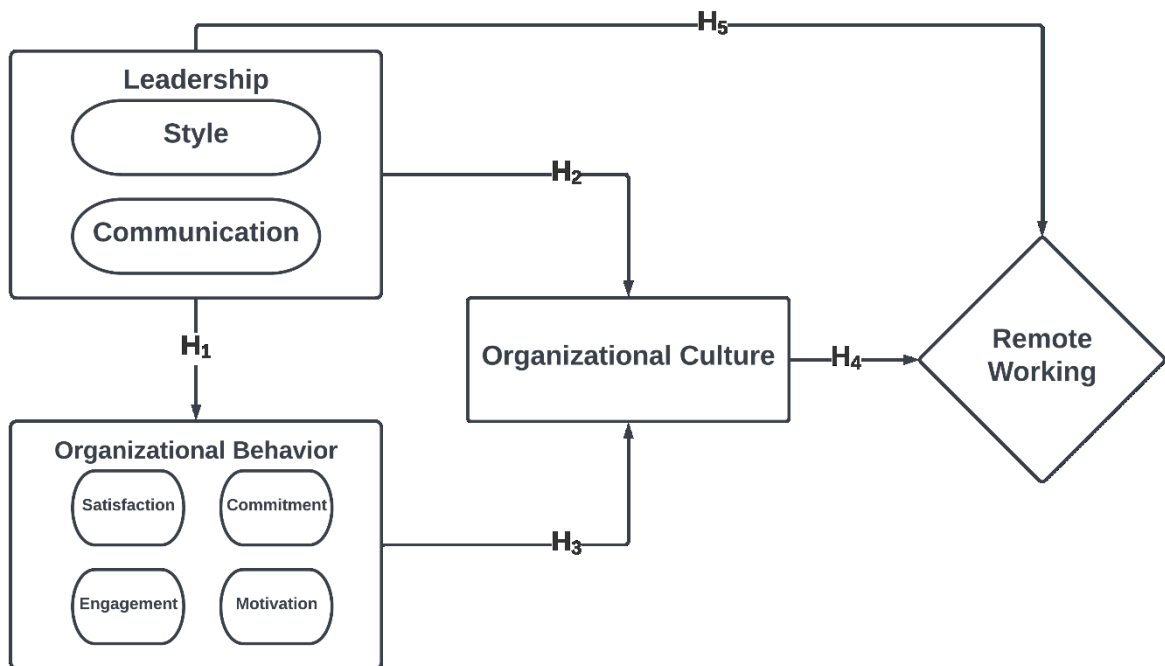


Figure 2. Hypotheses Map 1

There is no question that a lack of flexibility and control in the workplace can lead to tension, conflict, and employee dissatisfaction (S. E. Anderson et al., 2002). For organizations to succeed in today's highly competitive environment, management needs to create an environment that encourages flexibility and creativity and offers employees a sense of empowerment and control (D. E. Bowen & Lawler, 1994). However, many leaders chose to employ either an authoritarian or bureaucratic style that promises short-term results. These leaders are not interested in making changes that will benefit the organization in the long run but are focused on maintaining the status quo and protecting their position at the top of the organization. These leaders also limit the autonomy of their employees and reduce their ability to exercise creativity and initiative. As a result, employees and team members are likely to become dissatisfied with their jobs and less motivated to work harder for the organization.

On the other hand, leaders who offer a flexible approach and implement a system of shared decision-making allow their employees to be more innovative and take more responsibility for their work (Cooper, 2008). This can result in increased productivity and higher quality work. As such, we can suggest that:

H₁: Trusting and teamwork-oriented leaders positively affect the organizational behavior of the

employees.

Leaders have an immense impact on the culture of their organizations. They are the ones who set the tone and the expectations for everyone in their organization. It is up to them to create a positive culture that promotes growth, learning, and innovation. Effective leaders have a positive impact on the culture of their organization and its employees because they set the example for how people are supposed to behave.

On the other hand, leaders who fail to create the right environment will have a negative effect on the culture of their organization. These leaders tend to have a tyrannical approach and they believe that their way is the only way to get things done (Kanter, 2017). As a result, their subordinates will feel discouraged and will quit their jobs. Leaders who are described as tyrannical are usually the ones who employ an authoritarian or bureaucratic style in the workplace (Ashforth, 1997). These types of leaders often lack emotional intelligence and they are not interested in building a strong company culture (Goleman, 2021). Instead, they tend to focus on controlling everything and everyone around them. These leaders are also described as inflexible and dictatorial, and they do not have good problem solving skills (Vasaly, 1987). They do not like to take advice from others, and they always think that they know best. This is one of the main reasons why this leadership style is ineffective in the long run.

Lack of trust and cooperation is also a big problem in organizations led by inflexible and dictatorial leaders. In fact, they almost always resort to threats in order to get their employees to follow their orders (Jackson et al., 1982). This, in turn, has a negative effect on the morale of other employees and it also encourages them to start looking for another job. As such, we can suggest that:

H₂: Trusting and teamwork-oriented leaders positively affect the culture of the organization.

It has been well-documented that an organization's culture can be a key factor in its success or failure (Burnes & Jackson, 2011). The importance of organizational culture has been documented extensively, and many researchers have examined the importance of certain behaviors or practices in fostering a positive work environment and culture within an organization (Shalley & Gilson, 2004).

One organizational behavior that has been extensively studied and has been shown to have a significant negative impact on the culture of an organization is employee disengagement.

Employees who are disengaged exhibit negative attitudes about their jobs and are unmotivated to

perform at a high level. The effects of this negative attitude can have a negative impact on the overall culture of an organization. A disengaged employee will not demonstrate positive behaviors such as showing up to work on time, providing excellent customer service, or taking the initiative to complete special projects or assignments (Attridge, 2009).

In addition, the attitudes and behaviors of a disengaged employee can have a ripple effect on the other members of the organization and create a negative working environment for all employees (Parent & Lovelace, 2018). This often results in poor performance and increased absenteeism among employees (Cucchiella et al., 2014), which can lead to a decrease in productivity and ultimately to decreased profitability for the organization. As such, we can suggest that:

H₃: Driven organizational behavior of the employees positively affects the organization's culture.

Organizational cultures play a significant role in the success or failure of remote working and teaching. While some research has found that organizational cultures can improve employee performance, there is also evidence that suggests that toxic organizational cultures can hinder performance (Kuswati, 2020). A toxic organizational culture is characterized by unhealthy attitudes and behaviors towards members of the organization (Appelbaum et al., 2007). These attitudes and behaviors create an environment that is negative and harmful to employees. This can have a detrimental impact on performance and productivity.

Organizations need to recognize the negative effects of a toxic organizational culture and take steps to create a more positive working environment. It is also important to recognize the impact that these toxic cultures can have on students in the classroom. Students can be negatively impacted by unhealthy classroom environments where they can feel insecure, inadequate and unsupported. The loss of trust between teachers and students can result in poor performance and a poor learning experience for students. Hence, we can suggest that:

H₄: Engaging organizational culture positively impacts the implementation of remote working and teaching.

In recent years, the implementation of remote working and teaching has become increasingly popular as a way to increase productivity in both education and industry. Research has shown that workers who are allowed to work from home or school are more engaged and more productive than those forced to travel to their place of work every day (Christine A Grant et al., 2013). Students also benefit from the flexibility that remote education offers. This is particularly true of students who

learn best when they are able to study at their own pace and in their own space (Sit et al., 2005).

Unfortunately, there are several risks associated with the implementation of remote working and teaching. In particular, inflexible and dictatorial leaders are negatively impacting the effectiveness of these programs by forcing employees to work outside of their normal working environment (Ötken & Cenkci, 2012).

While remote work was introduced to reduce cost and improve efficiency supposedly, it has brought about a negative impact to the overall situation (Kyung-Sup, 1999). This is because some leaders have abused the power given to them and has arbitrarily imposed rigid working hours on their employees. This is a significant problem in today's workplace as companies are sapping their employees' energy and morale by focusing on meeting deadlines at the expense of work-life balance. This also applies to teachers conducting remote lessons too. Students have been asked to watch videos for a certain amount of time every day, write essays based on their understanding and do more activities outside the classroom on a regular basis. All these tasks come with heavy workloads and stress which discourage them from wanting to perform their best in school.

A leading indicator for employee disengagement is micro-management (Nolan, 2022). Micro-management refers to the practice of controlling and monitoring employees at a very close level, often without giving them the autonomy to make decisions and solve problems on their own (Limon & Dilekçi, 2020). When managers are overly involved in their employees' day-to-day work, they are affecting their productivity. For example, employees who feel controlled by their manager are likely to have less job satisfaction and be less engaged at work (Auh et al., 2016). It is also one of the primary reasons why some employers are reluctant to adopt remote work arrangements as they feel that their employees are less committed when they work remotely. Hence, we can suggest that:

H₅: Trusting and teamwork-oriented leaders positively impact the implementation of remote working and teaching.

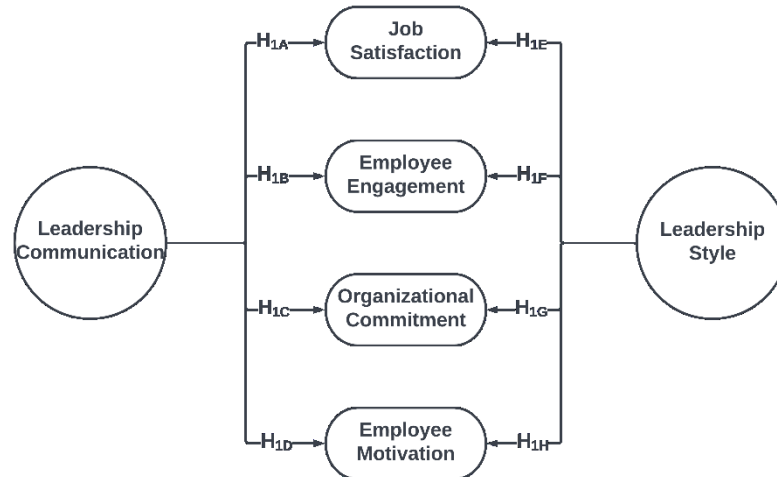


Figure 3 Hypotheses Map 2

The effectiveness of communication is undeniable. Good communication allows for clear and open sharing of ideas, which can lead to productive outcomes (Dourish & Bellotti, 1992). Leaders can use this to their advantage and communicate with their employees in ways that will inspire and encourage them. Employees often base their opinions of management on how they communicate. Leaders should be clear and precise in their messages so they can transmit their thoughts and feelings in a way that is easy for employees to understand (Sinek, 2009). When leaders are open and honest with their employees and show interest in their work, they can create a positive working environment and boost employee satisfaction (Wong & Laschinger, 2013).

Communication is a crucial component of employee engagement. It allows leaders to convey important information to employees, which affects how they feel about their jobs. An effective leader should be able to listen to the concerns of his or her employees and take the time to understand their needs (Avolio et al., 1991). This will allow them to motivate and inspire them to do their best at work. Effective communication helps to boost employee morale and keep them motivated to perform their best at work (Chandrasekar, 2011). By encouraging open communication, leaders can foster a culture of teamwork and collaboration in the workplace, which helps to enhance productivity and efficiency (Salas et al., 2008). Employee engagement is closely associated with job satisfaction and performance in the workplace (Rayton & Yalabik, 2014). Engaged employees are more satisfied and productive than those who are not engaged.

Investing in employee engagement is key to building a strong organization for the future. Therefore, it is important for leaders to create an environment that encourages open communication among

employees and allows them to share their thoughts and opinions freely. Employees are more likely to remain loyal and motivated if their leader provides support and encouragement, and takes an active interest in their work (Ellemers et al., 2004). Ineffective communication can lead to conflict in the workplace (Horton-Deutsch & Horton, 2003).

Employees may become frustrated if they do not have an adequate platform for expressing their opinions and airing their concerns (Vakola & Bouradas, 2005). They may also become resentful if they are constantly put under pressure to perform without adequate resources or support. Poor communication between employees and managers can have a negative impact on an organization's bottom line (Abbasi & Hollman, 2000). The better a leader can communicate with their employees, the better their performance will be and the higher the quality of the work they produce. Hence, we can suggest the following:

H_{1A}: Inspiring and encouraging communications by the leaders positively affect the employees' satisfaction with their job.

H_{1B}: Inspiring and encouraging leaders' communications positively affect the employees' engagement towards the organization.

H_{1C}: Inspiring and encouraging leaders' communications positively affect the employees' commitment to the organization.

H_{1D}: Inspiring and encouraging communications by the leaders positively affect the motivation of the employees towards the job.

Leadership is one of the most important factors in an employee's satisfaction, engagement, commitment, and motivation with their job (Hanaysha, 2016). Leaders can directly affect their employees by motivating them and setting a positive example for them to follow (Luthans, 2002).

Research has shown that being motivating and authentic is more effective than traditional leadership when it comes to improving employee performance (Walumbwa et al., 2011). These leaders are genuine and honest in their interactions with others. They communicate openly and honestly with their team members and encourage feedback to help themselves and their team members grow and develop. As a result, authentic leaders tend to be more effective at improving team performance and developing effective teams than less authentic leaders (Wang et al., 2014).

Research has also shown that authentic leaders tend to have a positive impact on employee job

satisfaction and employee engagement (Wong & Laschinger, 2013). Employees who work for authentic leaders are generally more satisfied with their jobs and are more engaged at work than employees who work for less authentic leaders. In addition, employees who are led by authentic leaders tend to be more committed to their work and more likely to remain with their organizations in the long term than employees who work for less authentic leaders (Nasab & Afshari, 2019). Finally, research indicates that authentic leaders are more effective at increasing employee motivation than other styles of leadership (Erkutlu & Chafra, 2013). Employees who work for authentic leaders tend to have higher levels of motivation and a greater willingness to put forth greater effort in their work than their co-workers who work for less authentic leaders. These findings suggest that authentic leaders can have a very positive effect on employee satisfaction, engagement, commitment, and motivation with their job.

Traditional leadership styles tend to focus on emphasizing performance and task completion rather than on developing strong relationships and fostering team spirit among team members (Mandell & Pherwani, 2003). This style of leadership is often ineffective because it can lead to poor relationships between leaders and employees as well as a lack of team unity and cohesion. Authentic leaders focus more on building relationships and strengthening bonds between themselves and the members of their team to create a positive working environment in which all members can thrive and achieve their full potential (Luthans & Avolio, 2003).

By developing strong relationships and encouraging teamwork, authentic leaders help to foster a strong, cohesive team that is motivated to work together to achieve common goals and improve group performance. A team whose members feel a strong sense of loyalty and trust for each other is more likely to develop strong and effective working relationships and work together more effectively than a team with weak bonds or members who are at odds with each other (J. T. Bowen & Shoemaker, 2003). Hence, we can suggest the following:

H_{1E}: Motivating and authentic leaders positively affect employees' satisfaction with their job.

H_{1F}: Motivating and authentic leaders positively affect the employees' engagement with the organization.

H_{1G}: Motivating and true leaders positively affect the commitment of the employees toward the organization

H_{1H}: Motivating and authentic leaders positively affect the motivation of the employees toward the

organization.

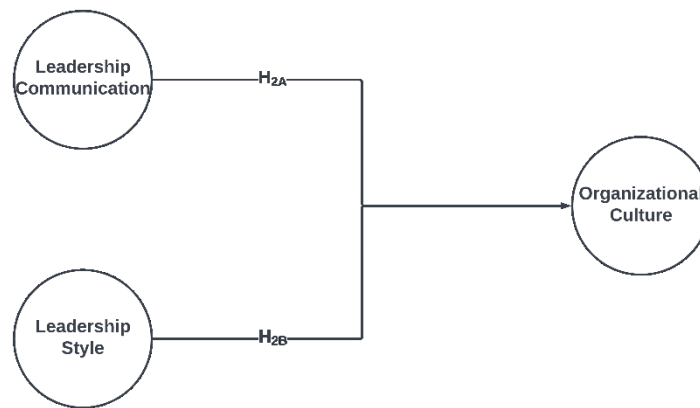


Figure 4 Hypotheses Map 3

Leaders have always been essential to the success of any organization. They are responsible for creating a positive and productive work environment, motivating their team members to achieve collective goals, and leading by example. Successful leaders empower employees to pursue their potential and build a strong team dynamic based on trust, collaboration, and respect (Bligh et al., 2006). They communicate effectively to engage and inspire their team to strive for excellence. On the other hand, ineffective communication can hurt the morale and productivity of a team (DiFonzo & Bordia, 1998). Poor communication and ineffective leadership can lead to low employee satisfaction, high turnover, and poor productivity.

A leader's communication skills are critical in determining the effectiveness of their leadership style (Nwabueze, 2011). The success of an organization depends on effective communication among its members. Effective communication allows everyone to understand the goals and values of the organization and promotes teamwork and collaboration (Barker & Gower, 2010). Leaders who communicate effectively foster a positive working environment where employees are motivated to excel and contribute to the organization's success. An organization with a strong culture of open communication is more effective and productive than an organization that values secrecy and confidentiality. Hence, we can suggest that:

H_{2A}: Inspiring and encouraging leaders' communications positively affect the organization's culture.

Leadership plays an essential role in developing and maintaining a positive and healthy organizational culture. It is the responsibility of leaders to create an engaging work environment that encourages employees to strive for excellence and develop as individuals (Anitha, 2014). A strong

and motivating leader has the potential to encourage employees to work hard towards common goals. On the other hand, a weak and non-motivating leader will have the opposite effect and may demoralize their employees.

Ultimately, a strong and motivating leader will help to create a positive and productive work environment. When employees are motivated and engaged at work, they feel that they are valued and important contributors to the organization's success (Carter & Baghurst, 2014). This is one of the primary reasons why strong leadership is so important for organizations as it ensures that their employees are motivated to do their best work. A leadership that motivates people will create a positive work environment that promotes learning and growth, collaboration, and innovation, as well as teamwork and commitment. Hence, we can suggest that:

H_{2B}: Motivating and authentic leaders positively affect the organization's culture.

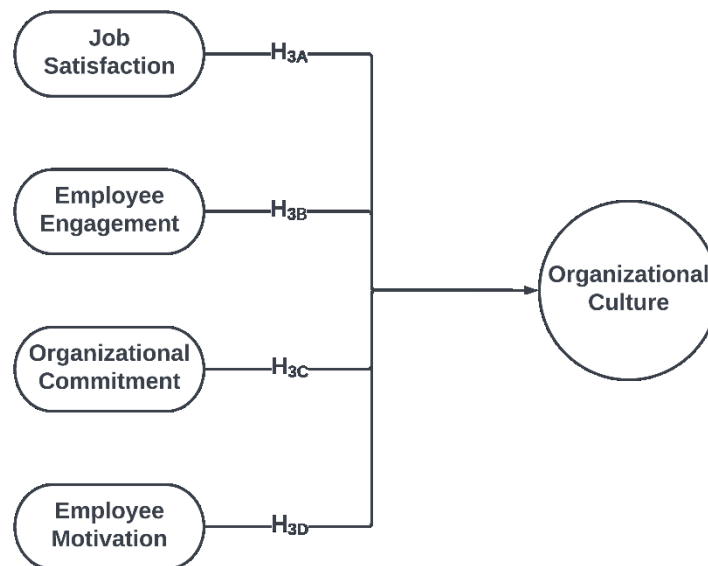


Figure 5. Hypotheses Map 4

Research has consistently shown that employees who are highly satisfied with their jobs have positive impacts on the organization they work for (Dugguh & Dennis, 2014). There are several reasons for this phenomenon; the most important one is that satisfied employees are less likely to leave the organization voluntarily, thereby enhancing organizational stability (Sagie, 1998). In addition, satisfied employees have higher levels of job satisfaction, which enhances their commitment and dedication to their work and their colleagues. For these reasons, many organizations try to enhance employee satisfaction as a means of strengthening their corporate

culture and improving their performance and productivity (Zamiri et al., 2020).

However, some organizations fail to achieve their goals in this regard because their employees are not truly satisfied with the work they are doing. They failed to identify the root causes of employee dissatisfaction and address them in an effective manner, resulting in the frustration of many employees and negatively impacting the overall organizational culture and performance. Hence, we can suggest that:

H_{3A}: Employees highly satisfied with their job positively affect the organization's culture.

Employees are valuable assets to any organization (Kossivi et al., 2016). They provide the manpower necessary to carry out the organization's objectives and they can also add value through their creativity, skills, expertise, and passion for their work. For this reason, organizations need to ensure that their employees are highly engaged at work (Bedarkar & Pandita, 2014). High employee engagement helps to create an energized and positive workplace where employees can excel and be proud of their contributions to the team (Green Jr et al., 2017). Engaged employees are more motivated to work for the advancement of the organization and also feel more satisfied with their jobs (Patro, 2013).

Various studies have shown that employees who are highly engaged in their work feel a sense of ownership and take pride in their work (Kumar & Pansari, 2015). They are committed to their organization and its goals, and they are self-directed and take initiative to accomplish tasks. All these characteristics contribute to a positive organizational culture and help to drive the success of the organization.

If employees are fully engaged in their jobs, they are likely to be more productive and provide high-quality work because they care deeply about their work and are genuinely invested in it (Bakker, 2011). Similarly, when they are engaged at work, they are likely to be highly creative and come up with innovative solutions that can help the organization thrive and grow (Bakker et al., 2012). They are also more likely to have high morale and commitment, which makes them more likely to stick with the company for the long term (Harrell-Cook et al., 2017). Hence, we can suggest that:

H_{3B}: Employees highly engaged with the organization positively affect the organization's culture.

There is no doubt that employees who are highly committed to their organizations positively affect the culture of the organization (Hanaysha, 2016). In any organization, employees play a very

important role since they are the ones who perform the various tasks and activities in the organization and contribute towards the overall growth of the organization. Thus, an organization needs to have employees who show a high degree of commitment and dedication to their work and help to create a positive environment in the workplace which is essential for the smooth functioning of the organization.

Having a committed workforce helps to enhance organizational performance and provides a competitive advantage to the organization over its competitors (Laschinger et al., 2002). As a result, organizations must ensure that they have high-quality employees who show a high level of commitment and dedication toward their work to ensure their long-term growth and success. Hence, we can suggest that:

H_{3C}: Employees highly committed to the organization positively affect the culture of the organization.

Motivation is an important factor in the workplace, as it can have a positive or negative impact on organizational culture (Ganta, 2014). A motivated employee is a person who is energized by their work and committed to the success of their organization (Meyer et al., 2004). When a motivated employee works in an organization, they positively influence the culture and contribute to creating an engaging and supportive environment.

A motivated employee is able to think creatively and innovatively (Kark et al., 2018). They usually look for ways to make the workplace more efficient and improve processes. In a high-performing team, each member takes responsibility and is proactive about their work. They are committed to supporting each other and the organization in achieving their goals.

When employees are not motivated, it is harder for them to perform at their best level, and they are less likely to have a positive attitude towards the organization and its goals. They may even lose enthusiasm for their work and become disengaged from the organization, affecting performance and productivity. Hence, we can suggest that:

H_{3D}: Employees who are highly motivated positively affect the organization's culture.

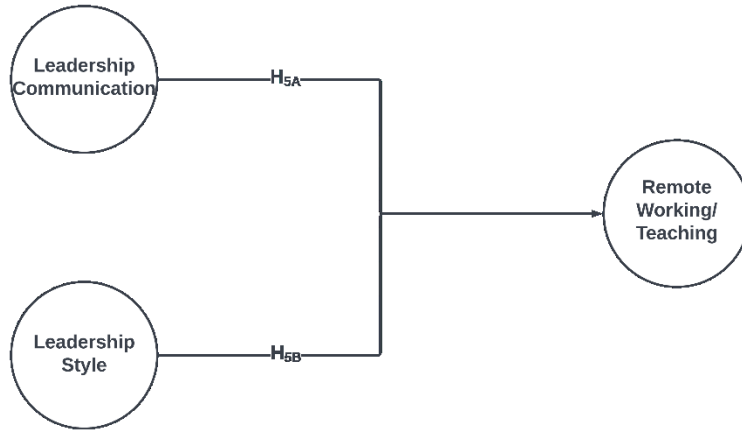


Figure 6. Hypotheses Map 5

Remote working and teaching is becoming increasingly popular, with many organizations embracing the idea to reduce communication costs and improve work/life integration for their employees (Parakandi & Behery, 2016). However, some challenges must be addressed before it can be successfully implemented. These include the lack of trust between leaders and employees and poor workplace culture. How these issues are addressed can greatly influence the success of such an initiative.

This is why it is important to ensure that the organizational leaders demonstrate strong communication and leadership skills throughout the implementation process. This not only promotes better cooperation among team members (Phipps et al., 2014) but also builds a sense of trust and team spirit within the organization (Gillespie & Mann, 2004). As a result, the organization can enjoy the benefits of remote working and teaching without encountering many of the difficulties that typically arise when such a program is implemented.

Communication in this context refers to how the leader communicates to their team to foster a positive working environment and promote collaboration. The leaders of any organization play an important role in shaping the corporate culture as well as the overall atmosphere of the workplace. A good leader understands the need for constant encouragement and being an inspiration is essential to establish a good working relationship with their employees (Kouzes & Posner, 2011). This will also help to mitigate any trust issues the employees might harbor towards to their organization or leadership.

A leader who fails to encourage or inspire their team will not likely be able to achieve the desired

objectives for the implementation of remote working and teaching, causing the employees to perceive that the lack of engagement is a sign of a lack of trust from them and this may negatively impact the success of the initiative (Kim & Mauborgne, 2003). Hence, we can suggest that:

H_{5A}: Inspiring and encouraging communications by the leaders positively affect the implementation of remote working and teaching in the organization.

Remote working and teaching have gained increasing popularity in recent years as organizations strive to improve employee productivity (Ma & Ye, 2019). These benefits include higher morale and job satisfaction and reduced office overhead costs (Bailey & Kurland, 1999). However, the effectiveness of these initiatives is largely dependent on the ability of the leader to promote trust and team spirit among team members who are distributed across different locations (Muijs & Harris, 2003).

Research has shown that it is the leader's ability to motivate his or her team that is the most important factor in determining the success of a remote-working or teaching initiative. Furthermore, leaders who possess an authenticity that is characterized by strong personal values and ethical standards are more likely to lead successful remote-work teams and teaching staff than leaders who lack these qualities (Whiteside & Dixon, 2022). Therefore, the ability to motivate and support remote workers is important not only for the success of the organization but also for personal growth of the leaders and team members.

Motivation plays a critical role in the success of any remote-work program (Olson, 1983).

Employees need to feel both valued and supported if they are to feel that they are an important part of the team. However, leaders often struggle to maintain good relationships with their employees when they work remotely as they often miss out on the opportunity to foster a positive working environment through face-to-face interactions (Nyberg et al., 2021). Therefore, it is important for remote-working managers to develop strategies that can enable them to build relationships with their employees and help them to feel valued as part of the team, in order to ensure the success of the implementation (Christine Anne Grant et al., 2018). Hence, we can suggest that:

H_{5B}: Motivating and authentic leaders positively affect remote working and teaching implementation in the organization.

CHAPTER 5: METHODOLOGY

A combination of quantitative surveying and in-depth interviews are used in the research to collect data from university employees and leaders. Research using mixed methods has shown that it can provide a broader understanding of complex research issues in different contexts than the use of quantitative or qualitative approaches alone (Johnson et al., 2007).

Research using mixed methods has shown that it can provide a broader understanding of complex research issues in different contexts than the use of quantitative or qualitative approaches alone (Manjengwa, 2020).

5.1 STUDY 1 (SURVEY RESEARCH)

Data and information about specific topics are gathered through survey research by posing a series of pre-determined questions to a large population (Kelley et al., 2003). To achieve greater statistical power, a survey with a larger sample size is more reliable and valid. To achieve greater statistical power, a survey with a larger sample size is more reliable and valid (T. L. Jones et al., 2013).

A seven-point Likert scale is used in the survey as it has been suggested that reliability can be maximized by having seven response options (Colman et al., 1997). Additionally, previous research has shown that 7-point scales strongly correlate with T-test results (Lewis, 1993). More recent research suggests that data gathered from Likert surveys are significantly less accurate when the number of scale points drops below five or above seven. However, the 7-point Likert scale is more accurate, easier to use, and a better reflection of a respondent's actual evaluation (Finstad, 2018). The 7-point scales have also gathered more support, making the popularity of 5-point scales less justified (Preston & Colman, 2000).

The demographics of the samples are teaching professors and university employees. This group is targeted because most university programs are designed for in-person classes, with only a few online classes across faculties. The target population for the survey is between 3000-5000 faculty members and other university employees, and assuming a 95% confidence level with a 10% margin of error, the number of respondents should be between 100-150 (3 to 5% response rate). For Study 1, there were 122 responses but only 84 datasets were usable as the others were deemed uncompleted.

5.1.1 QUANTITATIVE ANALYSIS

We have completed an initial data collection drive and have received 84 completed responses. We ran reliability statistics and the Cronbach Alpha for the 47 items, was 0.972. The 47 items were grouped into Leadership Style and Communication, Organizational Behavior constructs of Satisfaction, Commitment, Engagement, and Motivation, Organizational Culture items, and Remote work success and Remote work team communication items. We performed a factor analysis, using the maximum likelihood estimation, with Varimax rotation (and values of factor loadings 0.5 and above) to resolve the 47 items into the above groupings. These were then fed into the conceptual model (Figure 1) representation in AMOS software, to outline the connections across various paths. This is shown in Figure 5, with the path loadings. This is an initial run, with further analysis required, however, we present below some initial findings on this model.

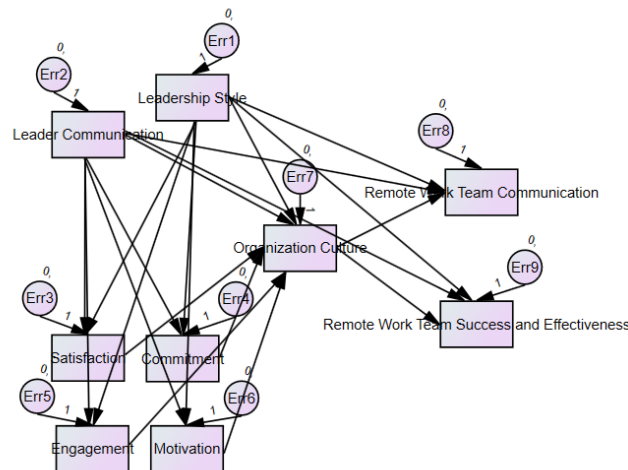


Figure 7. AMOS Conceptual Map

The model ran effectively, and the minimum was achieved, with a Chi Square value of 140.40, $p = 0.000$, with 16 degrees of freedom and PCMin/df being 8.776. The model fit indices NFI (0.796), IFI (0.815), and CFI (0.809) all indicate somewhat of a fit, but not completely. The typical values of these fit indices range at 0.9 and above for consideration of good fit. We note that the model as currently executed has limitations, which we will discuss shortly. To further look at specific indicators, we refer to the Critical Ratios' table, Table 1 and reflect on these preliminary results. The critical ratios, seen in Figure 2, as loading numbers between the constructs, are the regression weights. The advantage of using a structural equation modeling software like AMOS, is the easy ability to run multiple independent variables against a collection of dependent variables.

From Table 1, looking at the highlighted rows, we note that Leader Communication is statistically significant with Satisfaction (CR=6.081, $p < 0.001$), with Engagement (CR=4.069, $p < 0.001$), and with Motivation (CR=3.090, $p = 0.002$). Leadership Style is also statistically significant with Satisfaction (CR=4.602, $p < 0.001$), Engagement (CR=3.706, $p < 0.001$), and Motivation (CR=2.051, $p = 0.040$). These make sense, particularly if the leader is believable, trustworthy, and demonstrating authentic leadership and genuinely cares about their followers. Their communication styles and leadership behavior are consistent with their actions and therefore can motivate people, have them engaged, and ensure that their work and stay in the organization is satisfactory.

Continuing with looking at the other indicators, we note that Leadership Style and Leader Communication also impact organizational culture (CR=10.907, $p < 0.001$ and CR=8.522, $p < 0.001$ respectively). As discussed earlier, this too makes sense, for the leader is consistent, has created an environment where people are happy to work, feel challenged, appreciated, and listened in the workplace. The people have autonomy, freedom of expression, ability to have a collegial and amiable work experience with coworkers, have good career prospects, and thrive in the environment. We further note that Satisfaction (CR=10.467, $p < 0.001$), Engagement (CR=22.311, $p < 0.001$), and Motivation (CR=8.259, $p < 0.001$) are also statistically significant with Organizational Culture. For those who responded to the surveys, it appears that the leaders of their units, have set up and nurtured a very productive and positive work environment. This is consistent with the results of the impact of leadership style and communication. Finally, we note that Leadership Style is statistically significant with Remote Work Team Communication (CR=2.549, $p = 0.011$) and Leader communication is statistically significant with Remote Work Team Success (CR=2.429, $p = 0.015$). And overall Organizational Culture is statistically significant with Remote Work Team Communication (CR=16.137, $p < 0.001$).

			Estimate	S.E.	C.R.	P
Satisfaction	<---	Leader_Comm	.512	.084	6.081	***
Engagement	<---	Leader_Comm	.382	.094	4.069	***
Commitment	<---	Leader_Comm	.086	.109	.791	.429
Motivtn	<---	Leader_Comm	.314	.102	3.090	.002
Satisfaction	<---	Leader_Style	.387	.084	4.602	***
Commitment	<---	Leader_Style	-.093	.109	-.850	.395
Engagement	<---	Leader_Style	.348	.094	3.706	***
Motivtn	<---	Leader_Style	.209	.102	2.052	.040
Org_Culture	<---	Leader_Style	.282	.026	10.907	***
Org_Culture	<---	Leader_Comm	.241	.028	8.522	***
Org_Culture	<---	Satisfaction	.290	.028	10.467	***

			Estimate	S.E.	C.R.	P
Org_Culture	<---	Commitment	.018	.021	.840	.401
Org_Culture	<---	Engagement	.554	.025	22.311	***
Org_Culture	<---	Motivtn	.190	.023	8.259	***
RW_Team_Comm	<---	Leader_Comm	.054	.054	1.004	.315
RW_Team_Comm	<---	Leader_Style	-.133	.052	-2.549	.011
RW_Team_Success	<---	Leader_Style	.253	.155	1.631	.103
RW_Team_Success	<---	Leader_Comm	.389	.160	2.429	.015
RW_Team_Comm	<---	Org_Culture	.983	.061	16.137	***
RW_Team_Success	<---	Org_Culture	-.272	.181	-1.499	.134

Table 1. Critical Ratios of Conceptual Model – Regression Weights

5.1.1.1 HYPOTHESES H_{1A} TO H_{1H}

As we can see from the result table, Satisfaction (CR = 6.081, $p < 0.001$), Engagement (CR = 4.069, $p < 0.001$), and Motivation (CR = 3.090, $p < 0.001$) are statistically significant to Leadership Communication. Therefore, hypotheses H_{1A}, H_{1B}, and H_{1D} are supported and we can reject the null. However, Commitment (CR = 0.791, $p = 0.429$) is not statistically significant to Leadership Communication and therefore, H_{1C} is not supported and we do not reject the null.

Similarly, Satisfaction (CR = 4.602, $p < 0.001$), Engagement (CR = 3.706, $p < 0.001$), and Motivation (CR = 2.052, $p < 0.001$) are statistically significant to Leadership Style. Therefore, hypotheses H_{1E}, H_{1F}, and H_{1H} are supported and we can reject the null. However, Commitment (CR = -0.850, $p = 0.395$) is not statistically significant to Leadership Style and therefore, H_{1G} is not supported and we do not reject the null.

We note that when the covariance between the error term for Commitment is removed (Figure 8), we realized a better fit for the model with all Fit the fit indices registering values over 0.96 and over.

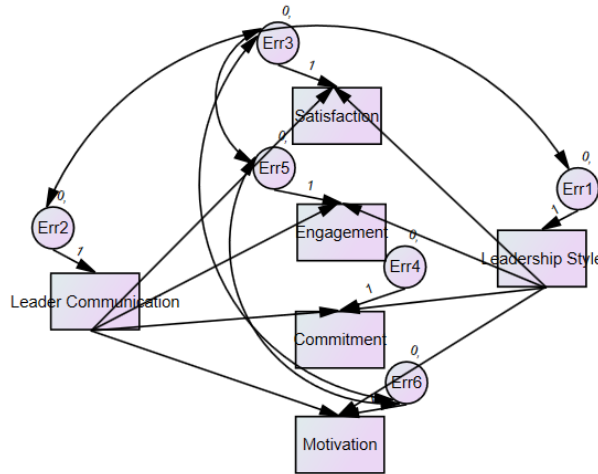


Figure 8. AMOS Conceptual Map of Hypotheses H1_A to H1_H

5.1.1.2 HYPOTHESES H_{2A} & H_{2B}

Leadership Style (CR = 10.907, $p < 0.001$) and Leadership Communication (CR = 8.522, $p < 0.001$), hypotheses H2A and H2B are supported, and we can reject the null. Since, the variables in the Leadership block are statistically significant to Organizational Culture, H2 is supported and we can reject the null.

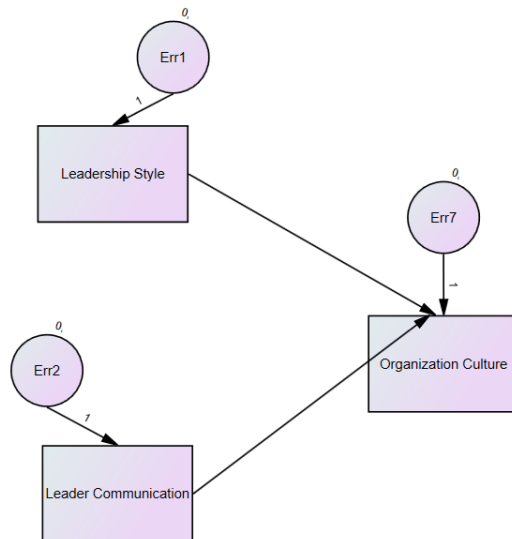


Figure 9. AMOS Conceptual Map of Hypotheses H2_A & H2_B

5.1.1.3 HYPOTHESES H_{3A} & H_{3D}

Satisfaction (CR = 10.467, $p < 0.001$), Engagement (CR = 22.311, $p < 0.001$), and Motivation (CR = 8.259, $p < 0.001$) are statistically significant to Organizational Culture. Therefore, hypotheses

H3A, H3B, and H3D are supported, and we can reject the null. However, Commitment (CR = 0.840, p = 0.401) is not statistically significant to Organizational Behavior and therefore, H3C is not supported and we do not reject the null.

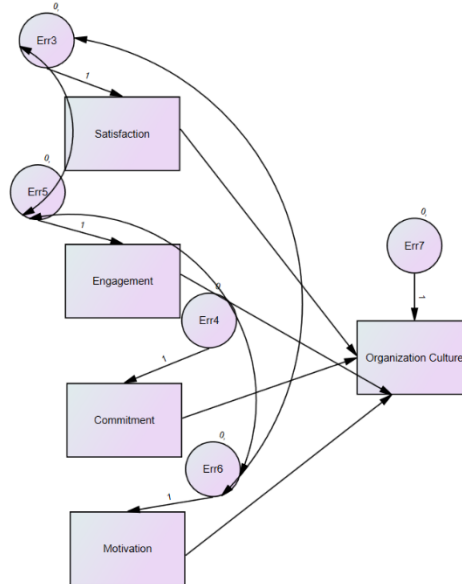


Figure 10. AMOS Conceptual Map of Hypotheses H3A to H3D

5.1.1.4 HYPOTHESES H₄ & H₅

For the Remote Working block, we test it by classifying it as two different variables namely Remote Team Communication and Remote Team Success. For the hypotheses H4 and H5, Organizational Culture is statistically significant to Remote Team Communication (CR = 16.137, p < 0.001) but not to Remote Team Success (CR = -1.499, p = 0.134). Leadership Style is statistically significant to Remote Team Communication (CR = -2.549, p < 0.001), it is not statistically significant to Remote Team Success (CR = 1.631, p = 0.103). Leadership Communication on the other hand, is the opposite of Leadership Style whereby it is statistically significant to Remote Team Success (CR = 2.429, p < 0.001), but not to Remote Team Communication (CR = 1.004, p = 0.315). Therefore, both hypotheses H4 and H5 are not supported, and we do not reject the null.

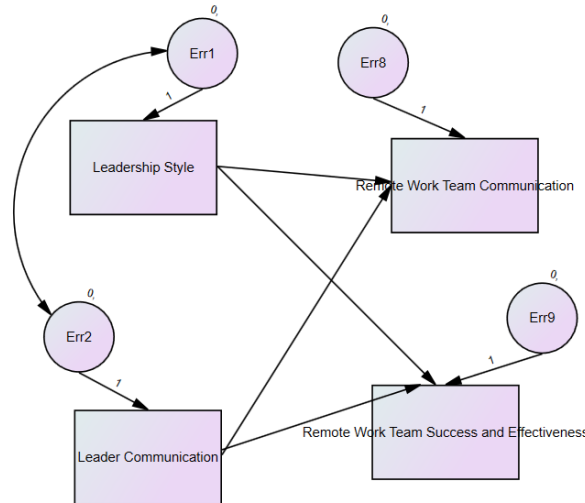


Figure 11. AMOS Conceptual Map of H₄ and H₅

Reflecting on these preliminary results, we are emboldened to proceed to the next stage of generating hypotheses and testing the model with this data set. We expect to collect more data, for that will be required and possibly the bigger dataset can improve some of these scores. Next, we discuss the results of interviews conducted with campus leaders, Deans, Directors, Department Chairs, and other unit heads.

5.2 STUDY 2 (INTERVIEW RESEARCH)

Since there is a need to investigate and the intention to ascertain issues faced and handled by leaders, qualitative interview research is considered suitable for this study. Interviewees are asked open-ended questions to encourage them to share their opinions and experiences (Virginia Tech, 2018).

Having planned and developed 11 questions, a structured interview was conducted. A structured interview has the advantages of being efficient with time, limiting researcher subjectivity and bias, and allowing the researcher to control the topics and format, making it easier to code, compare, and analyze the data (Holloway, 2013). It is important to note that this study focuses on high-education settings so that several university leaders will be interviewed, and a structured interview will ensure consistency (Avis et al., n.d.).

The demographics of the samples are the managers/Deans/Directors (the leaders). This group is targeted because they are the decision-maker in the department and school. The target population is between 100-150 leaders and assuming a 95% confidence level with a 10% margin of error, the

number of respondents should be between 100-150 (3 to 5% response rate) for the survey and 10-15 (about 10% response rate) for the interview. 14 leaders consented and participated in the interview.

The interview was conducted via online, in-person, or email. The leaders are given the option to choose the interview method based on their convenience. For those who opted for the interview to be conducted online or in-person, the interview session lasted between 30 to 45 minutes.

5.2.1 QUALITATIVE ANALYSIS

I had sought to have between 10 to 15 interviews of various managers, directors, and deans across the university campus. At the end, I was able to conduct 12 interviews but one of which was not usable due to insufficient data, and therefore, I have 11 interviews data set which I was able to analyze using QDA Miner. The data has been coded and anonymized in order to keep the identities of the interviewees confidential.

I took the grounded theory approach to see what were the frequencies of the words that came together at this point and identified the dominant themes of this study. A total of 5 themes being: Employee, People, Time, Leader, and Culture, were identified and these 5 themes were then further classified as thematic codes such as: Remote Working (Employee), Hybrid (Employee), Meeting (People), Team (People), Challenge (Time), Concern (Time), Style (Leader), Communication (Leader), Satisfaction (Culture), Engagement (Culture), Commitment (Culture), and Motivation (Culture). These themes were identified along the lines of the quantitative model discussed in figure 7.

To interpret the frequency of the themes, the first approach is to see the co-occurrence of how many of these codes occur together. Figure 13 shows the agglomeration order dendrogram, or the co-occurrence dendrogram. As we can see from this figure, challenge, communication, and style are grouped and they come very close together, which makes intuitive sense. We also note that concerns and challenges seem to come together in the broader grouping.

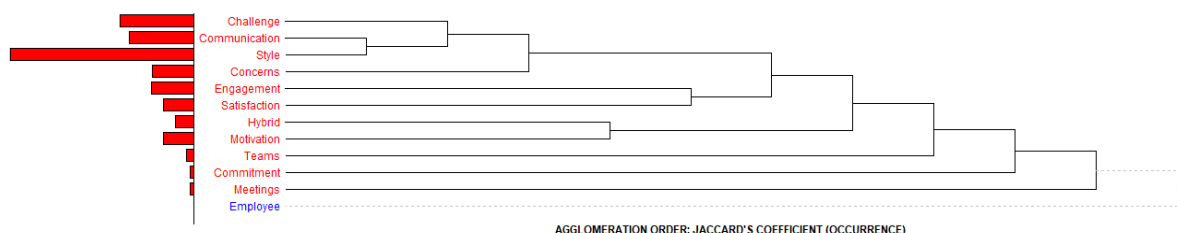


Figure 12. Agglomeration Order Dendrogram

We also need to test how the codes appeared across all 11 cases (each interview is loaded into QDA Miner as a separate document and treated as a separate case). Figure 13 shows the code frequency for the file containing all 11 cases and we can see this confirms the dominance of leadership style and communication impacting all the different other codes across the different cases. For example, in the case of FM_Interview 1, it is the interview conducted with a leader in the faculty of management. From the figure, we can see that the frequency of style dominates the frequency of other codes with communication comes the closest. This pattern can be observed with the other cases as well.

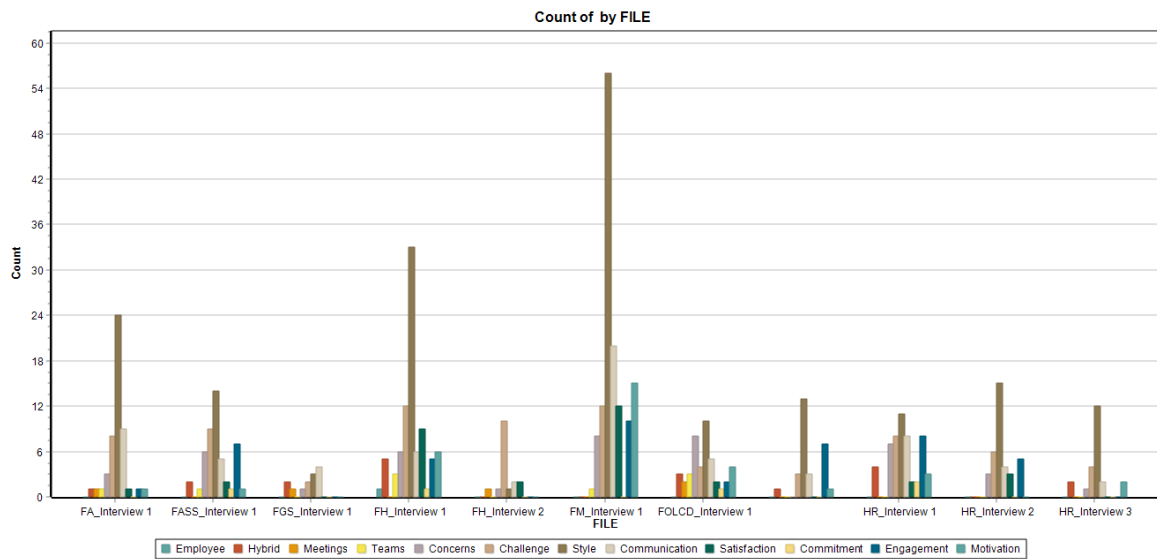


Figure 13. Count Frequency of Each Case

Code frequency for FILE

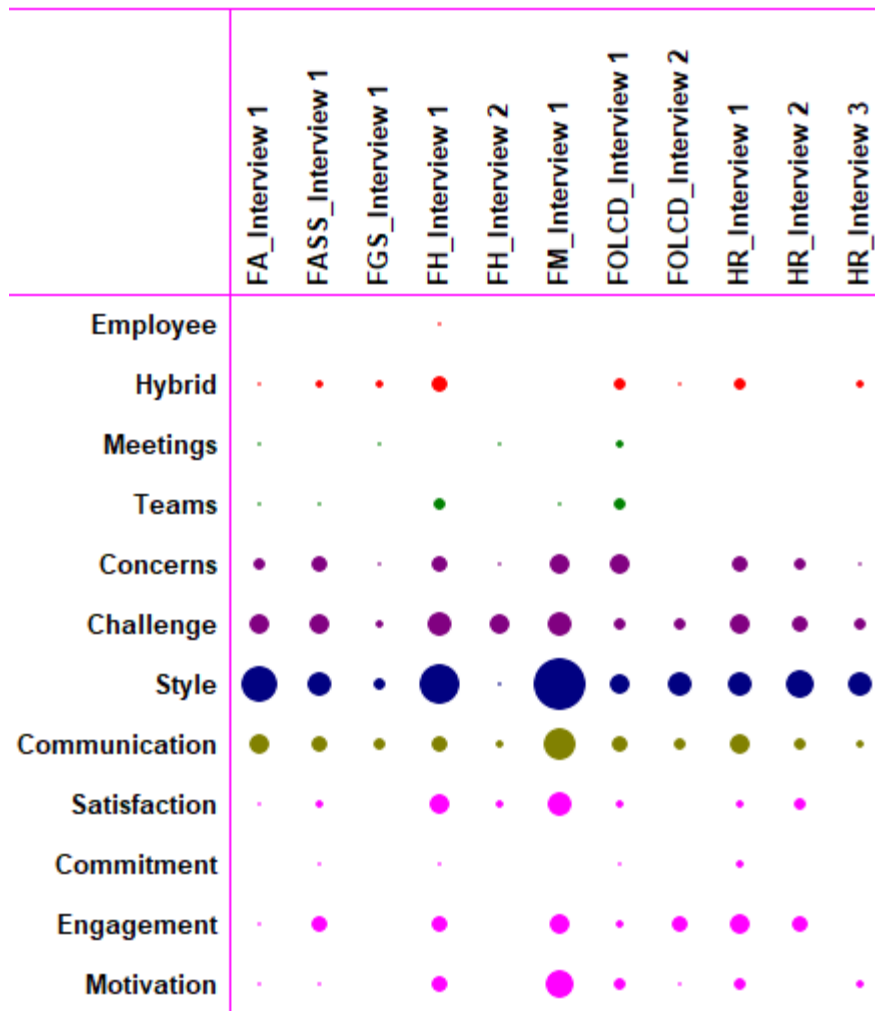


Figure 14. Coding Frequency Bubble Plot

Table 2 is the code sequence frequency which is the number of times the codes appear against other codes. For example, the number of times communication appears (68 times), challenge appears 78 times. Table 2 also indicates the the Z score. Z score is very similar to the critical ratio that we saw in the AMOS table from the earlier quantitative analysis and also compares to T-values in T-Tests. We can see that the Z score for communication, the number of occurrences of communication, and the number of occurrences the word of the challenge around communication, is Z equals 1.63 with a probability point of 0.87. This means that there is a confidence interval of 90% or $p < 0.1$. In gist, it is with 90% confidence that every time there is a discussion around challenges, there is going to be a presence of the word communication. Every time the word communication comes, there is a 90% chance in these 11 interviews that challenge is mentioned. Going through the list, we can see that three other relationships are significant. First is style versus challenge with a probability level of

0.009. This shows that the confidence level of the relationship at 95% with $p < 0.05$. The second is style and engagement with a probability level of 0.076. This shows that the confidence level of the relationship at 90% with $p < 0.01$. The last is the relationship of style versus motivation with a probability level of 0.091. This shows that the confidence level of the relationship at 90% with $p < 0.01$.

Code A	Code B	Freq A	Freq B	Freq (B A)	% of A	Freq (A B)	% of B	z	Prob .
Communication	Challenge	68	78	9	13.2%	9	11.5%	1.63	.087
Communication	Concerns	68	44	3	4.4%	3	6.8%	-0.14	.593
Communication	Engagement	68	45	3	4.4%	3	6.7%	-0.18	.575
Communication	Hybrid	68	20	1	1.5%	1	5.0%	-0.40	.564
Communication	Meetings	68	5	1	1.5%	1	20.0%	1.06	.309
Communication	Satisfaction	68	33	1	1.5%	1	3.0%	-0.97	.285
Communication	Teams	68	9	2	2.9%	2	22.2%	1.68	.140
Style	Challenge	192	78	7	3.6%	7	9.0%	-2.41	.009
Style	Commitment	192	5	2	1.0%	2	40.0%	1.08	.247
Style	Concerns	192	44	8	4.2%	8	18.2%	-0.10	.535

								4	
Style	Engagement	192	45	13	6.8%	13	28.9%	1.66	.076
Style	Hybrid	192	20	3	1.6%	3	15.0%	-0.43	.465
Style	Meetings	192	5	2	1.0%	2	40.0%	1.08	.247
Style	Motivation	192	33	10	5.2%	10	30.3%	1.58	.091
Style	Satisfaction	192	33	4	2.1%	4	12.1%	-0.97	.231
Style	Teams	192	9	3	1.6%	3	33.3%	1.00	.245

Table 2. Coding Sequence Frequencies

Table 3 to table 6 (Appendix II) are examples of the statements from the interviewees that represents the significant relationships in table 2. For example, a leader from the Faculty of Arts (FA_Interview 1) stated in table 3 that they communicates with their team using Microsoft Teams. However, the challenge that they are facing is that they have to make sure their employees are able to access the program at home so that they can work effectively remotely. One other example from table 4 whereby a leader from HR (HR_Interview 3) stated that they strives to ensure that the employees have a safe and protective work environment by showing constant support. However, they is facing some challenge to get it done constantly due to the limited meeting time and close to no opportunities of face-to-face interaction. An example from table 5 whereby a leader from the Faculty of Management (FM_Interview 1) stated that they likes to be genuine towards the employees in order to keep them engaged. An example from table 6 where another leader from HR (HR_Interview 1) states that they believes that celebrating any accomplishment of the employees keeps them motivated at work.

CHAPTER 6: DISCUSSION

The analysis from the interview study conducted with the leaders of Dalhousie University shows that most of the current leaders tend to utilize a combination of Transformational, Authentic, Servant, and Laissez-Faire leadership style when it comes to managing their employees remotely. Despite the challenges they faced such as limited interactions and lack of resources, when implementing these styles, they believed that the way they treat their employees being genuine, providing autonomy, constantly showing concerns, and celebrating accomplishment, helping to keep the employees motivated and keeping them constantly engaged with the team, which aligns well with the leadership theories reviewed in this study.

On the other hand, analysis from the survey gathered from the employees of the university indicates that the leadership style and communication from leaders are pivotal in keeping them satisfied, engaged, and motivated. Furthermore, the employees felt that both style and communication, as well as their satisfaction, engagement, and motivation, are essential in the fostering of a positive organizational culture within the university. When it comes to remote work, the employees believed that the style of the leaders impact the team's communication and in contrast, the communication of the leaders forms the basis of the success of the team.

CHAPTER 7: LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Like all studies, this study does have few limitations that require addressing in the future. First is the sample size of the participants. A small sample size can limit the generalizability of the findings to a larger population and in this study, there are only 84 survey respondents and 11 interview participants. While the sample population falls under the assumed confidence level (95%) and margin of error (10%), it only applies to Dalhousie University and the findings may not generalize with other universities. To mitigate this limitation, future researchers may consider conducting a comparative study with other universities to identify similarities and differences in the implementation of remote working.

The second limitation is the generalizability of the results obtained from the study within the university. Since this study is conducted university-wide and open to employees, we have no idea which faculty are they from. The results may not apply to every faculty of the university. Further research can be conducted by gathering data from individual faculty and conducting the analysis individually. The results gathered will be “faculty-focused” and the faculty will be able to utilize the results to make further improvement.

The third limitation is the research design of this study. The research design only target the organizational behavior aspect and did not capture other the factors that impact the implementation of remote working in the higher education setting. For example, the study may not be able to control external factors such as economic downturns or changes in government policies. To mitigate this limitation, future research may consider utilizing a longitudinal design to track changes of the variables over time.

The fourth limitation is self-report bias. Self-report bias refers to the difference between the self-reported value and the true value of a measure. The responses provided by the survey respondents and interview participants may or may not accurately represent their thoughts and behaviours. To mitigate this limitation, researchers may use other sources of data such as case studies and observations to triangulate findings.

Lastly, the study is also limited by the fact that a structured interview was conducted. While conducting a structured interview is time-efficient and the response gathered are easier to analyze and compare, it lacks flexibility as the participants are limited to the questions posed and are unable to share more. As such, many details are not captured during the interview. To address this

limitation, researchers may consider conducting either a semi-structured or unstructured interview since respondents are more inclined to share their experience. Researchers will also be able to ask participants to clarify, elaborate, or rephrase their response if required.

CHAPTER 8: CONCLUSION

As we know, in hybrid work arrangements, people can often feel isolated and left out of important conversations, which can negatively impact their productivity and engagement. Therefore, it is important for leaders to display a consistent style of leadership and communication that is both genuine and authentic.

While we acknowledge that the sample size of our dataset is small (N=84), it is important to note that studies using SEM with small samples are not unusual, according to Hoyle (1994). We have also not yet discussed the results of the structured interviews with campus leaders, which will provide further insights into the role of leadership, leadership style, and communication in creating an environment that is conducive for organizational members to thrive in the modern, post-COVID, hybrid workplace.

Overall, our study highlights the importance of effective leadership and communication in hybrid work arrangements, and we hope that our findings will be useful for organizations looking to create a productive and engaging work environment for their employees.

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APPENDICES

APPENDIX I

Number	Questions
1	My manager values open and honest communication.
2	My manager provides me with the support I need to complete my work.
3	My manager genuinely cares about my well-being.
4	My manager is a great role model for me and other employees.
5	I am given enough freedom to decide how to do my work.
6	My manager or mentor at the school actively supports my development.
7	I am fairly rewarded (e.g., pay, promotion, training) for my contributions to the school.
8	If I do good work, I know it will be recognized.
9	I get enough feedback on how well I'm doing my job.
10	My manager is regularly checking in with me (work-related and personally) while working remotely.
11	It is easy for me to get input and feedback from my manager while working remotely.
12	My expected output and responsibilities are clear to me.
13	Working remotely does not have a negative impact on team work.

Number	Questions
14	I feel connected to other team members while working remotely.
15	I believe my workload is reasonable for my role.
16	Members of my team can bring up problems and tough issues.
17	Employees at the school can voice their opinions without fear of retribution or rejection.
18	I feel I am part of a team.
19	I feel that my voice and opinions are listened to acted upon by my team members, coworkers, and manager/supervisor
20	I can count on my co-workers to help me out when needed.
21	I feel like I belong at the school.
22	I am able to effectively structure my day while working remotely.
23	I feel productive while working remotely.
24	I have enough time to focus on learning and career development during my typical work week.
25	The management at the school has shown that employee health and well-being are priorities.
26	I am able to maintain a good work-life balance while working remotely.
27	I feel supported in adapting my schedule as needed according to caregiving and other personal duties.

Number	Questions
28	I would recommend the school as a great place to work.
29	I see myself still working at the school in 2 years.
30	Most days, I feel a sense of accomplishment from what I do.
31	I have the opportunity to do challenging things at work.
32	I know what is expected of me to be successful in my role.
33	I know how my work supports the goals of the school.
34	I genuinely identify with the values of the school.
35	The work I do is meaningful to me.
36	My work allows me to do what I do best every day.
37	I make a difference in my team.
38	My job at the school enables me to learn and develop new skills.
39	I believe there are good career opportunities for me at the school.
40	I have good working relationships with my co-workers and team members.
41	I believe I have the respect of my coworkers and team members.
42	I believe, I have the respect of my manager/supervisor
43	I respect my manager/supervisor and their work ethic
44	I respect, most, if not all, of my coworkers and team members.

Number	Questions
45	I have been able to make strong friendships at my workplace.

Table 3. Survey Questionnaires

APPENDIX II

Case	Communication	Challenge
FASS_ Interview 1	I haven't run into any problems with getting people while they're working. Remotely, usually, they're right at their desk.	I think the biggest thing is to make sure that people feel that they have some choices and then if there's a needed necessity or benefit to be being at home part of the time that we don't impede that That said, They're definitely challenges
FA Interview 1	So mostly, we're using the Microsoft team's interface and that platform and trying to stay in touch that way.	So I, first of all, make sure that they have the tools that they need to have an effective workspace in their remote location, usually at home.
FGS_ Interview 1	I ask for feedback and try to facilitate reasonable requests.	The hybrid arrangement requires give and take, and I struggle with the few colleagues who are reluctant to come to the office when needed (for example, if they need to update their technology equipment, or if there is a power/internet disruption in their home office).
FOLCD_ Interview 2	By asking questions and really listening to the replies, by talking about remote work in performance reviews, by ensuring that I'm as available as possible, by providing multiple ways to communicate with me (Teams, phone, email, video chat, text chat), by ensuring they have a good set up at home for remote work (not always under my control but to the extent the conversation helps), by providing timely and meaningful feedback when issues occur.	Tech – I don't have a second screen at home and our unit is unwilling to furnish us with one.
FH Interview 1	I'm stuck on this one piece of this project. How do we move it forward? But in the remote sense.	Yes, i don't know that people felt like they could just reach out on teams.
FOLCD_ Interview 1	We do a lot of stuff online. Even during the COVID periods also face to face meeting.	the other problem we had was the mentors being seniors.

FM Interview 1	How can we engage with students?	Break through their filters for learning, so that i think that's a general challenge in the university system.
FH Interview 2	We scheduled weekly staff meetings so that we can go over the issues of the coming weeks. These have continued whether we're in-person or online.	Again, not a whole lot.
FH Interview 2	Also mostly unchanged—email largely. We schedule regular committee meetings online	Not a whole lot. In general, it's been somewhat of a struggle.

Table 4. Communication vs Challenge

Case	Style	Challenge
FA Interview 1	Yeah, just making sure that they're getting what they need, you know, I want to make sure they have the tools and opportunities for training and an opera and enough connection with me to support them. So we do have those kinds of check ins I guess	I think the the big one of the big thing that's missing is the opportunity for Team interaction and the team spirit, you know, so I have one person in Ghana and one person in DC right now that are working remotely, full time. And so they're actually have an eight hour time difference between Ghana and British Columbia. And we're in the middle of where about four hours for each difference for each of them. So, so scheduling meetings as a team is a challenge and, and scheduling my day around when people in different time zones are available. And so there's definitely a difference between having people were working remotely within the same timezone. And people working remotely outside of your timezone, especially when there's a four hour time difference. So that's, that's one of my biggest challenges is, is scheduling those kinds of meetings.
FA Interview 1	By I prefer, I pretty much insist that everyone has two monitors minimum that they work from, whether it's a laptop, and another or not. This is extremely important, I find poor productivity.	But depending upon what I'm working on, we don't have access to when you're working remotely to printing resources, and all our files are online. And so you need to have a good workspace to work with.
FA Interview 1	I think it's having a scheduling having a good schedule for themselves in a routine in their workplace, so that so that they're showing up, ready to work, and that they have a space	it's one of the other challenges, I have one employee who shares a workspace with their partner. And often there's a lot of distractions or background noises, because they're in meetings, and I have students that have worked from home, and they have dogs running around and barking in the background. So that's actually an issue or challenge, you know, background distractions

		in team meetings, or in online meetings. So, so having a quiet, dedicated space, where they can work is important, especially if they're working remotely, where there's the those distractions.
HR Interview 3	As a leader, I need to continue supporting, calling for, and protecting that environment where everyone is safe and productive.	Little or no opportunities to meet in-person,
FH Interview 1	i think that we've been very successful at working remotely and i'm very supportive of people still having some time to work remotely.	But what's happened is the way the scheduling is worked is that our research team, for instance, the staggered Uh, when they're in person. And
FM Interview 1	And i've got their boss is doing the same thing for them. We realize we have to take care of each other.	When i write something. Some people never reply
FOLCD Interview 1	She can do it but i just give them the responsibility to do it.	I think the first one is making the people we deal with feel comfortable and trusting.

Table 5. Style vs Challenge

Case	Style	Engagement
FA Interview 1	So I have to make sure I schedule interactions. And I encourage my staff to work with each other and problem solve with each other and help each other.	And I think that that fosters a good team environment and helps them to be more engaged as well. So I think those are and then also some of the extra opportunities for professional development, I think also helped to keep them engaged as well.
FASS Interview 1	Um, so that people feel that there's some kind of Uh, continuity to Well, not continuity but a relationship and building that happens over time.	So for example, we did like a christmas gathering for the stop and a yankee swab and a bunch of things that i organized that i thought would matter to this staff
FOLCD Interview 2	I'm hyper-aware of the fact that employees WFH are surrounded by personal things and I make much more of an effort to be interested in those things – asking questions, setting aside time to chit chat about what's going on in their lives etc	So ironically, while the pandemic forced everyone apart physically, there's also a sense in which new work arrangements have brought us closer together.
	I try to be as flexible as	One thing I've noticed post-COVID with

FOLCD_Interview 2	possible, and “cover for them” where required.	so many people working remotely is how much more intimately connected we are to our employees’ lives
FM Interview 1	Listening to them saying oh that's a good suggestion, supporting them, they come up with an idea and then when when somebody provides an idea and say that's good, i'll consider that.	As a result of this idea, we've changed this people go
FOLCD_Interview 2	I don't worry about pacing, whether they're doing a load of laundry etc. I assure they're committed by having commonly established tasks and timelines; and if these don't get met, then we examine why, which may come to the question of commitment while working remotely (although honestly it never has).	Because we have the context of having to be in the office twice a week, I try to make the most of those in-office days – casual hallway chats, eating lunch together, connecting people etc
FM Interview 1	It has to be genuine and they'll know because we fake it they look all this guy's faking, it.	So when you do this, then you can have them engaged
HR Interview 2	So um, i have i schedule regular check-ins.	Okay, so we meet on a regular basis and and we're looking at the follow, you know, that week in the next week, what's coming.
FM Interview 1	So find ways to congratulate them and celebrate their successes	And i'll keep them connected and motivated
FM Interview 1	There's nothing hidden and people will trust you.	If they trust you, they will be engaged
FM Interview 1	And allowing to challenge them.	So give giving them enough so that they're engaged inviting them into just the right amount of Groups for meetings to say look you're involved and in those things receiving their input.
HR Interview 1	So i think this whole exercise of becoming an employer who not just allows flexible and remote work but actually Values it and promotes it as something that we really support.	A lot of it is meaningful connection with other people, i think
FOLCD_Interview 1	So, Where i can be a help, because i know the people, then they trust you and then they let the other person in to do the work So that's sort of how all	I just sort of call them up.

this works.

Table 6. Style vs Engagement

Case	Style	Motivation
FASS_ Interview 1	so I guess trying to find that intelligent balance between allowing remote work and not. Seeing it as the only venue for people to use if that if that makes sense.	Um, For the most part, i think people are pretty self-motivated when they're at home because they see it as a bit of a privilege that they've had the chance not to commute in from wherever they are
FA_ Interview 1	Even if they're remote working remotely, I want to provide them with opportunities for engagement and professional development	And so they will attend meetings and conferences, beyond their regular work that will help to inspire them in the work that they're doing and keep them motivated to keep going.
FH_ Interview 1	And so we look at metrics all the time.	Really did to our research enterprise like growth and all those kinds of things. And, Despite the challenges of the pandemic, all the things that we dealt with in the last three years.
FH_ Interview 1	I think that we tried to make sure i don't know that it's something that we do and when just because they're remote, i think it's something that we try to do in our team all the time.	A sense of the value that they add to our team.
HR_ Interview 3	I respond to their needs, complaint in timely manner and provide support when needed.	I give a lot praise (may be too much), and keep them accountable
FM_ Interview 1	So find ways to congratulate them and celebrate their successes	And i'll keep them connected and motivated
FH_ Interview 1	Excuse me to Maybe just reinforce for people that the job that they do is challenging but the outcomes and the things that they produce are critical.	For our collective success. And i think that was the one thing that really helped people
HR_ Interview 1	And even people who are just, you know, doing a good job of Doing their day-to-day	I think what drives motivation and many ways is just being satisfied with your work.

	work. So celebrating accomplishments i think is a big part	
FOLCD_Interview 1	And and our approach is, well let's get the seniors to do something, not just bring them together and have coffee.	We would, we would do things like Uh, have Every two months we would have a meeting, we bring them in, give them lunch, we would bring and speakers to talk about the project at christmas time, we had a christmas event brought them in town.
FOLCD_Interview 2	My leadership style is to make sure everyone understands the bigger vision and how the work they do directly supports that vision	I find this tends to increase motivation

Table 7. Style vs Motivation

APPENDIX III

How will you describe your leadership style while working remotely?
Okay. So, when I am working remotely, I will check in with my my staff routinely. So we have scheduled meetings, and it really does not make a whole lot of difference whether we're in person or online for those meetings, but ultimately, in terms of my leadership style, I tend to support a lot of independence in my staff, and I want to be supportive of what they need. But being in a remote setting, it's not as easy to cross paths and ask quick questions, and so I have to be a little bit more deliberate about responding to their emails and to their their questions and checking in to make sure they have what they need. So I tried to be more deliberately engaged, perhaps is the the summary of what I'm saying.
What is your approach in communicating with employees while working remotely?
So we usually have scheduled meetings with different staff depending upon sometimes their group meetings, sometimes they're individuals depending upon the nature of the work and discussions that are needed. But there are routinely scheduled meetings and everyone is required to be on Microsoft teams throughout the day so I can see if they are online and if they're available or not. I will often wouldn't say often they will check in with them. Not necessarily every day but you know, it depends if I haven't talked with them, but I will check in with them see if they're available with the little green light on Microsoft Teams. And if they're not in another meeting, and I'll send them a quick note to see if they're available, and just have a quick chat to see how they're doing. So. So mostly, we're using the Microsoft team's interface and that platform and trying to stay in touch that way.
What have you done as a leader, in providing the employees satisfaction while working remotely?
I think one of the big things is this for when this is when employees are working remotely, right. Yeah. So when my employees are working remotely, and I do have some that are working remotely, all the time, some that are working remotely part of the time. So I, first of all, make sure that they have the tools that they need to have an effective workspace in their remote location, usually at home. And that means that I'm pretty much insistent that they have, in addition to their laptop, at least one monitor, one of them other

monitor, and perhaps even to other monitors. By I prefer, I pretty much insist that everyone has two monitors minimum that they work from, whether it's a laptop, and another or not. This is extremely important, I find poor productivity. Right now I have three screens open. So I have you on one screen, I have your notes on another, and my luck email system is on the other one. But depending upon what I'm working on, we don't have access to when you're working remotely to printing resources, and all our files are online. And so you need to have a good workspace to work with. Well, that might not seem like a big deal, it actually tremendously reduces frustrations in the workplace. And make sure that there are a plot provided with the appropriate headphones, keyboards, mice, the tools that are needed to work remotely properly. So those are actually fairly important things for satisfaction with the employees. The other thing that I find works well, is paying attention to their needs. So where they don't have the opportunity to catch me quickly between meetings. You know, as I'm walking down the hallway for a quick question, I have to be more attentive to their emails and responsive to their work. And then their questions and and the check ins that I do also reinforced that they're part of a team and that I'm not just leaving them hanging by themselves somewhere. So

What have you done as a leader, in providing the employees motivation while working remotely?

I think I might have described some of that already. You know, it's a I encourage them to take independence in their work. Because when they're working remotely, it's sometimes I think this is part of my mental shift as well. We can still do this, the teams meetings have become very easy to schedule and to plan so. So I but mostly I I really don't like micromanaging my staff. I want them to build their own capability and their own capacity and their independence. And I want to provide them with the resources that they need. Even if they're remote working remotely, I want to provide them with opportunities for engagement and professional development. And so they will attend meetings and conferences, beyond their regular work that will help to inspire them in the work that they're doing and keep them motivated to keep going. I also tried to make sure that they understand what the big picture is and what we're trying to achieve with the work that we're doing and And so those are all important things. And it also comes back to hiring people that have the values and interests that are consistent with the program that I'm working on. Okay.

What have you done as a leader, in assuring the employees are committed while working remotely?

I think that a little bit of what I've already mentioned, I tried to reinforce the, the priorities that we have. And sometimes that's a little bit hard to do mostly, that's much because it's a remote work environment, but just because I'm very busy and pulled in a lot of different directions. And so. So I don't think that working remotely actually creates issues that way. But that's probably one of my biggest challenges is to make sure that I'm keeping up with all of their needs. But in terms of keeping them committed, it's, I will do, like I mentioned, I'll see if they're available on Microsoft Teams, I request that all of the that everyone is signed in, so that I can see if they're busy or not. And, and I will kind of like if I was in person, I sometimes will just pop in and send them a video or a call. Somewhat unannounced other times, I will send them a quick note to see if they're available. And so that's the kind of check in on them. And it depends on how new the staff is and how often I work with them. But otherwise, in terms of meaning maintaining the commitment, I feel if the the employees understand and value the work that we're doing, then I'm hoping that they will have their own self motivation and drive. And so keeping them engaged with

the big picture of the program that we're working in as important.
What have you done as a leader, in keeping the employees engaged while working remotely?
I, well, we have team meetings. So so they understand where they fit within the larger program. Again, it's a little bit repetitive, but you know, doing routine check ins and having scheduled meetings, even like we're, you have to be almost more deliberate with that than if you're working in person because you don't have the casual interactions. So So I have a very busy calendar. So I have to make sure I schedule interactions. And I encourage my staff to work with each other and problem solve with each other and help each other. And I think that that fosters a good team environment and helps them to be more engaged as well. So I think those are and then also some of the extra opportunities for professional development, I think also helped to keep them engaged as well.
How can you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?
I do have check ins with my staff, not necessarily a routine scheduled thing, but I will check in and see how they're doing. Making sure that they have the resources that they need. i Yeah, just making sure that they're getting what they need, you know, I want to make sure they have the tools and opportunities for training and an opera and enough connection with me to support them. So we do have those kinds of check ins I guess
What are three challenges that you are currently facing while working remotely?
I think the the big one of the big thing that's missing is the opportunity for Team interaction and the team spirit, you know, so I have one person in Ghana and one person in DC right now that are working remotely, full time. And so they're actually have an eight hour time difference between Ghana and British Columbia. And we're in the middle of where about four hours for each difference for each of them. So, so scheduling meetings as a team is a challenge and, and scheduling my day around when people in different time zones are available. And so there's definitely a difference between having people were working remotely within the same timezone. And people working remotely outside of your timezone, especially when there's a four hour time difference. So that's, that's one of my biggest challenges is, is scheduling those kinds of meetings. But the the other, so scheduling, team engagement, so opportunities for building team spirit, especially when you have one employee, that's four hours away, you know, my local team will go out for lunch sometimes, and then, you know, just to have a little break and not think about work, and, but my other team members that are away, they can't join in that kind of an event. And so those are, that would be a second one. And the third one is sometimes just the limitations of the internet, or the technology and disruptions that come in, and the internet is definitely better. Before COVID started, I lived in a rural area, then when I had to go to moving to online teaching. There's actually very difficult I had low speed internet. And then with everything being recorded it it was very slow uploading information. We're in higher speed now, but But certainly, inconsistencies with internet sometimes can be a problem. And disruptions in meetings and whatnot, is a somewhat common issue still where someone might be not having a strong Wi Fi signal. And so they're fuzzy or they're there, the conversation is interrupted. So so those are I think the three biggest challenges.
What is your greatest work-related concern as a leader right now?
Frankly, I the nature of my position pulls me in many different directions. And so having time scheduled or time to do work, beyond meetings, is probably my biggest concern. And in order to do an effective job in everything that I'm being asked to be involved in,

<p>so So scheduling and being pulled into too many different directions. And just lack of time is my biggest concern as a leader right now. And maybe that's just a problem with not having effective time management.</p>
<p>What are your suggestions for what employees could do differently or improve right now?</p>
<p>Hey, I always want employees to make sure that they're proactive and voicing what their needs are and Um, so I'm being, you know, making sure that, that I know if there's, if they need different technology, headsets, keyboards, monitors whatever to support the remote work. And so, so that's one of the big things. The second one is, is to encourage, especially when people are working remotely, there's less opportunity for the casual interactions to check in with each other. And so I want my employees to not rely on me to initiate those kinds of conversations. So they need to be again proactive in, in networking or connecting with other team members. And lastly, I think it's having a scheduling having a good schedule for themselves in a routine in their workplace, so that so that they're showing up, ready to work, and that they have a space that's, that's engaging, actually, it's one of the other challenges, I have one employee who shares a workspace with their partner. And often there's a lot of distractions or background noises, because they're in meetings, and I have students that have worked from home, and they have dogs running around and barking in the background. So that's actually an issue or challenge, you know, background distractions in team meetings, or in online meetings. So, so having a quiet, dedicated space, where they can work is important, especially if they're working remotely, where there's the those distractions.</p>
<p>Considering your role and responsibilities, how often would you prefer your employees to work from home?</p>
<p>if I guess I prefer my employees, if I had, my, my choice, I'd love for them to be in the office whenever I'm in the office. And so I don't necessarily have a preference for them to work at home, my, my natural preferences for them to be in the office, particularly when I'm in the office, but I have to admit that I also like working from home. Now, because I commute, it takes me 45 minutes to drive. So there are days when I like just working from home to save commuting time and reduce some of the stresses associated with that. So So I actually encourage them to work from home on Fridays. And that's a day that I scheduled to try and work from home as well. And so then everybody kind of has a break from coming into the office. And it's a routinely scheduled thing. And yeah, and otherwise. In terms of preferring employees to work from home, I prefer them to work from home, if the weather is bad, or they're perhaps not feeling well. Or there's sometimes I have staff that have children and so they need to be home if their children are sick or there's something they can't get them to school. So i i Everybody has a laptop now so they can take it home and they can continue to work from home even if that's part of the day. So so those are times when I would encourage them to just be prepared you always to work from home if if needed and and according like they can always claim like if they need to have family health leave days or whatever, they can always do that as well but just depends on what the situation is. So yeah, by usually if I can schedule days when I'm working from home, then I encourage them to those might be good days for them to work from home. was well</p>

Table 8. FA Interview 1

<p>How will you describe your leadership style while working remotely?</p>
<p>That's a good question. You have categories for this. I, um, Collaborative. I would say. Um, in the sense that I think all It is like in the context of like the pandemic. When we</p>

first said in, you know, working remotely, I think we are all in the same situation like the same boat we're all, you know, trying to adapt to the circumstances. Um so i think it was more collaborative with the sense of trying to work together for everyone. Try to figure it out. Um, I do think that over time. You know, my leadership style with regards to all working the same as i had before, in the sense that, you know, i still take More of a directed approach to it. Meaning that, you know, we still have to get work done. Uh, and whether we're doing it on teams or whether we're in a, you know, at a room together to me, it's the same. So, Um, still trying to ensure that people are Um you know, tasked appropriately with responsibilities, and then that, you know, we're meeting timelines and deliverables are coming in as expected. So Um, yeah, i think i think what the same as it was before from that perspective. I see.

What is your approach in communicating with employees while working remotely?

So We i mean from an actual like connection perspective. You know, we use we use the teams and zoom Uh zoom earlier in the pandemic because i don't think that people actually knew that team was existed on microsoft. That look Until the university kind of said, hey people stop by and zoom licenses teams is right here and in fact, i prefer teams. Um, And your teams actually. Teams kind of emerged as the preferred choice, not only because it links really well with, you know, all everything in the background for outlook, but teams was one of the platforms that also offered closed captioning for people who have Challenges with hearing, and we had some of those folks on our team. And so you know it quickly time came out that team was the better better platform. So but i think that we also Uh, Probably did a little bit more. Uh, Like messaging. So, you know, like we do text messaging, lots of email. Uh, i all sudden if you're familiar with slack, Um, one of a couple of our employees are in the are in slack channel that we have, i use slack in my research lab and so some of them joined that slack. But Um, So i think, i think a lot over that sort of messaging bits more more so than what we did prior to the pandemic and it's sort of has stuck now, you know, we're still using it fairly often. Um, So that that's the approach. We do try to respect. Uh, working hours, though. Um, i think when you're working in a digital world, There is a. Uh, tendency that people kind of forget that, you know, employees are done. At a certain time and we really shouldn't be. Uh sending the messages saying hey i need a response from you at 8 o'clock at night or you know five you know 2 p.m. on a on a saturday or something. So i think respecting the boundaries of that too. Um, Because while i think the remote working thing is beneficial, It does sort of intrude into people's personal lives, right? Because it's in your house, like it's not like we have meetings in a boardroom now. You're You know, meeting in your living room. So i think they'd be careful about that.

What have you done as a leader, in providing the employees satisfaction while working remotely?

I don't know if we've done anything. Is it really satisfying? I don't know. I think that providing people flexibility gives them satisfaction like um, I don't know that, uh, working in the office every single day is for everybody. And we've learned that from the pandemic. So Um, i think that providing people that opportunity To, you know, have a balance between working from home remotely at the working from the office is positive. The other thing that we tried to do, Um, Was, i don't know if you know, like, you know, when you go into a meeting, And you're in a physical environment. People show up five minutes early, right? Or they're a couple minutes early. And there's some banter like, there's some small talk, you know what i mean? Like, people just start saying, hey Andrew, how was your weekend? Or yeah. How's your dog? Or what are you doing? Um,

and then even at the end of the meeting, there's that sort of breakout bits. And so, one of the things that we started trying to do was Uh, when we started a meeting, even if i started at 10 o'clock, I would just say to people like, Hey lorene, how how's it going?Or what's this? And and it sort of engaged people a little bit more and made it. Because what i found during the Remote working. Is that like you started beating at 10? It ends right into lemon. And then your next meeting starts right at 11. So i was literally just closing. Yes, one meeting and going to the next and it didn't provide you know, in the real world here. I would leave a meeting and walk to the next one or something. It was actually quite exhausting. And still is. So i find that uh, i find that. That's a really important thing to do is provide people that little bit of time. Um so we also started ending meetings five minutes early so that Like what i mean by five minutes early is that like the meeting went to 11. We then to 10:55 so people could actually go You know, use the washer, make a coffee stretch, something like that. So i'm hoping those things. I i don't know that they were satisfied because we never formally measured any of those things but Um, people seem to be doing okay. So i'm hoping that was the case.

What have you done as a leader, in providing the employees motivation while working remotely?

I think that we tried to make sure i don't know that it's something that we do and when just because they're remote, i think it's something that we try to do in our team all the time. And that's provide people with. A sense of the value that they add to our team. Um, We have a broad like we have a pretty you know you know the university it's pretty broad. I mean you've got deans associated vice president, you know faculty members, you got staff and that even within staff we have varying levels. Um, you know, clerical all the way through to Uh, you know, like our director for instance of research. They all contribute equally to me because without each of those team members we just don't get the job done. And so i think that You know, we probably upped it a little bit during during the pandemic during remote working. Excuse me to Maybe just reinforce for people that the job that they do is challenging but the outcomes and the things that they produce are critical. For our collective success. And i think that was the one thing that really helped people. Because if you feel like you're contributing in that and adding value, I think that is motivating to get up every day and say okay i'm actually doing something here versus just i'm just another cog in the wheel that's you know or smoking the wheel. That's just keeping things turning. Um, so i think that's what we, that was one of the approaches that we took for that.

What have you done as a leader, in assuring the employees are committed while working remotely?

I don't think it is anything. Particularly active, probably the same response as the last question. You know. I don't know that, you know, You can take a heavy handed approach and tell them that their job is, you know, this many hours a day and they better be doing it. But that certainly isn't my leadership style like it's not to like Look over people's shoulders to make sure they're doing their jobs. Um, To me, i think was probably, providing them flexibility to do what they needed to do as long as they were getting the job done. And that kind of related to the beginning You know, did we meet timelines? Were we getting our deliverables in? And if those things are happening, i mean, If you want to start work at, 10 and leave a six that's fine. If you want to take an hour break to go for a job, great. Let's just make sure we get our job done and then i think when they get the job, then we provide them with the positive reinforcement. And feedback. And again letting them know that they're valuable part of the team that to me is one way we can help

keep them committed, okay?
What have you done as a leader, in keeping the employees engaged while working remotely?
Probably more frequent check-ins. Uh, by the team as it relates to where we are with a project. And i don't mean check-ins, like the sense of saying are we Are you? You know, are you doing what you're supposed to be doing? But more When we were physically together. You have these sort of, you know, like spontaneous collisions I just see people in the hallway and say, oh, hey, like, how's it going? How are things happening, or we bump into them in the dean's office or something and, and they could ask you a question. Right and say, hey i'm stuck on this one piece of this project. How do we move it forward? But in the remote sense. Yes, i don't know that people felt like they could just reach out on teams. I mean i started i started just calling people on teams randomly If they weren't red like in a meeting. You can just call them like it's a phone call and to me that's like the equivalent of like an office drop in. And, What we did was basically, you know, Uh, find out for them. Like just how's it going? Do you have any questions is this progressing? Well, Are you you know any roadblocks? What can we do to facilitate success? And i think that those are the things to me that kind of helped. Uh, keep them engaged. Again, not as an oversight piece but more of uh, just a, you know, what can we do to keep things moving.
How can you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?
Well. We? A couple things, i think that if the, i think if people weren't happy, i don't think we would be Progressing. And you know, our team so i i run the research, you know, portfolio and faculty. And so we look at metrics all the time. Really did to our research enterprise like growth and all those kinds of things. And, Despite the challenges of the pandemic, all the things that we dealt with in the last three years. Are on all fronts were increasing. Right, like doing better. And that's partly to do with our faculty members and researchers, but i think the things that we've done in the research realm, to facilitate success has been really positive. And i'm not sure that we would have gotten there without The people in the dean's office team. You know, working functionally as a group and as a, you know, productive team. Um, we have had some Uh, employees leave for other positions. And we do exit interviews with them. And the time and time. Again, the exit interviews in the last couple of years have suggested that for indicated that they were very, very happy with the work environment. So job satisfaction was quite high. They actually monetary reasons, which is a whole new discussion, not part of this. Uh, not part of this interview but So i think those sorts of things allow us to ascertain that you know as a team in the dean of office, you know, we have done a good job of keeping They're helping employees, you know, have satisfaction and be happy. Um, of course i need to I think i said to you in the email, Um, You know, i report to the dean. Them and the dean is the one in conjunction with our director of human resources, who really has determined, you know, balance now of Office versus remote working. That's not something that i dictate to a sub team. So we sort of work within the confines of what's been decided and and in, in the faculty of health, for instance, and dean's office. Um, people are still working remotely. Like, i'm in my office, i'm in my office on this every day because i prefer to come in But some people are, you know, Three days of home to Disney office, something like that, so yeah.
What are three challenges that you are currently facing while working remotely?
As a leader. Um, Team cohesion. Okay. Uh, i think there's a real benefit to Um, they's

real benefit to being in person. Okay, on in some instances. I i think that we've been very successful at working remotely and i'm very supportive of people still having some time to work remotely. But what's happened is the way the scheduling is worked is that our research team, for instance, the staggered Uh, when they're in person. And so, We do a research team weekly meeting or bi-weekly meeting. Every thursday and it's always on team. It's because no one, not everyone from research. Team is in the office, always on the same day. And so we never get together physically. Uh, and i find that to be, i find that to be challenging because In the time that i've kind of i mean i've been back from campus for i don't know like a year and a half or longer. I think we were even here because we were in the research lab there even to covet And, Precious. I think there's just such a huge benefit to, like popping in and seeing somebody here running into them in the hall. There's all kinds of things that people have talked to me about That just came up and opportunities that we were able to pursue because they saw me and they just we just chatted but they may have never actually sought me out. You know, uh, to do a meeting. Because like, i don't know, i don't know why they do it, they don't do that. You know, maybe it's intimidating to have to email your administrative person and say i want to meet with Sean and then Or something. But i find that, that that's that's one of the biggest, you know? But you say three challenges. Yeah. So three challenges like yeah, sorry, three. So three. The, the first one would be Um, Tink region. The second one is lack of like spontaneous collisions. I think. Um, And the third one i think is, Probably related to mentorship and Training. It's really hard to. You know, mentor somebody or on board them to something when you're not in person. I know you can do lots of things on teams, like i can share my screen, and show you drive and show you different things. But there's something to be said for, you know, walking them to Starbucks and grabbing a coffee and talking about things. It just doesn't happen the same to me.

What is your greatest work-related concern as a leader right now?

It is all. It's a hundred percent related to resources. Okay. Human resources and financial resources are the That those are the two biggest challenge challenges. Um, I can. You know, if those things got fixed, people could work remotely all, they wanted. I think it would make things a lot easier, but it's hard to advance any initiatives. When you don't have the right personnel, and you don't have the financial resources to do it.

What are your suggestions for what employees could do differently or improve right now?

I look at my other screen here so because i have your questions up Yeah, that's why sometimes i'm looking over here. You know, i see it. No, i'm just telling you, i'm not looking away from you. I just have another screen that has your questions written on it. So i'm just thinking Um, What are my suggestions for employees? I'm, i'm really quite pleased with our team. Okay, i don't know that there's anything. You know, it's kind of nice to reflect on it, actually. You know what i mean to think about the fact that Um, We have a team. I think that's really open. They're willing to ask questions, i think we get the job done. I think i i guess the only thing to me is sometimes i think that what we need to do and it's probably something more that comes from me as a leader too. Is that i think we need to be a little bit more focused on specific tasks. We're faced with. We're faced with. Just the incoming flood of. Of things that we need to get done. And i don't know if you've ever heard that idea that, you know, And you try to do everything. You do nothing. Because it's still my students sometimes say you know oh my god i have to do. It's so long that i just start watching netflix. Yeah, it's it's daunting, right? Yeah. So i think that if we all worked better to prioritized key things, And then knock that off and move to the

next. I think we would see more productivity and probably Better satisfaction. And but, but again, that's a really small thing to me because i think our team does that pretty well now, Um, we probably just but that comes back to the resource thing, right? We don't have enough people, we don't have enough money, so we're spread pretty fun, but that would be the only one otherwise i'm really happy.

Considering your role and responsibilities, how often would you prefer your employees to work from home?

Never. But that's my bias. And i think that, um, A leader's bias needs to be put away. My preference needs to be put away, okay? Because this isn't about me. This is about them, and it's about our team. So, Um, the the real answer. Is. Uh, i think they they need to balance. Um, they need to balance the opportunity to, you know, do some great focused work while they're at home. Um, With, with still, having a presence in the office, where we can be a team and have better cohesion that way. And that probably is something like you know to to two to three days a week at home, maybe to two to three days. In the office, maybe it rotates back and forth. I don't think it needs to be a five day thing. But somebody who says, i want to work remotely five days a week, to me is not I i don't think that that's, that's good. I i just don't find. It's How many teams meetings have you been on andrea? Our team's classes? Where everybody just has their cameras turned off from their microphones are turned off. And, you know, i've share a lot of meetings where people just there's nobody in the meeting, they're all cameras off, microsoft and then it's like crickets. Yes. The question you say, what do people think about this? It's just like, nothing. Yes. And It's because i know what they're doing because i've been on those same meetings where i'm answering all my email. Because i think oh man i can i can multitask i'm in the meeting but i'm over here doing on my emails. You're not really in the meeting then, right? You're just you're just there. As a presence but you're not engaging. And so, i think that there needs to be a balance between those those they need to be balance between, you know, having people around and having an opportunity to get together as a team. In person. Um, Versus always being remotely. But i, i do think we could accommodate. I think two, two, three days a week at home, a couple days in the office or three days.

Table 9. FH Interview 1

How will you describe your leadership style while working remotely?
Mostly unchanged. I attempted to make myself available in the same way as when I was in the office, instead relying on SMS/MSTeams/Zoom.
What is your approach in communicating with employees while working remotely?
Also mostly unchanged—email largely. We schedule regular committee meetings online.
What have you done as a leader, in providing the employees satisfaction while working remotely?
Not a whole lot. In general, it's been somewhat of a struggle.
What have you done as a leader, in providing the employees motivation while working remotely?
Again, not much.
What have you done as a leader, in assuring the employees are committed while working remotely?
We scheduled weekly staff meetings so that we can go over the issues of the coming weeks. These have continued whether we're in-person or online.
What have you done as a leader, in in keeping the employees engaged while working remotely?

Again, not a whole lot.
How can you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?
I don't think we have. There has been some dissatisfaction with remote working. While convenient for some, many felt isolated.
What are three challenges that you are currently facing while working remotely?
Some instances of lack of engagement/reduced productivity. Again, I have also observed issues around isolation and less cohesiveness amongst teams.
What is your greatest work-related concern as a leader right now?
Online learning has increased workload which has created significant issues. Fortunately, this is more back to normal.
What are your suggestions for what employees could do differently or improve right now?
Some individuals are able to work remotely effectively, but they are in the minority.
Considering your role and responsibilities, how often would you prefer your employees to work from home?
It depends very much on the position. For one role in particular, working from home 100% is fine. However, for several others, it's impossible. For many faculty, the situation hasn't really changed much since before the pandemic.

Table 10. FH Interview 2

How will you describe your leadership style while working remotely?
I have tried. Uh, to be Compassionate. I have tried to be kind. And i've tried to incorporate empathy. Now i would have done this even if it is not remote, that is typically being my style. And, I realized at least remote work requires additional. Care. Particularly, because While it is convenient to work remotely, people can feel isolated. So you need to figure out ways to include. Uh, your colleagues. Into activities. So it should not be just meetings. So in the meetings, you try to figure out initial chit chat, that would normally happen in a face-to-face meeting. And then, even in a meeting with important, things are being discussed to keep some sort of sense of humor. Sometimes things can get serious, but it's okay to every now and then take a break and then allow people to freedom to turn their cameras on or off people do that. And if there's a child crying at the back, it's okay. If the cats suddenly was to come sit on the table, that's okay. And i think in the last couple of years, people have also certained gotten used to that. Now, whether that will continue in the future is a different, uh, we don't know, but if you maintain that same style, where in your approach, people with Compassion and then and then figure out that At the end of the day, the work that they're producing is very good. And if remote workers, Allowing them to produce at that level, then we should support it and then you, you cannot change your style of leadership in that way. So, I've tried to be as genuine as possible and as honest, and then, Connect with people, not just during meetings, but outside of meetings just to see, how are they doing? You know, and then try to call meetings where you just get together and Have you know, have a drink or whatever it is and just no agenda, just random chat so that allowed Uh, I think people to appreciate.
What is your approach in communicating with employees while working remotely?
While working remotely. Open. I've always believed in open communication. What does that mean? Uh, I've always looked at communication as important. And communication activity to be very deliberate. Just seeing something is not communication. Seeing something that is relevant, that is needed for the person hearing it, or seeing it or reading

it. And then then doing exactly what you wanted them to do, is consider it to be effective communication. So, my style has been that. Open. I Try to write very clear messages. Especially email and remote work, email is important but i will not try, i will I have occasionally long emails, but most of the time, my email is short. My if there's extra information, i put it as an attachment. If? I have a very clear subject line, which says, this is what this email is. I don't see urgent urgent urgent, because then it becomes like, crywolf, And in the email, i my first sentence always is. Well, how are you doing? Uh, this is the context. In the first senator. How are you doing? I'm writing about this. And then the second sentence with paragraph is, this is what needs to be done. Can you do this for me? Thank you. And then exit out of that. So it is. So the ask has to be very clear. And when you making it, clear, ask the context and the and the reference has to be very clear. So, i've tried to maintain that style of communication. In written. In oral communication of rural communication. I am i i pay attention. I listen. I, Let the other person know that i'm listening. Not that i'm distracted, we all can get distracted. And and And people want to know they're saying something that I or somebody else they're seeing to is listening to them. So i find a. So this is what i have taught students as critical listening. People talk about critical thinking but there's when an email comes to you you read it, critically to evaluate. Okay, it's this important. What do they want? What do they want me to do? Can i do it? If i cannot who do i send it to earth? Can do what they want? So that's critical reading. But when people are talking, you're critically, listening to say, okay, what is this person want? And you have to maintain that in face to face, but also in remote, whether you're on a zoom call, or a team's meeting you because in face to face, you can make icon contact in a team's meeting. You're thinking you're looking at the screen? But difficult it is because you're actually looking at them but the camera is above. Yeah, so only when you look at the camera you're making a contact. But when you're looking at the camera you're not looking at them. Yeah. But you want to look at them. So it's it's tricky. People have to so but you have as long as you convey to the Other person that you're listening and then you're able to understand what they want, then they will feel that. Yes, they've been heard, they've been listened. Thank you for the third question. What have done as little in providing the employee satisfactions? While walking remotely. So, Like came into this leadership role. Just stuff. Just after the pandemic started. And till now, most of my leadership role has been remote. It's only now since the university has come back to face to face, I still meet with many of my colleagues online for because they're here or there. But now there's more face to face. Sorry. Excuse me, the first two years of my Leading role was never mind.

What have you done as a leader, in providing the employees satisfaction while working remotely?

So Many times. We're in the university. So and the people that report to me are all faculty members and some of them are staff. And a faculty members had issues, some were very good with technology. And they were easily adapting to online teaching. But some really struggled. So, i allowed One, i increased the tea budget. Increase the budget. For. Sessional hires who are temporary part-time, faculty members. And, I was able to provide if a course needed to TAs. I would give them a third. And i also came up with an option with the Don't really tea is a hired to mark or grade subject matter typically. A business course or a management course or commerce court operations. Course somebody who's taking that and then the the the faculty member gives them solutions and they mark the solutions. But there are people who are having difficulty navigating our bright space, navigating managing student emails managing discussions board. So what i did is i started

Providing. For an extra ta called the tech ta. Their job was not degrade, not to mark, but literally helped the professor Sit on brightspace and say, okay what's happening? If their students saying oh, that does not open, they can go inside of the professor going and turning a folder open. The TA would do it. That allow the end of the student wanted. they can you see which chapter is coming for the test? The tier will answer that instead of the, especially in courses which had 200 300 400, students, If the professor started demeaning, all the students, that's something to be doing. So the tech was a option that i deployed for almost two years now. I don't do it anymore. People don't know. Do it there and then i Some family members really struggled online. So in addition to a tech tier i did gave them a Typically when you hire part-time faculty member. They teach the entire course. That's their job. But and another regular full-time faculty member if they have to teach of course, they teach the entire course, but some people are struggling. So i hired part-time faculty members to become Support. Teachers for full-time family members. Right, so it's additional funding. But it allowed again the. So now this is another person who is able to teach the course but also support the faculty member. Also answer the TA questions. Oh no student questions and so on and support. So That allowed for. I think some really helpful things and allowed many, A faculty members navigate the system and the pandemic. For staff members. I think we, i think it became a faculty policy, and i think university policy eventually allowed to rotate in and out certain days. When the university opened up, they could come in and then we still have that rotation policy in place. So, our staff members, There's always going to be two staff members, but they're actually four or five. They will rotate on some of these they'll be Three someday still, but they'll always be at least two. So we figured out a way to allow staff members also, So, i think That helped.

What have you done as a leader, in providing the employees motivation while working remotely?

Yeah. After initially, while it may have been good, people are able to stay with family. They didn't have to send their kids to daycare, or they, they had elderly people at home that they could take care of, but there's also distractions. So i think, as a faculty, there's not just me as a faculty and i think university also, we started providing Um, Any expenses that they would incur on internet on buying a printer at home or buying a new camera, or a new microphone to conduct classes, we were able to pay for it. So financially, we were able to support it and this is across the faculty shot, not just me. Um, And i think eventually it happened across campus too. We also. Figurative ways. Like i i think this is collectively from Uh, everybody all the senior leadership and the faculty, we would, we started sending little care packages to To. To faculty members and staff little chocolates and little things saying we care, we're thinking about you we started and this is the deans initiative to not mind to write handwritten. Greeting cards. I think we value your time, we value what you're doing. So this and people came back saying, we really appreciate nobody gets that anymore. Right. And so these are little special things. But for faculty members, in addition to teaching supports what they, what many of them suffered was a loss in research productivity So on that, i was able to support them by actually releasing funds from the operating budget. To provide 3000 to 5 thousand dollars per faculty members. A seed research grants. It allowed them to do a little bit of a pilot study or get something done or hire a TA or RA a student are to get some work done so that we could get some publications some movement. Because once the pandemic, shut, the lock of everybody's like everything stops. All research, collaboration stops paper. Journals were not publishing conferences. All didn't know whether to go online and there was a lot

of conclusion. And everybody's researched literally, and many people are learning how to teach online. They never done it before. So there was a very little time to focus on research so this financial incentive allowed them to slowly begin their research because that's exactly members, we all are required to produce knowledge. That is research. Uh, teach knowledge that is in the classroom. So use our research and other things and then support each other, you know, in activities and things like that. So, i think that helped And, And meeting them one to one. So, in the initial days of pandemic and i Had 30 minute meetings with every one of my family members for an Day and down from about two months continuously. Because they're about 55, 60 people faculty members and stuff. So i met with them at least two or three every day. It's exhausting for me. But i think the felt connected so it allowed them to say, okay? And then every now and then i'll connect with them and saying how it takes doing. And so this to know that We're here, we're there to okay. And then where possible where somebody struggled and saying. If you're feeling confident, maybe we should know. The lockdown is lifted, can we? Uh, Meet for coffee. And just chat, it's good to see another human being, you know, and that's when things started opening up. So, I think all of these things helped.

What have you done as a leader, in assuring the employees are committed while working remotely?

So, here's an interesting that is hard because morale, how do you overcome because People were not in the early days. When we all started working remotely, there's a lot of uncertainty. When we'll come back, when we come back, what's happening? You know, that? So In order to convince or, you know, convey to them that we are we care. I think we were writing emails Or communicating in a regular manner. And i would take that. You know, i wrote I took time to write emails that Addressed. What everybody was going through. But also would inject a little bit of humor. Right? So seeing it's not, i know it's serious but you know they're fun ways to do things and so that makes people feel good. And, How to? Combat, isolation and uncertainty. And then so One way to combat uncertainties to allow for them that some of these things that they know will be constant. So they say, okay, Like so an email from me. Every now and then was a constant. And where possible if i could meet them online, that was a constant. So that way and then when they produce something recognize that work, And then celebrate that work to tell people that. Okay, look at this one's so contributed. I would do that. Anyway, right, if there was an idea that somebody generated is just thanks to so-and-so's idea, we were able to do this and write that publicly. Right? And sanctues this person's initiative, we didn't that. And despite the challenges this person published that took a graduation. So find ways to congratulate them and celebrate their successes. And i'll keep them connected and motivated. And Coming out of the pandemic, every one of them was, you know, They're coming out. Hopefully as healthy mentally or otherwise, i mean, everybody's exhausted. That's But otherwise other than the exhaustion, which is one more physical that mental exhaustion, is hopefully reducing.

What have you done as a leader, in keeping the employees engaged while working remotely?

Do giving them things that are still. That recognizes their ability and talent. And allowing to challenge them. Okay, so The potatoes. You mean that? Hey, now that you're working at home, you don't have to travel you have more time, do more work. No. Do work. That is now. Interesting for you. Challenging for you because i have when you ask people, After a while. Yes, the salary is important. The name and fame and recognition is important but if the work is not meaningful or challenging then they go same old, same

old. Same old right? So give giving them enough so that they're engaged inviting them into just the right amount of Groups for meetings to say look you're involved and in those things receiving their input. Listening to them saying oh that's a good suggestion, supporting them, they come up with an idea and then when when somebody provides an idea and say that's good, i'll consider that. And then later on in the decision, making they save. As a result of this idea, we've changed this people go. Oh, My ideas valuable. So that means my input is valuable so ensuring that everybody's input is valuable. Whatever. And then recognizing that, thank you for your effort, thank you for your time and then making that. Clear, instead of Assuming that oh yeah, everybody's got a good do a good job, says making a point to congratulate and celebrate them.

How can you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?

Their two things to this one. You have to trust that. This is the way to do it. You cannot one have one reasonable demands and people You have to allow. People. Or you, you have to trust that people will do the right thing. You have to trust that your employees or your co-workers, or team, leaders or groups Know what they're doing. Okay. And, You just have to say what do you need for me to help you do what you're doing already? And you're doing a great job, how can i help you make do it better? So you're there as a as their support system. And when they ask for something can have an extra TA can add this so that it's it's, yeah, i can provide it, but if you're not able to provide it, give them a good reason why you're not able to provide it, you're going to be not be able to say yes to everything. Okay. But when you are clear with them saying this is Uh, This is information, i have I'm sharing that with you, then they go, this is transparent. Right. When they knew. That they know what, you know. That i'm not hiding anything. They go. Okay, this is transparent. So As a leader, you have to be transparent in your style. Transparent in your communication, transparent in your reasons, for seeing yes or no. Transparent in. Your intention. And, You can be transparent. Wood with an agenda. But if your agenda itself is transparency, it's good. Okay. And, You can be genuine for a reason. But if you're genuine just Real, this is this is it. There's nothing hidden and people will trust you. If they trust you, they will be engaged. If they trust you, they'll say i want to do more. If they trust you then they'll say i can go to him in confidence. Say i have this. So there was one family member says, i don't know what to do. I this is too hard. What do i do? And i said, take rest. This is, what do you mean? It says, go to sleep. Request. But no i have no decreased promise me, you take rest, i told him your shop two adults. I've asking talking to them with kids like, you know, promise me. You'll do it. Prison take a break. Physical. You really mean like i really do, but what about this? Yeah, we'll figure something, we'll find somebody else to do that. So, when they realize that you really and you have to genuinely, you cannot fake this Right. It has to be genuine and they'll know because we fake it they look all this guy's faking, it. So when you do this, then you can have them engaged. You can have them refreshed because it was exhausting It was exhausting for everybody who's exhausting for students for faculty for staff, for leaders. Everybody was exhausted because this was new So we have to also are so take a break. And they really okay. So, they asked if you were taking care of us. Who's taking your view? Says, i've got my boss, who's doing the same thing for me, And i've got their boss is doing the same thing for them. We realize we have to take care of each other.

What are three challenges that you are currently facing while working remotely?

Doesn't play much to me now because i'm mostly in person. Because we've come out of fully remote work. My biggest challenges. When i write something. Some people never

reply. But that's happened before. Pandemic also So, Uh, it's just my own. Uh, I understand everybody's busy but so am i? Hey, even if i've and as i said, i've taken time i will always take time to write very clear emails.

So, somebody says they have not had time and Much junior to me and i will really, i'm busy. Right, i have three thousand things to do. But i still managed to find time to do that. So I prefer but then i realize it is my problem. That i expect a certain kind of Quality and frequency of communication, but most people cannot do And, and i realization is that, most people are not very good communicators. They may speak the language. That doesn't mean they're communicating. So that is one big challenge. There are days when i still have to take a lot of meetings back to back. And, Sometimes people see a spot in the calendar and put meetings in there and it's important for them or for that activity. But, They don't they sometimes find having the energy to take back to back to back to back to back meetings. Think of A couple of weeks ago, there were one where there was literally five meetings back to back. To the extent. I had to come out of one meeting, which, and i went to the other and says, listen, i need to use the bathroom. I need a break. So i so that's still a challenge because people still There are many people, many parts of the university that are working remote like hr or some of the support services in the university, their own rotation basis. So they're remote And so they'll see. Slot in your calendar and put a meeting there and you're like ah so that is a second challenge. The third. I think students stills, this is with respect to teaching There are times where students still prefer. Online. But many students still prefer face-to-face. But sometimes some of the courses are offer online or hybrid. And it's still a challenge, not for me as much i enjoy. Uh, teaching online as much as i teach you face to face. But dealing with some of the students. And their ability or inability to show up or not, or their ability or inability the many of them cheat and there's no way to control for that. It's still the challenge for everybody on campus. I think so. Thank you. So then that's crucial will be.

What is your greatest work-related concern as a leader right now?

Is it still with respect to remote working or general? General. Again, being in the university setting. But there are a lot of people thinking about this. Is to engagement. Uh, There's enough research that supports. Uh, So if you look around in the building, there will be some family members and they will not be some of the officers would be empty, but that's typical. It's pre-pandemic pandemic, it doesn't matter. Just because some family members not there in the building, it doesn't mean that they're not engaged. They actually very engaged, right? They they come for all the meetings. They come for committees, they contribute So there's research that says physical presence. Does not mean engagement but this is for workers. But for students The research is indifferent. Many times physical presence requires. Uh, means engagement because when you're there in the class you're listening, you're talking to students whether it's a remote or on face to face. Because it's a question of learning. Family, members are staff members are paid to work. This is our job. Right. And We have to do our jobs and we're measured on how well we do our job so people will do it. And all of us that are in the space at least are interested. We are in teachers and researchers. Because we enjoy this. Students of the other hand have are in classes for various reasons. And again first year, second year 30 or fourth year undergrad grad. They're all there for different reasons. Different motivations And their engagement levels. They're learning styles are all different. So that concern is going to be always there for any faculty or any university. How can we engage with students? Remote online hybrid or in person. When how do we compete with their devices? And how do we? Break through their filters for learning, so that i think that's a general challenge in the

university system.
What are your suggestions for what employees could do differently or improve right now?
<p>Employees right. Never be afraid to ask for help. Sometimes employees feel them, an adult, i cannot Show something that i'm weak or i cannot. Confess that i'm, i don't know something, or i'm scared, or i'm worried or of my, i have health concerns. Some people do many people just hide it and then feed embarrassed to talk about it. So i think our employees must feel comfortable to say. This is not working or this is working or, you know, can i have a bit different approach to this or whatever? Never be afraid to ask for help. Time. So fast, i think employees should begin to find ways to get new skills. The old ways of doing things are changing. So, you have to look for opportunities where they Can go and learn something new. Something different that allow them to do. Well, do their work well in person or remote? Three again, reach out. Um, especially new employees, they will know who to connect. So those have been around long enough should reach out to the new ones and say how are you doing? Can we go for coffee? Half the times remote. We during the pandemic, we hired somebody. And fortunately one of them stayed another one left because they could not make those connections and nobody reached out. Otherwise, typically you'll see people walking in the hallway and say, hey, how are you, who are you? Blah blah. None of that, was there right? There was it's called social loafing, and it was not there, randomly meeting people and having a conversation, none of them was there. So, Um, the best is the older, senior employees should reach out to juniors and say, hey, what's going on and, you know, learn more about you until you think this is the things that they should do.</p>
Considering your role and responsibilities, how often would you prefer your employees to work from home?
<p>I'm actually very flexible about this. I believe that. The work and the quality of the work is more important. So, as long as they want to, right? It is different It depends on who the employee is, right?</p> <p>If there's some of the faculty members only teach online, Those are all the courses. They teach. They teach in and online program. And that's fine. They can work from home. But it's good to see them occasionally and many committee meetings and stuff or in person, but it's also convenient to have it online. So, They're doing their job, they're doing really well, i don't have an issue. Many of the others are in-person classes, so they have to be there. So, i meet them staff is, as i said, we still have the staff rotation going on. So, our staff people rotate, but two three days in and two, three days online. So I am very flexible because i think that's the approach we need. Especially when you're dealing with uncertain times and un, you have to have flexibility and this goes back to a leadership style, it goes back to a communication style, it goes back to how One approaches employees or leaders, doesn't matter that you have to have a flex approach. That will allow everybody to be comfortable so that they produce their best work.</p>

Table 11. FM Interview 1

How will you describe your leadership style while working remotely?
<p>I would say it's more of, I delegate a lot to people to do the work like Basically, the way this works is that we have three offices, i have three coordinators and their job is to go find the mentors and connect them into schools and all the other projects. And so what i do is i I, i have to allow them to do that work. I'm you know and so my style is the delegated and get get reports from them on a quarterly, report of how they're doing. And, I believe and given them responsibility, because In this work, they have to build a</p>

relationships in the community, not me. And so that's important. And that's my style. As i, you know, i delegate that i let them go out and and be independent work. Yeah.

What is your approach in communicating with employees while working remotely?

So, what i do is We have ongoing. Uh, you know. Teams meetings, we have Like, See i have when i first started this project it was me. But that when i did is i hired a person who is more of an assistant to me and so i delegated to her. I said you meet with the coordinators now and you work with them and i'll look after the higher level stuff. But, um, but in communication, i do two things. I meet with them. I try to meet with them every month or two just to get a body. Not a, you know, face to face meetings. And and then we do a lot of stuff online. Even during the covet periods also face to face meeting. Um, The way covet worked here, is that? It took when clover. First hit in march of that year of 2020 by june, we're allowed to meet. Like it's sort of just went like this, you know, as periods of it. And so, but there were times when um, i wasn't even allowed to leave Halifax and go up into those communities. It was like a, a different stages of development over was everywhere, right? So you had a, they had to do that. And, and then, the other problem we had was the mentors being seniors. We were very concerned about how do we bring them out and meet? So we, that's what we actually started to do, is online mentoring. We had the mentors at home and then they would talk to the students in class or in in other groups. Yeah, so that way we we had to address adjust the whole model.

What have you done as a leader, in providing the employees satisfaction while working remotely?

If it wasn't. If it wasn't a remote model, i would have been up there a lot more, you know, i, you know, a traditionally you go out and you meet people and do that and direct them. But what i did was i Let's see in, providing I think i, i gave them the satisfaction of saying, listen, you got to do the work, you got to be self-directed and and here's what we got to achieve, and you go do it. And and they had to, um, Um, they had to adjust because again, because of covid. And so it was a very But they they themselves start to use teams and zoom and everything as well. And so did the seniors. That was very interesting. They jump right on this idea and they like that because the project is about reducing social isolation of seniors. That's the idea. And there there are 22 projects in canada, all doing different things. And and our approach is, well let's get the seniors to do something, not just bring them together and have coffee. So the idea is we use their knowledge, tell us you're knowledge. So we had retired, doctors mechanics, all different professions And they use their knowledge, what they already have. I'll have to do is talk to students and hire universities about what they did in their life. See what i mean. Yeah. And that way then the coordinators and the field would work with their staff and the and the student and they mentors and the schools and the other places. So they had that flexibility to actually go out and do it. And we have three communities, and they're all different because How you get to the goal? The end result depended upon the type of community of working in Yeah, and the school, the communities are pretty rural like, you know, i'm not talking about big popular. I'm talking maybe a region of 60 to 70 thousand people. And it's spread out. So, therefore It's it's a yeah it's it's a very it's getting a very popular. I think we're going to be able to put another parts of the problems.

What have you done as a leader, in providing the employees motivation while working remotely?

We would, we would do things like Uh, have Every two months we would have a meeting, we bring them in, give them lunch, we would bring and speakers to talk about the project at christmas time, we had a christmas event brought them in town. Paid lunch

for them, got them thanked them, do, all that. And at the same now that's that's that part. And at the same time, they Um, They are being invited by organizations to go talk to the people in the community and the organizations because they see, it's really interesting. So they i think they are I really don't have to do a lot of motivation because i think they get it from their communities. And like they get invited to come and speak to like a rotary club or a chamber of commerce, all those structures see the benefit so they they in their own writer, really benefiting from it.

What have you done as a leader, in assuring the employees are committed while working remotely?

Well, i guess, um, I see it based on. What they do if they're committed the the creativity they use to get the project done. And so i i see, uh, they would, they would come to me on and what i've done in some cases, is a lot of this work has to do with um, How well, you know, the people like i, i know. Young gentlemen, they's a principal of a high school and Truro which is an hour away from here. And i i work with him before they had the job. So what i did is i would not met with them and i said, you know, here's what we're doing in this project and they's i really like this. I said okay then terry the coordinary is going to come see you and open. they'll open the door for literally and get her involved. So, Where i can be a help, because i know the people, then they trust you and then they let the other person in to do the work So that's sort of how all this works. And and again, the technology is a resource and but a lot of this work is Um, About relationship building, right?

What have you done as a leader, in keeping the employees engaged while working remotely?

Engaged. Yes. Um, Again, i'm in contact with them. Almost every couple of weeks, i don't bug them. I just sort of call them up. And how you doing? What do you finding out? Are we going on teams and have a conversation? Yeah, the interesting part, i my the woman that works with me i call her manager, operation, she used to live in the Glasgow which is like a two-hour drive, she moved in there. Yeah she moved in the halifax. She's just lives five blocks from here. So we still do team meetings you know it doesn't matter of her here we just yeah let's get on a team call or let's get out of the phone call but it's it's still i think i think the idea of using you know zoom and teams and all those things we're going to be with us. And is this an easy way to do business? We normally use to say, i got to come and sit down with you. Now, what i find is that And maybe come up later, is that The, the I still believe. There's more that happens when you have a face-to-face meeting, then a teams meeting or an online meeting. I think it's just, maybe it's my age. Maybe like, you guys are brought up with this and i had a, you know, pick get into this but I'm used to sitting down with people talking versus on a line. You know, a zoom call. Yes, i think it's a very personal and maybe it's an age related thing. I mean, that's where i think when you start to work with seniors they start how do i use this? And i'm nervous now that, but once they start to use it. Well, there's nothing to this. Yeah. Okay. So Yeah you know build my parents also like that. There you go. Yeah. They used to like they don't like IP products once then learn and Professional with that. Oh my god, there are keep playing the games. We keep watching video all day long. Yeah, that's the other problem, right? They go there to extreme.

How can you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?

Well, i think The three. Most of my staff that i worked for me, they're all women. First of all, i one man. They are very comfortable with technology. More than me, they know

backwards. So i i have no problem with them. They they just It's a matter of fact of how they do it, right? So, it's not my leadership. They need they they just um, The person that works for me is really going to. I just here, take this and set it up for me. Like i need this paper done or this. PowerPoint done and all that and i just find it too. Tedious doing this. She can do it but i i i just give them the responsibility to do it. You know, so it's not a fear for them either.

What are three challenges that you are currently facing while working remotely?

Yeah, that's a good one. Um, I think the first one is making the people we deal with feel comfortable and trusting. Here's the other challenge. You see, i love, you know, like How how nova Scotia? Have you traveled around the province? Much. I've been Lunenburg. I've been debris. Sure. Yes. I okay. So as you know, like how effects is the biggest area? Yes. Okay. The problem is no discussions, maybe a million people million half of it lives in halifax. All the rest are spread out of the living in halifax. That's right. Oh well yeah. And so when you go to a small community outside of halifax yes People are very suspicious of you. Like they in a sense. If when you work like uh, they they are like I will work in this area a long time. Like when you go into rural nova Scotia or even rural Newfoundland or PEI the same The big city in that province seems to be like as we think of Toronto or ottawa or vancouver and sort of like Oh you're big, you have everything. What do you what are you worried about? And and we're here trying to make a living and survive. So when i go up there, Um, i remember Oh, you're from halifax. I said yeah. And then you'll work a dow. I said yeah. Well that intimidates them yeah right. Yeah i said yeah. Okay. Listen then i said i grew up in PEI, it's a small problem, so don't worry about me, right? And so that's why i, i need the people in those communities, i need people who know the community and feel comfortable talking to the people. And that's why the project works because people trust them, they live down the street. They, you know what i mean? Yeah. And so that's the way that works. So so when you're in, so coming coming from the city. It's like i just say, look at there, they're doing the work, i'm i happen to be just managing the project and it's sort of reduces all that. Stuff that people get into think about you, you know it's a it's just a the psychology really of how people think. Okay yeah yeah yeah next time you you know when you just as you get to know the problems and yeah go for another drive and go up to Truro and go wherever and you'll see, it's not, they're not very big areas. Populations are not like Lunenburg, they're small. Yeah, it's just like two street. That's it. Yeah, yeah. And that's what most towns are like, like they're, they're very like, like the areas were working in is like, new glasco has maybe 60 thousand people, true will has, but here's the interesting part, 40 percent of the population in the areas of working with are over 55. They're very as an older demographic, that's the problem we got in atlanta canada. Um, It's basically started like, um, When the second world war ended 1945, okay? Military guys, come home and things settle down. From 1947 to 1963 15 years. We had what is known as the post-war baby boomers? And it's everybody. Born in that period. It was the biggest growth in population in canada, at that time. Okay, so all those people Are now 760 to 75. And they're all entering a retirement age. Yeah, and that's why you hear about health care costs and we don't have enough doctors and we have more seniors in the house. Well, everybody's gotten old right and then they're all getting sick sometimes and so Uh, that's why that balls is there. And there's a lot of people just starting to retire every tire. So that's why i looked at this and said, you know, this is a big population. We got to do something with them rather than just sit and Tim Horton's, drink coffee all day, or you know what I mean? So that's when i said i looked at it and i said, well they all have knowledge, they all did something in their

life, right? So let's use it. And and see the interesting part is the um the education system saying are young. People don't know what to do and work or even you universities don't know, you know. What do you do for a job is what we're getting on. And i had i saw a paper that said that, you know, 20 percent of high school kids don't know, don't go on post second, they don't know what to do. And then we had like 25 percent of first year, students university, drop out because they don't know what to do. And i'm saying, well, there's a big problem here so then i i took the idea and then i said it up and so Yeah, and so, so that's why. You get the demographic so it comes back to how do you provide leadership to the seniors and at the same time to high school students. So now we we bring them into rooms and we ask the students that. What do you think you want to do? I want to be a nurse. I might want to be a pharmacist so we bring in retired people and say well here's what the job's like. Did you know you could do this in this job? No, i didn't know that. Yeah, same idea. So that's sort of. And so technology comes into it all. And so here's another example. Um, Saint of x university. It's up, nanny ganesh. They? We're doing a project with them in march. They've taken all the first year students because they don't know when they do their first year. They're saying, what do i do next year? So we're bringing in mentors. They're organizing it, we're bringing in mentors to talk to the high. Those unit first issues about what you can do, with the science degree, an arts degree, a business degree, you know what I mean? Yes, and they get it right from the people who did it worked in it? Yes, it's a, it's very good to have a guy have a guide against.

Career changes. And that's where places like this that do continuing education. That's what people need. Oh, i did this. And now i'm going to switch to that. And that's where our system needs me more flexible. Yes right. And then of course, technology's cut across the whole damn thing. So therefore you just how do you make all that work? Yeah. It's quite challenging, really.

What is your greatest work-related concern as a leader right now?

I guess my It comes back to because they uses a technology. Actually, i'm not up there enough like i i feel like i my problem is this year. I end up getting covered around october. All right, it wasn't serious, but i ended up going but i couldn't go out for a couple of months in the side of the cough and i said you know what had me around. And so i really missed out just going out on a regular basis like once every two weeks to meet with them. And so that's why i had my assistant i said you go meet with them and make sure everything's going right? Okay, that's one piece. I still believe even though technology is there i still like and i'm actually this morning trying to get a time where i can go to each region and sit down with them and meet other people and say, tell me what you're doing now and blah blah. I missed that personal contact. Uh, see what i mean. Yes. And and you can only get so much online because it's i find it like time sequence and the same. Oh yeah, we can talk online but okay, we're done. But if if you and i were doing that work and we're here, you could say, well, let's go have a coffee and then tell other things would come up right? You know. Yeah. And that's that's the problem with technology. It's like the bonding Yeah. The bonding. Yeah you're right. Yeah. Or then you start talking about your family or your kids or something. You don't do that online.

What are your suggestions for what employees could do differently or improve right now?

I guess i could, you know, they themselves too could Want to have more face to face meetings, to complement the online stuff. I see the online stuff is like, uh, if you have a staff meeting have an agenda is. Okay, let's talk about this. Any ideas, right? But but really It's because of this work. I think it's better. If you can do face to face and sit down

and say, what do you really finding out in this community or what are your challenges here that doesn't come out on an online call? I find i think it the more i deeper issues are better face to face. That's what i found. Okay and that and that's what i think they find too, you know, they say, when are you coming down to see me, you know,

Considering your role and responsibilities, how often would you prefer your employees to work from home?

Basically is, um, They all have an office to go to. Yeah, but what they basically do is they work from home when the weather's bad. Yeah. Or are they have a, they have a, they both two of them have children. So, i, you know, your kids sick, you want to say home, go ahead and do that, you know? But but normally they come into the office. I see. Yeah. Yeah. And uh, and, and i know. Yeah. That's, that's basically how it works. I think they we use the technology more about. Yeah. Uh, okay, i can't come to the meeting. I'll go online. You like we could have a meeting here and have one person online, something like that, but normally They don't work from home, they usually go into their own, which is close by. So, i mean, so that's the idea. Now, i can understand that question when you're in a A bigger comp, you know, a government department like right now, like i'm trying to have a meeting. With staffs from two government departments in the province education and economic development. I said to the woman the person can you Because i have a face-to-face meeting. No, no, we can't. I said why we're still working remotely? I said, why, why are you doing that? I mean, why can't you sit down like this? And so i have to go online now and meet with both of them and try to explain this damn project and say, But if you had a face-to-face meeting, i think you get more accomplished.

Table 12. FOLCD_ Interview 1

How do you describe your leadership style while working remotely?

I try to be as available and responsive as possible. Remote working can be individually alienating so I always to ensure my team can reach me in a timely way so they don't feel isolated, without support etc. Beyond that, I don't think the remote working context radically changes my leadership style.

What is your approach in communicating with employees while working remotely?

I tend to have more video chats (although that's a chicken-egg situation because I often schedule my remote days around when I have endless back-to-back meetings, which tend to be video calls these days). We use Teams at Dal so I often do a quick check in at the start and end of the day when I have team members working remotely, just so they know I'm here and available for whatever comes up.

What have you done as a leader, in providing the employees satisfaction while working remotely?

I've tried to support the individual needs of my team members, even when these are at odds with the "policy". For example, our unit requires employees to work from the office at least two days per week, and those are supposed to be set days. But people's lives are often irregular and my team often needs to move things around to accommodate whatever comes up. I try to be as flexible as possible, and "cover for them" where required.

One thing I've noticed post-COVID with so many people working remotely is how much more intimately connected we are to our employees' lives. Like I'll be on a video call and their kids are yelling in the background, their cat will walk by the screen, I'm literally in their living room. This didn't really happen in the "before times", or more accurately there was much more of a hard division between work life and home life. So to bring it back to your question, I'm hyper-aware of the fact that employees WFH are surrounded by personal things and I make much more of an effort to be interested in those things – asking questions, setting aside time to chit chat about what's going on in their lives etc. So ironically, while the pandemic forced everyone apart physically, there's also a sense in which new work arrangements have brought us closer together.

ave you done as a leader, in providing the employees motivation while working remotely?

I don't think my motivational techniques are vastly different in person vs. remote. My leadership style is to make sure everyone understands the bigger vision and how the work they do directly supports that vision. I find this tends to increase motivation. Maybe I'm a bit more explicit about it now in the remote context because of the ability for WFH arrangements to be more isolating for employees?

ave you done as a leader, in assuring the employees are committed while working remotely?

I'm focused on results at the end of the day. I don't worry about pacing, whether they're doing a load of laundry etc. I assure they're committed by having commonly established tasks and timelines; and if these don't get met, then we examine why, which may come to the question of commitment while working remotely (although honestly it never has).

I think the answer to this question really depends on where you are in the hierarchy of an organization; I'm a senior director in a Faculty, so you could equally ask these questions to my direct supervisor (i.e. the Dean) as you could to me. In other words, I have a relationship to this question both up and down, so my answer with regards to those who report TO me is very much informed by my feelings about the situation the other way, i.e. how my boss assures my commitment.

ave you done as a leader, in in keeping the employees engaged while working remotely?

Engagement is tough with remote work. Because we have the context of having to be in the office twice a week, I try to make the most of those in-office days – casual hallway chats, eating lunch together, connecting people etc. We save our big meetings for those in-office days so I can gauge more than just the words we say but also the body language, tone, eye contact etc., all important cues for engagement that are hard to pick up on remotely. We try to make any PD sessions, workshops etc fully accessible to our remote workers. As a unit, we've invested in hybrid meeting technology, for example, to put the remote folks on more of an equal footing. We also sometimes do events exclusively online so there's no perceived "in person advantage".

n you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?

By asking questions and really listening to the replies, by talking about remote work in performance reviews, by ensuring that I'm as available as possible, by providing multiple ways to communicate with me (Teams, phone, email, video chat, text chat), by ensuring they have a good set up at home for remote work (not always under my control but to the extent the conversation helps), by providing timely and meaningful feedback when issues occur.
What are three challenges that you are currently facing while working remotely?
<p>Tech – I don't have a second screen at home and our unit is unwilling to furnish us with one.</p> <p>Blurred lines – I tend to start work earlier and finish it later when working remotely. Or more accurately, it bleeds more into my personal life than when I'm "at work" and just leave it there when I go home.</p> <p>Expenses – heat's on more, need to buy my own gear to get to the in-office I'm used to at home.</p>
What is your greatest work-related concern as a leader right now?
Having enough time to execute all the good ideas
What are your suggestions for what employees could do differently or improve right now?
<p>Proactive rather than waiting for instruction.</p> <p>Have a sense of when it's time to rigidly adhere to the rules and when it's time to bend, or at least suggest we bend.</p> <p>Empathy for your colleagues – just because your WFH arrangements are great, doesn't mean someone else's are too.</p>
Regarding your role and responsibilities, how often would you prefer your employees to work from home?
I think we have about the right balance now – two days in office, three days at home. The trick is lining that up so you can have meaningful interactions in the office, i.e. my in-office days may not be the same as yours etc.

Table 13. FOLCD Interview 2

How will you describe your leadership style while working remotely?
<p>I don't think my leadership style changed. Um i'm i'm not a micro manager. I trust the people that i have working with me. Um, to know their area and to Perform. With intelligence and skills the to the best of their ability and what they're doing. Um, And i also trust that they will keep me informed. So Um, you know, well i don't micromanage as director, i need to have my pulse Uh, i need to have the pulse of the whole school. Um, So i need folks to kind of give me a heads up if something could potentially go sideways. Um, you know, the last thing a director wants is to have somebody. Um, You know, ask you outside your school about a situation so be it, maybe the dean or even somebody higher up in the university and me, not know what they're talking about, right? So it's important to kind of be kept in the loop on those things. One thing. You know, when we when we lock down, um, and went home. The one thing i instituted, That was different than what i Probably would have done up if we were still on campus. Is that i set up regular contact meetings with with all my, my key people. Um, so i just to give you an example, i might have met With our field coordinators uh you know individually like a supervise each one of them an individually. I might have met with them twice a year as individuals just to see how their professional developments going and any issues are concerns. They have and as a group i might have met with them. You know, every six months or every three months or something like that, with a pandemic happened and field</p>

was such a critical issue. We were meeting on line weekly And so, a lot of a lot of that shift because, you know, you just wanted to, you had to keep that communication channels open and you had to be working as a team. Um and and from the top up like, you know, all of us had to be be coming together to make things happen. Um, One thing i missed when i when i and i still miss it because we're not backful. You know, we're back sort of Two days a week in, in the office, three days at home. That's mostly what people are doing. Um, but i missed when i walk into the school and somebody would, you know, i'd say good morning to the receptionist and then i hear, oh, judy, can i see you for a minute and, and then somebody say, oh, after you're done with her, can i see you? And then somebody say, oh, when you're done with them, can i see you? And within the first half hour of being at the school, i had three critical issues dealt with Right? Because people were grabbing you in that instance, they didn't have to wait and write you an email or or contact. You know. My admin assistant to get a meeting with me. It's like i walked in and You know. People. Grabbed me and we talked through whatever the issue was that they were dealing with so i still miss that. I mean it happened it's starting to come back a bit but not everybody's in the same days and so like Yeah, i'm in monday and thursday and monday. Most, there's a lot of folks in on monday, but thursday not is much. And and i missed that piece of it. I also had some We also had some folks. Like so, for example, our field coordinators, there's three of them and two of them weren't coming in at all. And i had to say to them and we had one of the was new. They were only employed for a short period of time and i had to say, you know what, i you guys all need to be in here, one day a week, the same day. And so, the whole team's here and the whole team can help, you know, mentor and guide the new employee, right? And and i've got you, if you know, if i need to meet with you you need to meet with me or what have you, but it was really more for their the work if they're interconnected working. So that was critically important. Um, so i've had to ask, you know, people to step up in that way and they have, you know, they they graciously have Um, But i do think that a lot. I do think i do think overall stuff are more content, having a split between working at home and coming to the office.

What is your approach in communicating with employees while working remotely?

I mean, numerous one is i had scheduled meetings. Uh, in my, in my calendar to, to meet with folks so that we stay connected. Um, two, i have no problem saying picking up the phone and calling them. To talk over an issue or sending them a text saying, you know, i need five minutes of your time.

All right. Now or today or what have you? Um, i don't tend if something's urgent. I don't tend to just send an email. I tend to Either, you know, text somebody because it depends on who the person is. Like i have i have one faculty member that if i send them an email, It's like, i might as well wait a month, right? Because it's just it's not going to get their attention right away. So it's knowing your people. I mean, that's another critical piece is knowing your people and knowing how to adapt to the people that you're working with. So, this one particular faculty member, if i text her, she'll respond right away. Right. So i know texting is how so sometimes i'll leave and this might sound a little funny but sometimes i'll leave in text her and say, you know, i just sent you an email that you need to respond to you know, because i want her to know, it's inner docket and to go take a look at it right? And she does the same to me like she'll say oh it just sent you something. Um, But, you know, another person. I don't need to do that with if i send them an email, i know they're right on top of the emails and they'll see it, you know, within a short time. So it's knowing, it's knowing your employees and knowing how they best operate and

what's going to work for them. Um but also had to figure what's going to work for me too, right? So When i, when i took this job as director, When i first took it, i said, oh no, i'll do all my own scheduling, uh, you know, i'll book my appointments and all, you know, do that well. It wasn't too long into it when i realized that. You know, i i it wasn't good for me to try to figure that out because what would happen is somebody would say, well what about if we meet on this day and then they you know there'd be emails back and forth. Well by the time it came back around i was long gone on to other issues, right? And i and i wouldn't return to Seeing. Bad issue. So then i would forget that oh maybe we were going to try to get a meeting or whatever. So anyway, knowing knowing that i need support and where i needed i think is a learning process for for leader, two, and then and then recognizing it's okay to rely on other people to assist, right and help you.

What have you done as a leader, in providing the employees satisfaction while working remotely?

Uh, we did a few things. One of the things early on in the pandemic, when we were on lockdown i was really feeling like we were all in our own little bubbles working and that we weren't connected as a group. So i decided to to suggest if folks that we hold this Online. Uh, Staff faculty party or connection or whatever you want to call it. And i went out and i bought a bunch of prizes, like little gifts that i made into pride businesses. And then we played some games on line and trivia about the school. The trivia about the profession or just made it fun, right? And made a chance to connect with folks, and then, and then people, you know, one gifts and whatever and it may sound silly, but it was a way to To put put a bit of socializing back into Who we were as a group because one of the things i really missed, and i still miss this from working from home. Is we used to connect in the lunchroom at lunch and i purposely even didn't matter how busy i was. I would take half hour out and go and sit with stop in the lunchroom. And as a leader, i did that purposefully to connect with my employees on a personal level, you know, to learn about their kids to learn about what they're doing that. They're excited about to learn about how they're struggling in life. You know, like that interpersonal connection and You know, when when we went to remote working that got lost in or minimized, right? And it's still like, The other day, somebody started kitchen table and i said, well, i'm going to sit down here too and, and it was one of the first times that we've done that in eons. I person said the first time they had done it in three years. So, Um, You know, it's about getting those little practices of connecting back into our Work schedules. See. And as director, i'm not, i'm not a hundred, you know, like i see the benefit of people working at home and i think it's it's increased employee. Um, satisfaction with their jobs. But i'm not a hundred percent convinced that two days in the office and three at homes, the best split. I think, i think we need to have a greater presence in the office. Maybe it's a three, two split. That would work more effectively and the reason i say that is one is i don't think that we're servicing students the way we use to. Which is is a huge issue because that's our business. Um and to you know, i i don't, you know, like as i said, i used to be able to walk down the hall and deal with an issue. I can't do that anymore or i can do it but it's reduced capacity of what i can do, right. So, i just feel that You know, that interconnection piece. Linkedin and we need to build it up a bit more, i think. Understand them.

What have you done as a leader, in providing the employees motivation while working remotely?

While working remotely. Yes. Um, You know, i really don't think that that's really been. It certainly is not been an issue with our faculty. Um if anything our faculty are working

more and more and i actually am having to do the opposite and say, you know, remember you have vacation? You have to take. All right, uh, remember You know, you haven't taken a sabbatical and, you know, quite some time, maybe you're due up for one. And those are things that as faculty. You're supposed to track yourself, right? Like, but Is just that we get. So, so busy and you know, our student numbers have increased, we've added more programs to our school. Um, we're adding a new program in september, that's going to be enough for centric program. Um so it's just and and research, i just got this new tool. They showed us today about how we can you know look at research productivity within the school and how we can kind of take it from different, you know, variables and what have you and our research productivity in the last six years has quadrupled. We've gone from faculty, you know, receiving 16 grants a year to 44 which is huge. So so that ended it hasn't been um, With with Staff productivity. You know. Like, any time that. Um one of the things i've done with my my assistant and this is to help me. It's not to keep her on track but Is we meet every morning? If we're not in the office, we actually have a zoom meeting every morning and it's kind of, okay what, what are the things we have to do today? What are? And she just helps keep me organized. Try to keep me on task. And then, and so that So so again making those scheduled meetings i think is really critical and the other. The other part is with the the employees that i directly supervise are what we call the dpmg employees. So there are professional employees so they're people that, you know, have master's degrees and there's self-motivated there, you know, it's not a question about You know what they're doing or not doing and with regards to staff, Um, that are nsgeus staff. Our office manager is the direct supervisor of those folks but You know, really if anything Anytime that i i mean productivity is not been an issue if anything. I think people work too much and need to, you know, be reminded that works only part of their life. And listen.

What have you done as a leader, in assuring the employees are committed while working remotely?

Yes. Oh, they are committed to the to their work. Sorry, i'm not understanding what you're asking. Okay, what have you done as little in assuring the employee are committed while working with it to their work, okay? Okay. Um, well, one thing that i've done that, i i think it doesn't matter where there whether they're working remotely or Um, not is looking every year at what, what are their professional goals and Is there any type of professional development that they would like to do? Uh, in the coming year and it's so what is what is that. Um, we have one employee that's taking university courses right now and, you know, she's she's really enjoying it. And i can see your confidence grow as she does it, right? We've had other ones another one wants to to Uh, you know, take an ASL sign, language course, and you know, so it's finding out What, what? How do they want to advance their learning? And how can i as a director support that and what resources can we tap into? Um, to help them do that from the university perspective. Because learn is in my opinion. You know, the a good a good leader is tat is always aware of how their employee needs to grow and is supporting that growth. And if you don't pay attention to that, then things are going to get statemented and then people won't be happy and won't feel like there's being supported and it just. Yeah. So finding finding ways to to, you know, is there a conference they want to go to uh, you know, is there something that that uh Do they want to take, you know, one person that, you know, thought they wanted to? Take. You know, uh, Master's course over in the business school and you know started doing that and then realized well maybe it wasn't quite what they wanted to do, right then, so that's fine. But but tapping into what is it that they want to

do? Um, to enhance their learning and it doesn't have to be, doesn't have to be specifically job related. Right? Like, because any learning is going to it's going to impact your job, right? Because there's your skills can be applied in and a number of of the areas. But yeah, that's probably the biggest thing i do.

What have you done as a leader, in keeping the employees engaged while working remotely?

Keeping them engaged. Just haven't said. Yeah. Yeah, i it really hasn't been an issue. I mean i i think you know, i think they needed when we first went home, they needed the appropriate equipment and that was a huge issue. So, you know, did they have a computer, you know, The proper setup for computers. We had one person that wasn't their internet wasn't strong enough to be able to handle. Um what they needed to do. So we needed to support them and getting, you know, an upgrade to that A lot of us needed printers and scanners, making sure that we got those to folks. So making sure that the infrastructure for home home office is, is supported in there. Um, You know, i think originally the the message from the university was, uh, You know, we're we're not paying for an office at home and an office at work, and a lot of our folks literally took stuff home from their office, but sometimes we needed something different. So we wouldn't, we did cover it. We, you know, somebody had a desktop at work, but really needed a laptop. Now that we're doing some days in the office and some not, then we made sure they got a laptop. So you know, providing that equipment i think was was is was critical and making sure the infrastructure was there for folks.

Um, you know, we also we also had somebody that and this, you know, i don't know how much of this i want. You know, out there but we also had somebody who became gravely ill. Um, While working at home and how you know we managed to provide support and resources to that person. Um you know Basically meeting with them finding out if they, you know, how, how connected to work did, they want to be, uh, this person wanted to remain working? So we did what we could to keep them working because that was important to them. Um, and you know, we we You know, and then and then, When it was time to talk over some issues, then a couple of us came together and met virtually with the person to make sure that they knew they had our full support and what have you? So it was probably it was very difficult challenging time but i think by being, you know up front and and honest and compassionate that it worked out for the best i see.

How can you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?

Um, I think one thing i try to establish from the beginning of my directorship was that i was there to listen to any concerns that employees had. Um i call it an open door policy when you're there and i think the same thing can be applied when when you know you're working remotely. You know, i've had people, you know, say you know, can can you call me or call? There was someone's called me and said, you know, i hate to bother you and like you're not bothering me like i'm here. To help like, you know like don't you know and then or sorry i know how busy you are and it doesn't matter like You know, it i'm here to address whatever the issue is. Um, so so making sure that that message about an open door policy translated into an open phone or an open screen when we went to working in from home.

What are three challenges that you are currently facing while working remotely?

Challenges. Okay, three challenges, we had while working real quick. Um, Well, one one challenge, we're definitely was about a boat the personal piece about. You know, how do we, how do we maintain? Connections as as an as an employee group. You

know, it. Those side conversations in the hallway weren't happening, right? So you had to purposefully. Make time to be able to do that. Um, you know, we did that with our sessional employees part-time academics. Um, started meeting with them more. And is a chance to to connect online. Um we did that with our students and by having virtual convocations and we found honest we found that doing the virtual convocations with students was more Meaningful. And impactful than going to the big complication of the rebecca cohen. Because you you got to meet, not only the person, but their family and they got to be part of the engagement piece and we did up this this collage ahead of time where they could put up a picture or a quote and talked about you know we asked them what was the most meaningful experience you had as a student and brought that all together so it was it was. Yeah i i so i think some of the things you know that personal connection was something that we had to purposefully work at because it the informal connections were gone, right? So we had to, we had to make a concerted efforts to make those connections happen. So like the little get together we had with faculty and stuff. The convocations we did on line. The the special meetings around, you know, welcoming people to our school that we were doing on line. Um, all of that i think. Was important. We didn't have the same challenge about bringing curriculum online because we have distance programs with our program with our courses. So we are already have a fully online master's program as well as a campus. We already have a fully online Undergrad program as well as campus. So when we went When everybody had was scrambling to put courses online, we didn't have to do that because we already had people that knew how to do it and how to support us in doing it, right? So we were well ahead of a, lots of people. Um, What got challenging is to make sure those people didn't get overloaded, okay? Right, because they now have not only distance courses they had campus courses as well. Um, to deal with the the, you know, the other challenges i think to online Is. Just uh, sometimes people You know, might feel like They're they're isolated and they don't see the connection to the hole. Um, the way that they used to experience, Um, You know, and And other challenge when we first this may sound silly but it was a challenge when we first went completely remotely was who was going to water the plants back at school. Right. And i would go in weekly to water this plants because i could get into everybody's room because i had to Master key. Um, but yeah, it it just, you know, it just felt and it still feels a little bit. It's starting to feel more like, you know, we're we're community again, but it, but it feels so. The biggest challenge to me i would say was losing a bit of a sense of community and and, you know, we try to maintain that, we tried to purposely target that But it's still even today. I still think it. It's we have to be careful that we don't lose that.

What is your greatest work-related concern as a leader right now?

Work related concern is a leader right now. One one of i would say probably my greatest concern Doesn't necessarily have to do about whether people are working remotely or not, but has to do with How how people are overloaded? And people are working. So the stress i see the stress and people's faces. And it might be a cumulative, fact, it might be linked to working at home in some ways. Um, But i, you know, people are just I think because we've had to adapt so much and we had to change so much. That the impact of those changes, people are now experiencing and feeling. And, um, my biggest concern is burning That that, you know, people are doing way too much and feeling stressed and that at some point, it's just going to be too much and i'm going to lose them for Either lose some permanently or lose them for, you know, odon sick, leave Um so what what can i do? So just to give you an example, i'm doing deployment with my faculty right

<p>now and we have a deployment sheet so just don't show you somebody's. I'll just show you blank one. Um, So, on the deployment sheet, It literally just has what you're teaching. Percentage is what your research, what your service and then what courses you'd be teaching, what administrative roles you're playing. Like basically what are you going to be doing for the next year as a faculty member? So i just today in conversation with somebody i just realized i'm going to add the vacation as it as one of the lines on here. And i because people are not taking their vacation and literally one of our, one of our faculty up, help strategic. Goals is to make sure all staff take 100% of their vacation time. And i'm going to put it right on their workload for this year. Now, they may not know when they're going but it will bring it to their attention, right? Like i had one person, say well, if i keep doing this role, i know i need to take time off during the summer, to be able to You know. Get your energy back rejuvenate. And i put right down july you're gone in July by like you know so i think you know, like that's that's my biggest concern and and one of the ways i'm trying to deal with it is to remind folks and literally put it as started their their deployment of when they're going to take vacation have some downtime, okay?</p>
<p>What are your suggestions for what employees could do differently or improve right now?</p>
<p>Well. I i think it i guess i'm not quite sure if you're asking that to say, What they can do. Differently to address what i'm concerned about or yeah? Okay. Um, so With me being concerned about, you know, them, Overworking and being stressed. And what they can do is they can Literally, Track. Um, The extra hours they're putting into their work and try to monitor that from their own perspective. I mean, i have somebody that would not think anything about Working you know most faculty do this but working on on weekends but you know stop people shouldn't be working on weekends if they're not. Deployed to work on weekends, right? And really encouraging employees to, to Identify ways that they could streamline their workload. So what is it? You know? What is it that? That is stressing you? Um so they need to take a look and do a sort of a self-monitoring about what what stressing them right now and what might be able to be streamlined, to reduce the amount of work that they have to do. Okay, understand. Yeah. Me some ideas that that's good. We should have a conversation about that.</p>
<p>Considering your role and responsibilities, how often would you prefer your employees to work from home?</p>
<p>I would actually prefer if we did the three days. In the office and two at home during during Peak academic times. So in the the summer, when, when we still have very active programs but most of them are online. So i would say starting in, even in May starting in May, they could do even. So this is what i would like. From september to the end of april. I'd like them to be in the office. Three days a week at home too. In may, i think they could move to even four days at home in one in the office, i see student summer. So just a bit of a shift in having more folks around the key times that students on campus are going to be there. Um, now we do have a residency period in may, so maybe it would be more like, june july august, they do the four days at home and one in the office. Um, yeah. Okay. Yeah, so that would be my idea.</p>

Table 14. FSW_ Interview 1

<p>How will you describe your leadership style while working remotely?</p>
<p>So, I think the kind of benefit the my leadership style has had well working remotely is a rbeen very conscious about the needs to Actively think about ways of bringing people eal strong focus on inclusivity and engagement amongst my team. I've together and finding</p>

space for collaboration and updates and communication. Uh so i stay that my style has been one. That's been very focused on thinking about how working remotely has changed the way that we interact and trying to find spaces and ways to Create meaningful team engagement in that context. See. Thank you.

What is your approach in communicating with employees while working remotely?

First. So, I think it has to be multi-faceted like they're you need to be finding different ways to communicate. I think it will be too easy for All communication to end up being one to one directional. So either emails from me to the team or team meetings where i talk and everyone else's online with their cameras off. So making sure that you know, we find ways to encourage Feedback and hearing from people is really really important. So i think what we do is, you know, we have You know, use different techniques and different ways. I try to make a point of going to meetings with sort of smaller parts of my team. So instead of only talking to the full group, making sure i'm, you know, meeting with my recruitment team every week or meeting with our play relations team every week. So we have smaller groups When we do full team meetings, making sure that there's social and other ways that everyone can engage in it and using an email and other things, you know, strategically so that not all communication. Only happens to be an email. So, Trying to put a lot of thought into what the right. Way of communicating, for the right moment is The other thing i would say is we have stressed, even though people are working remotely quite a bit, we're turning to the office and adopting a hybrid model. So if there is still some in-person engagement and presence in the office and in person to augment what we're doing online as well.

What have you done as a leader, in providing the employees satisfaction while working remotely?

Yeah, i mean, i think it's They're really good question and it's hard, but i think the first and most important thing i've done at Dalhousie as the person that develops Dalhousie's. Remote work and flexible work policies. Was to recognize that a lot of employees want flexibility and want the ability to work in different ways. So coming up with an approach that wasn't rigid and structured, it's not everyone must do the exact same thing, taking a very flexible approach to how we think about where people work and when people work i think it's directly tied to employee satisfaction. So i think, you know, probably the most important thing that i've done and that dollhouse they's done is just having an open mind, listening to employees and giving people the ability to structure their work in the way that works best for them. You know, the other things that will be pride to do is again, create some sense of Community even as people work remotely. No, whether it's through, you know, hybrid or online events regular check-ins, some forms of social engagement. You know, still trying to create a sense of people are part of a team. And then the final thing i would say it's still recognizing success. And you i think when people are working remotely it's easy for work to go on notice or things to just kind of, you know, keep struggling along. So making sure that as leaders we make a point Of recognizing and giving kudos to accomplishments and great work. And even people who are just, you know, doing a good job of Doing their day-to-day work. So celebrating accomplishments i think is a big part Thank you for your answer.

What have you done as a leader, in providing the employees motivation while working remotely?

So, i mean, Motivation is complicated. I think And i think a lot of it ties back to what we just talked about in terms of engagement and satisfaction. I think what drives motivation and many ways is just being satisfied with your work. So you have to kind of connect

those two things in my mind, i think the other thing that we've done is show people that You know, i think How we measure. Performance is a key piece of this. So i think there's a real opportunity through working remotely to rethink how we measure performance in a way that actually supports motivation. I think it was very easy in the past, you know, if someone shows up at their office, sits at their desk for eight hours, looks like they're busy the whole time to say, okay, they must be doing a good job, but when people are working remotely, you have to really think about gate power. They using their time. What are they accomplishing? Are they needing goals? Are we doing a good job of communicating what those goals are? So i think where remote work is actually supportive employee motivation is making managers think more critically about how we assess performance and how we encourage performance. Because i think a lot of people are still motivated by the idea of doing good job, and knowing that good work is being noticed in recognized.

What have you done as a leader, in assuring the employees are committed while working remotely?

Yeah, i mean It's interesting because I think. You can lose employee commitment in different ways, but what we've seen the most around remote work is actually. You know, we have kind of data to show that outside of compensation and salary. Workplace flexibility is now the second most important factor for employees when deciding to stay in a job or look for new employment. So a big part of employee commitment is being an employer that values flexibility and the opportunity to work and Remote or hybrid ways and communicating to that 2 and 40s. So i think this whole exercise of becoming an employer who not just allows flexible and remote work but actually Values it and promotes it as something that we really support. Has a huge direct connection to employee connect. I see.

What have you done as a leader, in keeping the employees engaged while working remotely?

Yeah, i think. For me. A lot of it is meaningful connection with other people, i think. A lot of people thought that working remotely is great because you can just click the head down and do your work. But over time, i think that doesn't have a sustainability. And in terms of engagement with the workplace, i think in order to be engaged, we have to have a connection with the people that we work with. And, you know, people who are a part of our team and a meaningful relationship with our leaders. So for me, it's about, even when people are working remotely, making sure we're still having regular team meetings team meetings, that have a social component to them. Do we get to know each other as individuals to people care about you on a human level? I think long-term, you know, engagement, you know, needs to have those elements to it.

How can you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?

Yeah. And i think You know, their needs to be structured way of checking in with employees at Dalhousie. We have a formal employee engagement survey that we do every two years and that's been a really good way of seeing some longer-term trends but personally, you know, i make the point of checking in with our team and finding ways to get feedback from managers and employees and a regular basis. I even have a kind of an external consultant who does the unbiased interviews with select members of my team just to have that kind of we were checking in and give us feedback but you know, really at all comes down to communication. Uh, culture is something that needs to have a real kind of focused and conscious effort in order to build. It's something that i've been kind of pushing with our senior leadership at Dalhousie that we need to make culture a key

priority. As we've got to build a sustainable model, how we work. So for example, we're doing an employee appreciation week and a couple weeks where we're going to have a number of events and ways just recognizing our workforce. Uh, you know, we're finding ways to again gauge satisfaction more regularly, but it's all about even when people are working remotely, making sure that they're not working in isolation, which are very different things. You can be working You know, anywhere in the world and still have a really kind of connect, strong connection and engaged relationship. One of my managers, uh, As through elderly parents in india. So she actually worked from india for three months and because we structured that in a effective way, she was able to hear work done, we were able to stay connected and she was able to do something that you know wasn't important to her just spend time with her family and that all kind of shows how all these questions are connected. The fact that we're an employer that would allow someone to do that. Goes back to engagement, goes back to that employee commitment, you know. It's all up, you know, it's a circle again.

What are three challenges that you are currently facing while working remotely?

Yeah, i think the first and most obvious is changes to That kind of external labor market if people can work remotely, there's a lot broader range of employers that they could work for. So we're seeing really intense pressure in terms of compensation, you know, if an employer in Toronto who can pay higher wages and hire someone in Halifax and they can still work remotely from their house. You know, that's a lot of pressure on us as an employer to You know, be able to keep up with compensation. Second, big trend, i see is actual management training, and we talked earlier about how in order to be an effective manager of employees who work remotely, you have to have stronger skills in how you measure performance, how you set, performance standards, how you hold employees accountable? You engage employees. So i feel like sometimes the biggest challenges have actually been in how we train managers to be effective managers working remotely more so than the employee's who are working remotely. Sure. And then the third trend would be You know, a lot of people coming out of the pandemic are still struggling with mental health, issues, burnout, anxiety. You know, personal struggles and it's easier for people to fall through the cracks and i have a lot of concerns that we have employees. Who if they were working in person, we might be able to catch early on. It's something's wrong here. This person needs some support for this person is struggling and it's easy for people to struggle in silence when You know, they're able to hide some of these things and that's a major concern for me.

What is your greatest work-related concern as a leader right now?

I think it's all about. You know, we know that hybrid and remote work is here to stay. But i still think a lot of people are still in a mindset that we're in this sort of pandemic transitory period. You know we're managing a crisis, things are kind of up in the air, we don't know what the future looks like so a lot of decisions are being made with everybody. Kind of narrow short-term focus and i think a lot of long-term planning still hasn't picked back up and i think people are almost sort of waiting for things to kind of settle into a new reality, not recognizing that that new reality is here. So somehow i think the biggest thing is getting people back into a mindset of Feeling like we're in a place of consistency and stability. When a lot of people, i think still feel like we're in a space of Of crisis and unstability.

What are your suggestions for what employees could do differently or improve right now?

Yeah, i think. We still haven't figured out the right ways to use technology. I think you

know, teams is Good. But, you know, when do you send an email? When do you make a phone call? When do you have a team's meeting? When do you need to be in person? When do you like use different tools that we have and figured out yet like slack? So i think you know, Employees. Still have internet. I think collectively, we haven't figured out how to work as effectively as possible. I think we have an adapted technology as well as we can. I think we haven't figured out that balance of, you know, working from home versus still happen to be in person and Odell housing. You know, we haven't had those hard conversations around. These are the things that we really do need to be in person for that. It can't be 100% remote institution. Still have to have a physical place, so, i think kind of sorting that piece of it out. Is something that all employees need to better be a part of and recognize that there will be a bit of given taken, as well as we navigate through that.

Considering your role and responsibilities, how often would you prefer your employees to work from home?

Yeah, so i think there's two parts to that my the thing that's most important to me. Is. You know. People talk about hybrid work, as being flexible but it's not flexible. If it's rigid, if you have a work schedule, where you must be in the office, tuesdays and thursdays, and you must be home, monday, wednesdays and fridays. That's not flexible. That's very rigid. It's just hybrid. So, and i think what we are seeing is that the benefits that both employees and employers get is true flexibility. People have having some control over their own schedules so that they can balance work and life. You know needs and responsibilities and figure out what works best for them. So the thing that's most important to me is finding models were employees have actual flexibility and agency, whatever that model looks like. But on a more, practical level i ammo believer that there has to be a bit of a mix. I especially a Dalhousie and particularly as a human resources to department. That's a service focused group. You know, we can't just revert to 100%. You know, promote also, if we go back to 100% in person, i think we're missing on an opportunity to deliver services and new and innovative ways. So you know what i've been telling my team is, you know, If you're looking for a benchmark, try to be in the office about two days a week as a minimum, but that's not a rigid rule, you know, talk to your manager, figure out what works for your schedule. But if you're the type of person that really wants to be told what the expectation is use that as sort of a guiding.

Table 15. HR Interview 1

How will you describe your leadership style while working remotely?

So i personally tend to give people lots of leeway and flexibility as much time as they need to. I try to give you know, Lots of advanced notice so the people can schedule their time. And prioritize, what has to happen? I really try not to give last minute. Um, instructions or tasks, we do lots of planning in advance so that Whatever comes up, people can adjust as they need to. So that's my My standard operating mode.

What is your approach in communicating with employees while working remotely?

My approach. It's a big word, so. Um, I try to communicate clearly, i try to make time to actually Have a team's call or a face-to-face when we're on campus. Um, To keep up the relationship. Part. As well as imparting information. So trying to be personal, but also, So, i guess it's tasked focused and relationship focused, right? So that we're getting both. Uh, both of those things coming through in all of our interactions. I see.

What have you done as a leader, in providing the employees satisfaction while working remotely?

Again, repeating myself a little bit, but You know, giving plenty of time and trying to,

you know, ask about what other Things they're working on and try to give some sense of what what's more urgent or higher priority. Then others. You know, interested in open to hearing of their experience and what their needs are and what's going on for them. Beyond what i can see on the screen. Um, So, inquire, you know, inquiring about how people are doing, genuinely caring about how people are doing. And making sure that if there are any Um, Uh, gestures or phrasing or tone or anything. That might seem a little off that i'm acquiring further. Um you know what's behind what they're what they're saying or not saying. So trying to make sure that i'm clued in i guess on on how things are going, especially when we're separated. It's it's trickier.

What have you done as a leader, in providing the employees motivation while working remotely?

Though, i try to explain why something has to happen. Um, Or the or the next or what's going to happen next. Um, so that they're They have some broader understanding about what their contributing to. So explaining the why and the next steps. And, uh, Giving. I'm not good at giving deadlines, but i try to give some sense of when something has to happen. Like This isn't a rush or Um, So trying to to give them some sense of what has to happen when because i you know there's a lot that comes through and i'm trying to help them sort through. Um, So that they can feel like they have some ownership. Over how the work happens.

What have you done as a leader, in assuring the employees are committed while working remotely?

Well, working remotely. Much better. So, Is something doesn't happen when i think it's supposed to i i follow up, i ask for more information. Um i clarify when when or how i thought it should have gone um and ask for what i want next time.

What have you done as a leader, in keeping the employees engaged while working remotely?

So um, i have i schedule regular check-ins. Okay, so we meet on a regular basis and and we're looking at the follow, you know, that week in the next week, what's coming. Uh, up an advance. So, we have that time together and um, Engaged again. Yeah, i'm interested in what else is going on? I share some of my own. Um, You know, what's happening with me? Um, Good and bad. And You know, try to create that space for them to share as well. And, Yeah, just trying to be more human about. About the work. It's not just about the work, right? There's people. Yeah. People involved as well.

How can you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?

i think it comes to like the way we engage with each other. The Is it positive is it a beat does? Lots of Smiles, and laughs, and Our emojis or, um, You know, you get a sense that there's a report and that The things are on track, we give each other, you know, in team meeting. You broader team meetings, i give kudos. Um, So that she feels hopefully that she's valued and recognized, not just by me but by the broader team that we're a part of Um, So i think it's yeah, just keeping us you're sort of your finger on the pulse of Of how the relationship part of it is going.

What are three challenges that you are currently facing while working remotely?

So me personally, yes. So, Um, I sit way more than when i'm working at home. Then when i'm on campus, So much more sedentary. Um, i i miss out on informal catch up with with colleagues. Um, i was actually on campus yesterday and i saw people in the hall and, you know, we were walking the same direction. So we had this quick little catch up. I hadn't seen her in person for more than two years. I don't think. So you know, you miss

out on that because i'm not going to. I'm not going to schedule a meeting with her. Um, to do that. But when you happen to see somebody on the way to the washroom or whatever, right? You you're connecting with people and inquiring About you know, how they're doing and catching up that way. And i would say number three is going to be the technology like when it works, it's great. But when it doesn't, Um, you kind of at a loss. We were so dependent on the technology working both the hardware and the The internet, all of their systems. Everything has to be working. Properly or we're not very effective. So those would be my three.

What is your greatest work-related concern as a leader right now?

I would say it's this tension between flexibility and accountability. So, We want to give people lots of say in how work happens. Lots of autonomy. But they're all size to be that. The performance and the accountability and the follow through. And right. So it has to give antique past to To be there like, yeah. So we have flexibility in order for people to do better at their jobs, right? It's so We need both of those things to be in place, so Yeah.

What are your suggestions for what employees could do differently or improve right now?

That is tricky. I would say. That's why i have a few thoughts take responsibility for like, how you show up, how you Communicate that you you're doing what you need to do that. You're following up your your Um, You're keeping other people up to date and informed, that's kind of in one sort of. Responsibility, taking responsibility, uh, bucket. I think there's something around visibility. Um, So you know making sure that people see you in various wherever they can, right? If you know, you don't just fight away. Uh, virtually or In the office that you're you're out in and seeing Um, by the people that are around and i've forgotten what the third one was. So we'll go with two. Okay. Oh no, i remember now sorry. So um, it might be, so there's some departments. This is the my broader view. Now there are some departments that do hybrid work really well. And so, i worry about the employees who were We're kind of blowing it for themselves like who, who aren't doing what i mentioned about. Staying visible. Keeping people up to date taking responsibility. Like they, they want to keep the hybrid work but they're not actually giving. Back right? Or they're pushing back at schedules or boundaries or whatever. Somebody says, you need to be in three days a week and they push back at that like No, like the alternative is you might have to be in five days a week. So i i worry that they might actually be harming their own situation. By. By kind of pushing back. Unless, of course, the other, the exceptions are those who need accommodations, right? I'm not talking about those people but people who are grumbly and think no, i want what i want. And not being open to what the university needs. I think that's that's a challenge in the broader scope of the university to the point where i think other leaders are going to say too bad. It's not working. And you're gonna have to come back full time.

Considering your role and responsibilities, how often would you prefer your employees to work from home?

I struggled with this one. Because, My philosophy is that you need to be where you need to be. Like, if there's something going on. On campus that needs your attention. You should be on campus. I don't care what day of the week, it is. That's when you should be there. Like, that's the way i operate and those are my expectations. So we might set a schedule of Monday, Wednesday, and Friday. But if something happens on Thursday, You know, you need to be where you're supposed to be to be effective in your job. If it's part of your work, you don't slough it off on somebody else who happens to be in there. It's yours to To take responsibility for so. I don't have an answer, i don't have a number

for you. Um, It's about being in the right place and not, you know, taking again, taking responsibility for, what's your task or your role. Um, and owning that and doing what you need to do to be in the right place at the right time.

Table 16. HR_ Interview 2

How will you describe your leadership style while working remotely?
Dal recently when working from home already became the norm. I have a small team to lead and they were there before I joined. I came when calls to resume working from the office started. There is a lot of resistant as there are a lot benefits to working from home; workers save 2-3 hours daily from preparing to get ready to leave, to commuting, organizing childcare, etc. Work from home save a lot of time, resources, and work for most people. My team is accessible all the working hours, if needed, and we have our regular check point meetings. I don't not micro-manage and I don't have the need to see them in the office to ensure they are doing work. As far as I see result and good reports that is fine for me.
What is your approach in communicating with employees while working remotely?
I used MS Teams for instant messages and sometimes I use cellphone texting, if I need to communicate something off working hours. I use email for regular communication (messages that are not urgent or those that may need more time and resources to respond to).
What have you done as a leader, in providing the employees satisfaction while working remotely?
in regularly, weekly or more if there is a reason, such as when a staff is sick or they need support for a reason or another. I remain accessible to them and I have genuine interest in their lives (limited to what they choose to share with me). I respond to their needs, complaint in timely manner and provide support when needed.
What have you done as a leader, in providing the employees motivation while working remotely?
a lot praise (may be too much), and keep them accountable. I also provide supportive feedback and opportunities to grow skills and expand knowledge. I take notes during my check point and follow up with requests (given or taken).
Have you done as a leader, in assuring the employees are committed while working remotely?
them accountable and responsible, see products of their work. I also collaborate with them, working on projects together, etc.
What have you done as a leader, in in keeping the employees engaged while working remotely?
Same above.
How can you ascertain that you as a leader, have created a positive and conducive culture for the employees while working remotely?
lot of freedom to my staff while holding them accountable. I don't think you can be sure that you created a positive environment and move on. As a leader, I need to continue supporting, calling for, and protecting that environment where everyone is safe and productive.
What are three challenges that you are currently facing while working remotely?
or no opportunities to meet in-person, 2. Creating and maintaining projects outside work (having lunch together, going for coffee breaks), 3. Adjusting most of work functions to be done virtually (training sessions, you are not sure if people are with you or reading and

responding to their emails (too much multitasking and distractions during virtual training))
What is your greatest work-related concern as a leader right now?
the major issue is lack of opportunities for in-person training sessions, missing that human energy when people are in the same space, sharing a learning space together.
What are your suggestions for what employees could do differently or improve right now?
having, a day weekly for all teams to be together. This call is already there, but there is a lot resistance to abide.
Considering your role and responsibilities, how often would you prefer your employees to work from home?
sensus in my team is to work twice in the office and 3 times from home.

Table 17. HR_ Interview 3