

# Role of Digitalization in Balancing Work during Pandemic: Case of Microsoft

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**Abstract**—There has been a major shift in how workers and employers interact and how they see their lives as a consequence of digitalization. Individuals whose jobs could be done remotely because to the COVID-19 epidemic were required to do so. This document summarizes the results of all of these different studies. Researchers think it is the most comprehensive collection of studies on the influence of the pandemic on workplace behaviour to date. The results reveal a number of pressing issues and potential for the development of new working methods that are more efficient, egalitarian, and invigorating in nature. It will never be the same at work again. It is, however, something we intend to improve upon with attention and effort. The resources accessible to workers in the workplace, as well as their well-being, might be harmed if work is done away from the office, colleagues, and supervisors. When it comes to employee well-being, remote working has a significant impact. To test this idea, researchers looked at how often employees worked from home and how much of their work was digitised.

**Keywords**— Microsoft; Digitalization; Balancing Work; Pandemic

## I. INTRODUCTION

Sudden organisational changes (e.g., working from home, virtual teaming) were brought about by the COVID-19 pandemic and impacted personnel (e.g., through social distancing, stress, and unemployment). It has imposed a necessity to digitise labour and required a focus on the well-being and quality of life of workers. Negative consequences on well-being, work satisfaction, and family life have been shown in studies on the impact of COVID 19. Keeping employees happy and healthy has risen to the top of the list of companies' concerns during this outbreak. Organizations' reactions to the epidemic have taken into consideration the changing demands of employees. Using Microsoft research, this study summarises Microsoft's findings on how the COVID-19 epidemic affected work behaviours [1]. An information worker is a person who does non-routine cognitive labour (such as producing or processing information), such as an engineer or architect or a designer or an accountant or an administrator or a lawyer or a marketer. Information workers now make up over 40% of the US workforce, a figure that has more than quadrupled in the last three decades. Companies are increasingly valuing the health and happiness of their workers as a consequence of this increased emphasis on corporate social responsibility (CSR) [2]. Various work-integrated learning programmes have been implemented, and a well-being approach has been incorporated into the corporate culture. In doing so, they are not only improving

staff morale, but they are also creating an environment that is favourable to high productivity. Around the world, 80 percent of businesses (including 71 percent in Poland) say that their success depends on the happiness of their workers. However, just 12% of respondents (including 10% in Poland) say they are 100% committed to putting this strategy into action. As a consequence, there is a lack of study into how employee well-being and digital job performance are linked.

The dynamics of the pandemic environment have made it imperative for organisations to respond and make choices based on individual experiences. Due to the lack of opportunity to try out new ideas, they have instead chosen ones that have been shown to be successful. An organization's stability might be jeopardised by a lack of information about the best possible options. This epidemic necessitated the fast digitalization of the workplace, resulting in difficulties in sustaining job productivity, commitment, and the work-life balance. As a result, the need for current research on employee well-being is growing. When it comes to "remote work," the use of modern technologies in the workplace is far more comprehensive than when the job is done in an office. The words "remote work," "telecommuting," and "digital work" are all used interchangeably throughout this article. The report is based on the findings of a survey of Polish employees on their perceptions of employee well-being,

which was done during the COVID-19 epidemic in January 2021. In this article, there are three main sections:

- Employee well-being and the peculiarities of remote working in Poland during a pandemic were discussed in a theoretical introduction,
- empirical research approach, containing an explanation of the purpose, assumptions and sample size, and
- Conclusions are presented in a section after the presentation of the findings of statistical analyses.

## II. RELATED WORK

Corporate social responsibility (CSR) is a term used to describe a company's efforts to have a good impact on society and contribute to its well-being. These efforts are derived from CSR. One of the primary goals of these efforts is to maximise the positive and minimise the negative environmental consequences of the firm. Organizations show their stakeholders that they care about the community, the environment, and their workers via CSR efforts. In the event of a pandemic, building a work environment where workers are healthy and happy is very important as part of CSR programmes. Research has shown a connection between corporate social responsibility (CSR) and employee well-being [3]. When it comes to well-being, the World Health Organization defines it as "the condition of each employee in which they recognise their potential, deal with life challenges, work successfully, and contribute to their communities." Psychological well-being has been shown to be the most significant well-being aspect in the workplace. A person's development and self-actualization along six dimensions: positive attitudes toward oneself, trusting interpersonal relationships, freedom from unacceptable norms governing everyday life, opportunities to control and contribute to one's environment, a sense of purpose in life, and opportunities to develop potential. Theory of self-actualization and autonomy are the foundations of the first three dimensions. The latter three stem from the ideas of mastery and optimum performance. [4]

The first component defines well-being in terms of mental and bodily health and their optimal functioning. Work-related hedonism and eudemonia are the two facets of contentment that make up the second kind of contentment. In the context of the relational component, trust, justice in the workplace and social support are among the factors that are considered. The methodological assumptions of this study effort were inspired by this paradigm [5]. Tools geared at workers and employers may be used to diagnose well-being. Some of the instruments used to diagnose workers' mental health include measures of happiness, meaning in work, burnout, and suicidal thoughts. Others include measures of depression and substance abuse and other mental health problems (e.g., Employee Well-Being Index). There are five items on the Gallup and ShareCare Well-being Index scale:

- Motivated by the desire to succeed and an optimistic outlook on life's everyday chores,

- having a network of supporting friends and family members,
- having a stable financial future,
- having a sense of belonging to a particular group, and
- Possessing sufficient physical health and mental stamina to carry out one's regular activities. The study's design was laid out using this tool.

### **The shift to remote work increased meeting and IM loads, while stretching workdays**

Collaboration, productivity, and connection are supported throughout the course of a typical workday by both planned and unplanned contact. "Task-focused and casual communication both transferred to internet platforms as remote work took off. Studies of Microsoft employees and information workers from outside the firm have shown that persons had a greater meeting burden during the epidemic than before COVID. In a poll of more than 100 information professionals from a range of sectors, 57% reported an increase in their meeting workload. More than half of respondents in a company-wide study said they had more meeting time. According to the findings of a study of Microsoft China workers' work schedules, the number of hours spent on voice and video conversations increased from 7 to 14 per week after the implementation of remote working. Scheduled meetings are also running longer, according to other research [6]. According to an internal research, meetings were less likely to conclude on time because of a lack of concrete reminders (e.g., the next group walking into your conference room, people shuffling papers, people standing up, etc.). According to a Microsoft study of 800 Dutch workers who participated in a 10-week remote working experiment last year, meeting time increased by 10%". This may not be exclusive to pandemic circumstances.

Independent contributors' meeting schedules did not shift as much as those of managers. Managers at all levels of the company were more inclined than individuals to push for additional meetings. -Managers at a 3,500-person company saw a 25% rise in after-hours meetings based on telemetry data. External clients also reported fewer meetings with their manager, indicating that some managers had more time demands than they could handle, according to a survey of participants. See the next chapter on Personal Productivity and Well-Being for more on the necessity of managers in adjusting to change. To sum it all up, prior remote job experience is a plus. Microsoft workers who had never worked remotely before were shown to have different cooperation patterns than those who had previously worked remotely [7]. According to the same research, new recruits had a greater reduction in cooperation than long-term workers. Compared to pre-pandemic measurements, both "always remote" employees and "new remote workers" showed a 47% increase in the amount of time spent in Teams meetings. New remote employees also established more one-on-one contacts through Teams than those who had traditionally worked from home. – (13 connections per week compared to 9).

Separately, a poll of Microsoft workers found that those with remote work experience were less likely to perceive a loss in productivity when it first started”.

### There are innovation risks related to remote work

Many computer businesses have claimed that their workers may work from home for the rest of their lives. “Long-term implications of remote work on innovation, a key driver of long-term macroeconomic development, are unknown. As described in the chapter on personal productivity and well-being, professionals indicate that they have less time for or find it tougher to undertake brainstorming and cooperation, ideation, creative work, and big-picture thinking – all well-known innovation drivers [8]. According to one research, teams that work from home have a shorter-term vision, which might lead to less long-term creativity. Two individuals working together may frequently lead to new ideas. People’s ability to access fresh knowledge is being hampered by weaker indirect links, as previously noted. New research on Microsoft US workers shows that the move to remote work has resulted in communication patterns that are not favourable to the collaborative development of high-quality knowledge work. Employees used less information-rich media like email and instant messaging, which aren’t well-suited to the transfer of complex ideas, and spent more time collaborating in dyadic configurations, which could reduce the amount of parallel learning and slow down the rate at which new ideas are generated. [9, 10, 11]”.

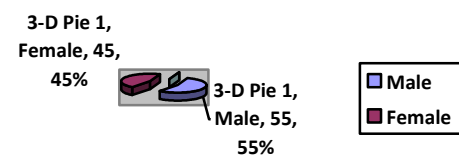
In the same way that productivity varied widely by function and experience, work happiness also varied widely. A poll of Microsoft software engineers and programme managers in the United States found that 31 percent reported a drop in work satisfaction, while 32 percent reported an increase in satisfaction. “Additionally, 33% of Microsoft Puget Sound workers surveyed believed that returning to the workplace would enhance their overall well-being, while 29% disagreed with this statement. Around 81% of Microsoft employee’s worldwide expressed satisfaction with working from home in the CSEO (Core Services Engineering and Operations) poll conducted in November 2020 [12]. A similar 81% of Microsoft employee’s worldwide expressed satisfaction with working from home in the OXO (Office Experience Organization) poll conducted in the same month. Working from home during COVID-19 was more pleasurable for Microsoft workers who had previously worked from home on a weekly basis before the pandemic; in the CSEO poll, 85% of worldwide Microsoft employees who had previously worked from home on a weekly basis were pleased with the experience (compared to 69 percent of those who never worked from home previously)” [3].

These findings are supported by an OXO poll in which 61% of respondents claimed the difficulties they had in the beginning were alleviated with time. “People who worked remotely before COVID-19 said that the entirely remote meetings they had in spring 2020 functioned better than meetings pre-COVID when they were remote while

everyone else was in a conference room. People’s happiness was linked to their level of dedication, motivation, and concentration, as well as their perception of being overworked. Some 31% of respondents in an external study said they preferred working from home over the office, compared to only 18% of those who felt separated from their team’s aims. When participants in the OXO research reported having trouble with motivation, attention, or feeling overworked, they were less likely to report being content with their jobs [14]. People who reported being dissatisfied on fewer than 60% of their evening replies were shown to have poor mental and physical health, as well as feeling overworked. Working from home did not eliminate these issues, but they may have been aggravated as a result. Management at OXO was less likely than individual contributors to cite issues with motivation and teamwork, but more likely to have issues with meetings, children and well-being” [15].

### III. METHODOLOGY

The goal of this study was to examine the health of Polish workers during the COVID-19 epidemic. For this study, a sample of 1000 economically active Polish employees (n = 1000) was interviewed in January 2021, using the CAWI technique, based on a nationally authorised research panel. Random sampling was used to ensure that the sample was representative. More than half of the participants in the study had a bachelor’s degree or above and were working in the private sector (77%) on the basis of an employment contract (77 percent). In terms of gender (55 percent male and 45 percent female) and age, the study sample was evenly distributed (each of the four age groups covered between 18 percent and 28 percent of respondents). Respondents who had not worked remotely throughout the epidemic were more than half of the population (56 percent).



**Fig 2: Male and Female Percentage Distribution**

The remaining 13 percent have gone from working remotely for less than one day each week to doing so full-time (10 percent). Due to their status as "essential employees," health care professionals performed an especially important role throughout the epidemic. Working longer hours, increasing stress, and worry were all a by-product of the pandemic. However, the inability to work from home and close contact with sick individuals may have exacerbated the illness. Employment in the

health care industry, which accounted for 20% of the sample, was split in the measurements so that it could be compared with work in other sectors.

**Table 1: Demographic Information**

Bachelor's Degree or Above	Private Sector	Employment Contract
	77%	77%

**Data**

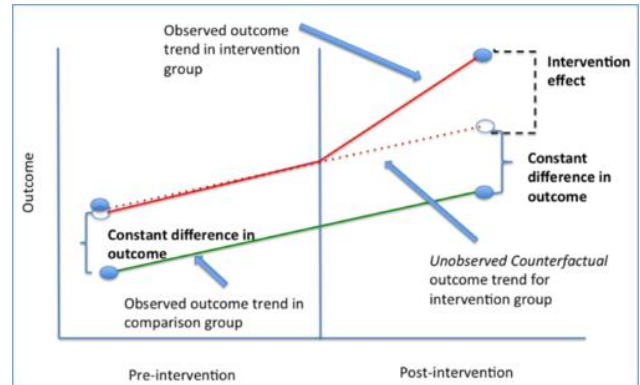
Using anonymous de-identified IDs, Microsoft's Workplace Analytics tool captured and anonymized our information in the background while we were unaware of it. Video and audio calls, teleconferences, and IMs may all be carried out using Microsoft Teams' collaboration platform. According to US employee privacy rules, the data is being used in accordance. Many nations' rules on employee privacy preclude us from providing information about employees other than those in the United States. In spite of this, an employee's communication and cooperation with overseas colleagues is still included in the data and those people are still included as a member of each employee's network. For the purposes of this study, no data were collected or analysed on overseas colleagues apart from encounters with US employees. It is Microsoft's policy to notify workers when Workplace Analytics is being used and to enforce rigorous limitations on the collection and use of such data.

Each member of our team is a node in the collaborative network we've built. There must have been at least one significant engagement using at least two of the following four communication media: email, instant messaging, planned meetings, and unscheduled video/audio calls for there to be a connection between two employees in a given month. An email, IM, planned meeting, or impromptu video/audio conversation with a group of no more than eight people is a meaningful encounter. We define a person as working remotely if they spend more than 80% of their monthly collaboration time with coworkers who are located far away from them. If a person is working from home, all of their coworkers are deemed to be distant from them, however if they are working in an office, all of their coworkers in the same city as them are considered remote. All Microsoft workers in the United States will be WFH (work from home) as of March 2020.

**IV. Modified DiD model**

The traditional DiD model is extended in two ways by our modified DiD model. First, our model assumes that the impacts of changes in two independent treatment variables—whether an employee works remotely and whether or not their coworkers work remotely—are additively separable rather than assessing the effect of a single treatment variable. One exogenous shock that impacts all employees in our sample, but has differing effects on certain workers than others, is allowed in our model's treatment variables. Because Microsoft's company-wide WFH policy was in effect during the pandemic, only

a small percentage of Microsoft workers observed changes in their remote work status and/or the percentage of their colleagues who were working remotely.



**Fig 1: Modified DiD model**

Identifying both ATTs is dependent on a number of assumptions that are both conventional in DiD analysis and peculiar to our study context. It is assumed that the time series for "treated" and "untreated" employees would have developed in parallel absent the treatment for both of our "treatment" variables. Subsets of matched samples are examined for time-series patterns in comparison to each other. We may conclude from these analyses that the parallel trends assumption of the DiD model is realistic for both of our treatment variables, when evaluating the impact of the therapy on network and communication medium metrics. Supplementary has similar graphs for all of our outcome factors. Time series before and after the shift to remote work seem to move in parallel in all instances, demonstrating that the identifying assumption is valid.

When it comes to remote work, we assume rigorous ergogeneity, which means that the timing of the move to remote work must be unaffected by employee results. We are less worried about the endogeneity of therapy since the 'treatment group' was all shifted to WFH owing to COVID-19. Before the epidemic, we must assume that the number of coworkers who also work remotely and the proportion of remote employees is unaffected by the pandemic. Because of school closings due to the pandemic's onset, this assumption would be false for individuals who worked remotely before the outbreak had less childcare duties than those who didn't. We apply the CEM approach outlined below in order to make this identifying assumption more believable. For the ATTs that we estimate from those employees who started WFH as a result of the pandemic to be considered average treatment effects, we would also have to assume that, subject to the CEM procedure described below, employees' prior remote work status and the percentage of colleagues working remotely were not influenced by the effects of ego and collaborator remote work on their employment outcomes.

**V. Alternative matching procedure**

Using an alternative, more comprehensive matching approach provided in ref., we estimate our primary DiD

specification again on a sample of workers who worked remotely before the COVID-19 epidemic to ensure its robustness. Employee attributes (such as job titles and responsibilities, seniority and new hire status) are matched against observables that include both time-invariant and time-varying behavioural attributes (such as number of scheduled meeting hours, unscheduled call hours, IMs and emails sent, workweek hours, network ties, business groups connected to and cross-group links). churned ties and added links are also matched against the observables that include both time-invariant and time-varying behavioural attributes. There are more workers that cannot be matched since we are matching on more criteria, and our matched sample only comprises 43,576 employees.

The following is the rationale for this matching process. Pre-treatment behaviour would be used to match control and treatment units in a normal DiD study. Given that workers who worked remotely and those who didn't before the COVID-19 epidemic were in distinct possible outcome states in February, this form of comparison isn't acceptable in our environment. Our identifying assumptions would actually be less likely to hold if we were to match on pretreatment behavioural results. By the time of the COVID-19 epidemic, both workers who worked remotely previously and those who did not were in the same possible result state (firm-wide remote work), and therefore matching on time-varying behavioural outcomes increases the confidence of our identifying assumptions in June of 2020..

## VI. RESULTS AND DISCUSSION

Three logistic regression models were generated, one for each of the three components, to examine the influence of telecommuting on the identified indicators of employee well-being. Work-life balance, workplace relationships, and physical and mental wellness were the response variables in each model. "Remote working" was used as an explanatory variable in this study. "Sector," "Health Care," and "Size of the Company" were all included in each model's three control variables. The dichotomous answer variable was examined to see how the explanatory factors influenced the results using logistic regression. In order to analyse the logistic regression models, a consistent index for each of the aspects of employee well-being had to be established. Because the Likert scale was used to calculate all three scores, they were split into two categories based on how far off they were from the median. In order to make comparisons between the various variables, a reference value was chosen for each one. "Remote working" was defined by the employee's assertion that he or she was not working remotely. The term "absence of remote working" was used to describe situations in which employees worked from home on a regular basis, ranging from once a week to never. It was assumed that "sector" meant public sector, with private sector and a category that includes foundations and organisations referred to as examples of "sector." With respect to both variables, a reference was made to "work in health care" and "size of

the firm," which was defined as an organisation with no more than 50 people.

"Health care" was shown to have a substantial correlation with employee perceptions of "workplace relationships" among the control variables. This feature, "workplace connections," had an almost 1.5 times larger likelihood of being more than or equal to the median in the survey while working in other sectors than in health care, according to the research. The results could not establish a link between the variables "physical and mental health" and "remote working" due to a lack of statistical significance. The only statistically significant correlation between this component and any of the control variables was that of working in the "health care" business. For employment in sectors other than health care, we can deduce that the likelihood that the "physical and mental health" component will show a value larger than or equal to the median in the study (4.0) is roughly 3.2 times higher.

### Discussion

According to the findings of the study, there are three components that contribute to the happiness of Polish employees. As a consequence of examining the data, we are able to propose a model that takes into account factors such as interpersonal connections at work, physical and mental health, and work-life balance. In the first of these, we look at how we interact with our bosses and colleagues at work. Employees who have high job satisfaction have a favourable impression of their boss and believe that he or she considers them like a partner rather than a subordinate, and this is reflected in how they feel about the work environment. The statement of confidence in coworkers and supervisors is also part of this dimension. This is the component of workplace well-being that Polish workers evaluate the lowest. They believe their physical and mental health is in excellent shape as an additional aspect in their well-being. Health and psycho-physical conditions of employees are deemed sufficient for the work at hand. Job satisfaction, a hopeful outlook on the future, and the capacity to perform at one's best every day are all part of this.

Polish workers place a high value on physical and mental health as a measure of job satisfaction. In the end, it all comes down to whether or not workers think they can strike a healthy work-life balance. Literature supports the idea that it is difficult to establish a work-life balance while working from home. Work and non-work are tough to distinguish when you're working from home. Due to widespread school and training suspensions, as well as continuous worries about family and friends' health, employees were forced to deal with additional stressors throughout the epidemic. Work and family responsibilities have become more intertwined, making it harder to establish proper boundaries. Working only from home disrupts the work-life balance for many Polish employees during the COVID-19 epidemic, according to a new study that examined the effects on Polish workers. Hybrid solutions—which combine characteristics of remote



working with presence in the workplace—should be preferred by employers that want to facilitate distant employment. Employees juggling work and family responsibilities might benefit from information and assistance from employers, such as information about local childcare and eldercare choices, as well training and development opportunities that can help employees adjust to shifting roles and expectations.

### **People are resourceful and buoyant, and are developing new work practices to acclimatise to a mutable world**

In the face of the issues stated above, individuals, teams, and institutions are adopting inventive new work methods. These have the potential to be useful, but they may potentially have unintended side effects. People were trying to be more inclusive in their scheduling and more intentional about how and why they hold meetings; they were also more punctual, turning on video to signal engagement; they recorded meetings; and they immediately distributed press recordings as soon as they were made available, as an example of how Microsoft teams were addressing meeting challenges early in the pandemic. Good quality meetings and efficient communication were shown to have a positive impact on productivity, according to the results of a study. It was also a cause of heightened irritation and exhaustion in meetings when agendas were not well communicated. We return to an internal study of online meetings to take a deeper look at how meeting preparation and meeting follow-up could have evolved while working from home.

According to the findings of this research, just around half of the participants (55 percent) saw an improvement in their meeting preparation, but a sizable portion (45 percent) did not. Preparatory work of all kinds (pre-readings, agendas, objectives, async and sync discussion) was noted as more common by those who had experienced a shift, resulting in the majority (66 percent) feeling more prepared for meetings. There was a wide range of viewpoints as to the overall benefit of preliminary work, with differing views on whether it boosted productivity, made other individuals more prepared, or made meetings more efficient. However, there was a solid consensus that increased meeting preparation did not decrease the number of meetings. Overwhelmingly, (94 percent) of attendees reported having at least one sort of follow-up from the conference. Sixty-three percent of respondents said they had noticed a rise in the use of Teams personal chat in this area, while more meetings were regarded as a drawback (40 percent of people reported an increase). The usage of action items and document collaboration increased somewhat, but the use of Teams channels, meeting chat threads, and email all had mixed outcomes. There was no convincing evidence that enhanced follow-up from meetings had a beneficial influence on productivity, probably due to the negative impact of more email and more meetings. Although some comments showed that they were not always monitored, good action items were viewed as positives. Following up on action items after the meeting was also an issue, as was the problem of post

meeting conversation being spread out over several Teams chats, channels, and even individual meeting chats.

Social support and workplace connections, especially with supervisors, have been shown to impact work during a pandemic; according to studies published in the scientific literature the importance of social support cannot be overstated. In turn, this enhances one's physical health and well-being by increasing one's happiness levels. With the aid of social support, workers are able to overcome social distance's negative effects. Working from home considerably reduces the number of possibilities for coworkers to provide mutual assistance. Full-time or one or two days a week of telecommuting has been shown to diminish well-being scores in the "workplace connections" component. Lack of face-to-face interaction with supervisors and coworkers has a detrimental impact on employee trust and workplace climate. The connection between the supervisor and the distant worker is likewise evaluated lower in this situation.

The scenario is similar in the case of hybrid work, such as working from home one or two days a week, with the majority of the time spent in the office. Remote work (less than once a week or frequent but not exclusive work 3–4 times a week) had no effect on the well-being evaluation in terms of connections with coworkers and supervisors, as shown in this study. This suggests that businesses that care about their workers' health and well-being should exercise caution when implementing remote working practises on a long-term or exclusively. While remote working may be beneficial from a health standpoint in the context of interpersonal connections at work, it should only be used on occasion. Employee well-being depends in part on a better understanding of how remote working affects relationships with coworkers. The literature on COVID-19 and the workplace cites this as the most pressing topic in need of more investigation.

No correlation was found between the component "physical and mental health," which was assessed in the research, and working remotely. Remote working does not seem to have an impact on workers' good feelings about their physical health, optimism for a better future, or job satisfaction, according to the findings. A rise in anxiety and depression has been linked to the epidemic, according to published research, and it has also been demonstrated that dealing with difficult life experiences may raise one's vulnerability to health issues, both mental and physical. A correlation between the distant nature of employment and mental and physical health perceptions should be expected. However, our findings do not support this hypothesis. Subjective well-being in terms of physical and mental health does not change for Polish workers based on the intensity of remote work. Further investigation is required in order to discover the cause for this lack of connection. Even if workers are able to work remotely, pandemic circumstances may have a comparable impact on their emotional and physical wellbeing.

## VII. CONCLUSION AND FUTURE SCOPE

Revitalized statism has been linked to both remedial and industrial measures for sustained post-pandemic recovery after the COVID-19 pandemic (c.f. Wright et al., 2021). Post-pandemic rebuilding may need incentives for businesses to acquire digital skillsets as well as better digital infrastructures in their countries. There are several ways in which telework and telecommuting may decrease traffic and pollution, as well as increase productivity. Again, new digital skills may be a need for survival if companies can no longer rely on the business models of the past. As a consequence of the epidemic, governments have used digital technology in unprecedented ways to collect and analyse data on their population, which is likely to lead to a rise in interest in digital solutions in the future.

According to our findings, governments throughout the world must provide economic incentives and procedures to help firms make the transition to digitization and reap its advantages (You et al., 2020). When it comes to improving access and linking rural people to the new digital economy, it has become more obvious that governments should concentrate on establishing technical infrastructure. Government resources are needed, particularly in developing countries, to construct a technology infrastructure that offers basic support for new and rising firms to take advantage of and transition to new technologies, in order to stay up with the changing technological environment. Governments, for example, may support or supply small enterprises with electronic-enabled gadgets. Transparency in corporate operations may make it easier to enforce tax and labour laws. Worries about the erosion of companies' capacity to monitor, regulate, and analyse the performance of workers are important concerns raised by digitalization. Firms' susceptibility to humiliating data breaches, data theft, as well as the general vulnerability of the digital infrastructure that the organisation depends on, all contribute to this. It's worth mentioning that some companies still believe that selling their items online is unsafe and that managing their employees from a distance is impossible. In addition, companies find it difficult to adapt to new technology.

The results of the study confirmed the premise that workers' well-being is linked to the level of digitalization of their job, as assessed by the amount of telecommuting they participate in. Filling in the study gaps of significant correlations between the researched components, the findings were able to achieve their goal. In addition; they discussed the effects of remote work on the many aspects of employee well-being. It proposes a model that includes workplace relationships, physical and mental health, work-life balance, and the intensity of remote working as components of employee well-being. There was no statistically significant correlation between workers' assessments of physical and mental health and their distant employment, contrary to the literature's claims. Telecommuting has a substantial influence on workplace relationships and the capacity of employees to maintain a

work-life balance, according to the study. In terms of their relevance, these results provide crucial information about desired methods to construct well-being programmes in companies.

As we approach the one-year anniversary of the COVID-19 outbreak and the concomitant mass shift to remote work, it is evident that we still do not know much. We've already seen a slew of immediate consequences, but we're expecting more in the form of a cascade effect. However, businesses must make long-term choices about how they do business, how many people they employ, and where they locate their offices. It will require more time and investigation to get a full picture of how things have changed and what can be done to help bring about good results that are significant. When it comes to the effect of remote work on professionals who lack social support or social capital, we've already seen changes at Microsoft in how people build new relationships and reinforce old ones. This has driven product improvements throughout the firm. Complex implications for the future of corporate structures have been seen in emerging trends in business decision making, resource allocation, and flexible or fluid labour arrangements. We've also discovered how COVID-19 and the unforeseen repercussions of the fast, worldwide trend toward remote employment have led to disparities in well-being and opportunity. Aiming to provide others with the most up-to-date information while also contemplating the long-term consequences of their actions is one of our primary goals in putting up this study.

As this research solely focused on workers in Poland, it would also be beneficial to conduct a poll of employees in other nations and areas. Research on employee well-being should take into consideration both the employee and employer viewpoints. A sample of workers was used in this research to examine the correlations between the constructs. A research from the point of view of employers would provide a fuller picture. Furthermore, this research used an employee self-assessment questionnaire to quantify the components. In order to ensure the validity of the findings, more research should be conducted to verify the findings. Future studies might go into the components of associated factors in more depth. In the future, the study of the connection between employee well-being and digital work might include mediators and moderators as well.

Private companies with strong links to governments have pushed most of the digitization supported by governments, and they have taken advantage of this opportunity to collect vast quantities of data and strengthen monopolistic or oligopolistic market positions (see Wright et al., 2021). If more people know what can be done digitally, there is no evidence that this will lead to a broader and more beneficial use of digitalization in the wider economy, or to a better competitive position for businesses in general. While positive reports have argued that digitization may make companies more competitive while enhancing the status of employees, other pessimistic views stress how this has led to tighter monitoring and job fragmentation (Shibata, 2021).

In the latter case, productivity and added value to the manufacturing process are not required. Although the epidemic may have pushed digitization, this may have contributed to increased oligopolization and a greater concentration on earning returns from rents (due to market domination or access to state resources) rather than the development of competitive products and services. It's worth noting that although digitization is essential to post-pandemic industrial strategy, it comes with a number of dangers and difficulties. Civil society should play a major role in keeping governments accountable if they cannot always be relied upon to behave intelligently or in the interests of non-insider corporations and society at large. An essential responsibility for NGOs is to help small businesses acquire digital skills, but as vital is to raise awareness of the advantages and hazards digitization brings to them and society as a whole.

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