

## **Determinants of Employee Engagement in the Post-Pandemic Working-from-Home Contexts: Evidence from the Sri Lankan Software Industry**

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### **Abstract**

This study explores the dynamic landscape of employee engagement within the Sri Lankan Software Industry amid the post-pandemic surge in remote work. Recognizing the unique challenges and opportunities of this transition, the study highlights the necessity for a comprehensive comprehension of the factors that impact engagement when conventional workplace structures are not present. Framed within the context of the evolving work-from-home scenario, the study addresses the industry-specific gap in knowledge, contributing both theoretically and practically. Leveraging a comprehensive literature review and insights from industry professionals, the research identifies factors crucial to employee engagement, including employee well-being, small-group collaboration, job safety and security, job satisfaction, social interaction, and the supervisor's role. The hypotheses formulated and tested through a survey of 196 technical employees reveal significant associations between these factors and employee engagement. Notably, employee well-being emerges as a key contributor, with holistic well-being programs deemed essential in remote work settings. The study further explores the mediating role of small-group collaboration and the moderating impact of the supervisor's role, shedding light on the intricate relationships that shape engagement. While emphasizing the positive impact of

transparent communication on job safety and security, the research underscores the importance of proactively addressing challenges to boost overall job satisfaction. The findings offer valuable insights for organizations navigating the complexities of remote work, emphasizing the multifaceted strategies required to enhance organizational performance in the evolving work landscape.

### **Citation**

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