

ABSTRACT

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The dissertation addresses the issue of building employee engagement in the context of full remote work, which gained particular significance as a result of the COVID-19 pandemic. This situation necessitated a rapid and large-scale shift to remote work, creating numerous organizational, technical, and psychosocial challenges. The scale of remote work during the pandemic was unprecedented, and after its end, there was no return to office work in the form known before COVID-19.

The psychosocial and organizational aspects of remote work are presented, discussing its evolution and the impact of the pandemic on the development of this form of work. In the further part of the dissertation, employee engagement is analysed, taking into account its definitions and determinants. The multidimensionality of this issue is highlighted, emphasizing that remote work can significantly affect engagement. Attention is drawn to the need to adapt methods of building engagement to the individual characteristics of employees, such as age, experience, gender, and job level. A discussion was also undertaken on the need to verify the determinants of engagement in the context of remote work, with a particular focus on affective engagement.

Own research, conducted in both qualitative and quantitative forms, revealed that remote work not only affects engagement but also shows differences in how this form of work is perceived depending on the individual characteristics of employees. In the qualitative studies, key aspects were identified that influence the level of employee engagement during remote work. Respondents pointed to feelings of isolation and weakened bonds with the organization. They also emphasized the importance of the role of the immediate supervisor, who becomes a key source of information about the company in the context of remote work.

In the quantitative studies, hypotheses regarding the impact of remote work on various aspects of engagement were verified. It was confirmed that remote work can lead to a weakening of organizational engagement, and differences were also found in the assessment and preferences regarding the scope of remote work, depending on job level and age.

The utilitarian goal of the dissertation was to propose a model for building engagement in the context of remote work. The model is based on key elements such as a flexible approach

to work scope, minimizing the discomfort associated with isolation, as well as engaging leadership and effective communication.

The dissertation concludes with recommendations for implementing the model and identifying barriers that may arise during the process of adopting remote work as a full-fledged organizational model. Benefits resulting from such a solution were also identified, emphasizing that remote work, if properly managed, can become a permanent element of organizational strategies.