



## Effect of teleworking on employee satisfaction during and post-covid-19: A case of institute for health measurements (IHM) southern Africa a non-governmental organisation (NGO)

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### Abstract

The outbreak of the COVID-19 pandemic significantly altered organisational operations, with teleworking becoming a necessity across various sectors. This dissertation investigated the effect of teleworking on employee satisfaction during and post-COVID-19, focusing on the Institute for Health Measurements (IHM) Southern Africa, a prominent Non-Governmental Organisation (NGO). The pandemic accelerated the adoption of teleworking as a critical strategy, reshaping workplace dynamics globally. This study examined teleworking within the unique context of a humanitarian-focused NGO and its implications for employee satisfaction. A mixed-methods approach was employed, integrating quantitative and qualitative data collection techniques. Surveys, interviews, and organisational performance metrics provided a comprehensive dataset. A stratified random sampling technique, guided by the Taro Yamane method, was used to select 70 respondents. Quantitative data were analysed using SPSS and Microsoft Excel, while thematic analysis was applied to qualitative data to uncover patterns and insights. The findings revealed that teleworking had both positive and negative effects on employee satisfaction. While flexibility and work-life balance emerged as significant benefits, challenges such as isolation, communication barriers, and technical difficulties were also identified. The study highlighted the importance of effective communication, robust IT infrastructure, and supportive management in mitigating the challenges of teleworking. These insights contribute to the understanding of teleworking's dynamic relationship with employee satisfaction, particularly in the non-profit sector. Practical recommendations were proposed for organisational leaders and policymakers, including strategies to enhance employee well-being and productivity. This research underscores the need for tailored teleworking policies that address the specific needs of NGO staff, ensuring a sustainable and effective work environment during and beyond the COVID-19 era. The study's implications extend to both academic and practical domains, offering valuable guidance for managing teleworking arrangements in similar organisational contexts. It serves as a resource for further research and development of innovative approaches to teleworking in the non-profit sector.

**Keywords:** Employee satisfaction, teleworking, covid-19, IHM Zambia, NGO

### Introduction

The outbreak of the COVID-19 pandemic has led to significant changes in the way organisations operate, with teleworking becoming a necessity for many sectors. Zambia reported its first case of COVID-19 in Lusaka in March 2020 (Chipimo, 2020) <sup>[9]</sup>. Therefore, various companies had to implement several protective measures to protect their employees and to keep the companies afloat amidst the virus. The Institute for Health Measurements (IHM) Southern Africa in Lusaka, Zambia, like other organisations from different sectors, has had to adopt teleworking as a response to the pandemic. Established in 2011, IHM is a Southern African Non-Governmental Organisation (NGO), and a social enterprise committed to improving the living conditions of African communities. IHM Southern Africa strengthens systems, develop innovative solutions, scale up, implement, and provide technical assistance to development programs in the Southern African Region (IHM Southern Africa, 2023) <sup>[19]</sup>. This research aimed at investigating the effect of teleworking on employee satisfaction for employees specifically working for IHM Southern Africa during the COVID-19 pandemic and post-pandemic periods. Employee satisfaction is a factor in motivation, retention, and goal achievement in the place of work and commitment is a factor that include no excess workload, treating employee with respect, provide recognition and rewards, fringe benefits and positive management (Ayyagari & Lathabhavan, 2020) <sup>[1]</sup>.

### Statement of the Problem

The COVID-19 pandemic accelerated teleworking globally, compelling organisations, including non-governmental organisations (NGOs), to adopt remote work models (Vasic, 2020; <sup>[35]</sup> Narayanamurthy & Tortorella, 2021) <sup>[28]</sup>. While research indicates that teleworking enhances flexibility, work-life balance, and employee satisfaction, its effectiveness within NGOs remains underexplored. For instance, a survey by (Baert *et al.*, 2020) <sup>[2]</sup> found that 65.7% of Flemish employees in Belgium reported increased job satisfaction due to teleworking, aligning with (Charalampous *et al.*, 2019) <sup>[8]</sup>, who highlighted its positive effects on well-being and performance.

However, the applicability of these findings to IHM Southern Africa remains uncertain. Unlike corporate entities, NGOs face unique challenges, including resource constraints, distinct organisational cultures, and less structured performance management systems. While many organisations have transitioned back to office-based work, IHM Southern Africa continues to explore hybrid and teleworking models, necessitating an empirical assessment of its impact on employee satisfaction.

Several challenges associated with teleworking could influence job satisfaction at IHM Southern Africa. Work-life balance issues are a significant concern, as teleworking blurs the boundaries between professional and personal life, leading to extended working hours and potential burnout. (Baert *et al.*, 2020) <sup>[2]</sup> found that 55% of remote employees

struggle to separate work from personal responsibilities. Additionally, technological limitations, including unreliable internet and restricted access to essential tools, hinder productivity, with 45% of teleworkers experiencing similar challenges (Charalampous *et al.*, 2019) <sup>[8]</sup>.

Furthermore, isolation and reduced social interaction impact team cohesion and morale, which is critical in a collaborative environment like IHM Southern Africa. Research indicates that 60% of remote employees feel isolated, negatively affecting job satisfaction and mental health (Baert *et al.*, 2020) <sup>[2]</sup>. Career development opportunities are also limited in remote settings, as employees miss out on in-person mentorship and structured feedback, potentially affecting long-term satisfaction and retention.

While existing studies have examined the immediate effects of teleworking during the COVID-19 pandemic, there is limited research on its long-term implications. Understanding how teleworking affects employee satisfaction over extended periods, that is, beyond the pandemic is crucial, particularly concerning career growth, burnout, and work-life balance. This study seeks to bridge this gap by examining the effects of teleworking on employee satisfaction at IHM Southern Africa, contributing to the broader discourse on human resource management, remote work, and employee well-being in the NGO sector.

### Objectives of the study

**General objective:** The general objective of this study was to explore the effect of teleworking on employee satisfaction during and post-COVID-19 for all teleworkers working for IHM Southern Africa.

**Specific Objectives** The main objective of the study was achieved through the following specific objectives:

1. To evaluate the challenges faced by employees while teleworking during and after the COVID-19 pandemic and their impact on satisfaction levels within IHM Southern Africa.
2. To analyse the relationship between teleworking and employee satisfaction among IHM Southern Africa employees during and after COVID-19 crisis.
3. To examine the effectiveness of teleworking on employee satisfaction for IHM Southern Africa employees during and after COVID-19 crisis.

### Significance of the Study

The research will guide IHM Southern Africa management in improving their teleworking policies, communication strategies, and support mechanisms for employees. The research shall also add to the human resource (HR) knowledge base of the IHM Southern Africa by identifying the gaps or areas which had major effect on employee satisfaction.

### Literature Review

#### Prior Research

In Zambia, most studies on teleworking and employee satisfaction have focused on the public sector, with limited research on non-profit organizations, including the agricultural sector.

Globally, teleworking gained prominence during the COVID-19 pandemic due to technological advancements and the need for flexibility (Bailey & Kurland, 2002) <sup>[3]</sup>.

Studies before the pandemic linked teleworking to increased job satisfaction and productivity (Bloom *et al.*, 2015; <sup>[5]</sup> Eurofound, 2020) <sup>[11]</sup>. However, post-pandemic research identified challenges such as burnout, isolation, and blurred work-life boundaries (Felstead & Reuschke, 2021; <sup>[12]</sup> Bloom *et al.*, 2021) <sup>[12]</sup>.

In Africa, teleworking was historically rare due to infrastructure limitations (Mlambo, 2018) <sup>[23]</sup>, but the pandemic accelerated its adoption. Studies in South Africa found mixed effects on job satisfaction, with flexibility benefiting employees but social isolation posing challenges (Grant *et al.*, 2013; <sup>[15]</sup> Munyaka & Boshoff, 2021) <sup>[26]</sup>.

In Zambia, the (Zambia Federation of Employers, 2020) reported that while digital tools enabled remote work, challenges such as unreliable internet and power supply reduced productivity. (Mumba *et al.*, 2021) <sup>[25]</sup> highlighted benefits like flexibility and safety but noted work-life balance issues. (Silungwe, 2020) <sup>[33]</sup> found that remote work improved performance in Chipata District but brought technological and boundary management challenges.

Post-pandemic, hybrid work models are being considered to balance flexibility and in-person collaboration (McKinsey, 2021; Gratton, 2021) <sup>[16, 22]</sup>. In Zambia, (Musonda & Kunda, 2022) <sup>[27]</sup> emphasize that the long-term success of teleworking will depend on improving technological infrastructure and providing better support for remote workers.

### Related Research

Globally, most studies on teleworking and employee satisfaction have focused on the public sector. Research by (Bloom *et al.*, 2015) <sup>[5]</sup> examined the impact of teleworking on employee productivity and satisfaction, finding that remote work improved efficiency due to reduced commuting time and increased autonomy. However, the study also noted challenges such as difficulties in collaboration and supervision.

In the European context, (Eurofound, 2020) <sup>[11]</sup> explored teleworking trends, highlighting increased job satisfaction due to flexibility but also concerns about work-life balance. Similarly, (Felstead & Reuschke, 2021) <sup>[12]</sup> found that prolonged remote work led to burnout and feelings of isolation, impacting employee well-being.

In Africa, research by (Grant *et al.*, 2013) <sup>[15]</sup> in South Africa found that while teleworking improved productivity, employees faced challenges related to social isolation and unclear work-life boundaries. (Munyaka & Boshoff, 2021) <sup>[26]</sup> further explored the psychological effects of teleworking in South Africa, emphasizing the need for effective management strategies to support remote workers.

In Zambia, (Mumba *et al.*, 2021) <sup>[25]</sup> analyzed teleworking during the COVID-19 pandemic and found that while employees appreciated the flexibility, infrastructural challenges such as unreliable internet and power outages negatively impacted productivity. Similarly, (Silungwe, 2020) <sup>[33]</sup> studied remote work in Chipata District and found that although teleworking improved performance for some employees, technological constraints and work-life balance issues posed significant challenges.

Post-pandemic, hybrid work models have gained traction as a balanced solution. (McKinsey, 2021) <sup>[22]</sup> suggested that hybrid models could enhance job satisfaction while addressing some of the challenges associated with full-time remote work. In Zambia, (Musonda & Kunda, 2022)

<sup>[27]</sup>emphasized that the long-term success of teleworking in NGOs and other sectors depends on improving digital infrastructure and managerial support.

### The Critique of the Literature Review

The COVID-19 pandemic significantly disrupted work structures, making teleworking a common practice. While numerous studies have explored the link between work engagement and teleworking, this study focuses on its impact on employee satisfaction during and after the pandemic at IHM Southern Africa.

Recent research suggests that pandemic-driven changes in teleworking may have long-term effects on work organization, with younger employees being more likely to transition to remote work (Brynjolfsson *et al.*, 2020) <sup>[7]</sup>. However, gaps remain in the literature due to the unprecedented nature of the crisis and the ongoing uncertainties surrounding its long-term impact.

In Africa, teleworking adoption has been slower than in Western countries. While some organizations are shifting to hybrid models, others are reverting to office-based work due to infrastructure challenges and productivity concerns (Nkomo, 2022) <sup>[29]</sup>. In NGOs like IHM Southern Africa, where collaboration and fieldwork are critical, the effectiveness of teleworking remains a subject of debate.

### Theoretical Framework

#### Self-Efficacy Theory

Bandura's (1995) <sup>[4]</sup> self-efficacy theory explains how individuals' beliefs in their ability to complete tasks influence their motivation, performance, and satisfaction. Self-efficacy, or confidence in one's capability to achieve goals, plays a crucial role in human motivation and personal accomplishment (Lent & Brown, 2006) <sup>[21]</sup>. People with high self-efficacy set challenging goals, persist longer, and effectively handle difficulties (Heuven *et al.*, 2006) <sup>[18]</sup>.

In the context of teleworking, self-efficacy theory helps explain how employees' confidence in their ability to work remotely impacts their overall job satisfaction. Employees who believe they can successfully manage teleworking are more likely to adapt, stay motivated, and remain productive. Conversely, those with low self-efficacy may struggle with teleworking challenges, leading to dissatisfaction and reduced performance.

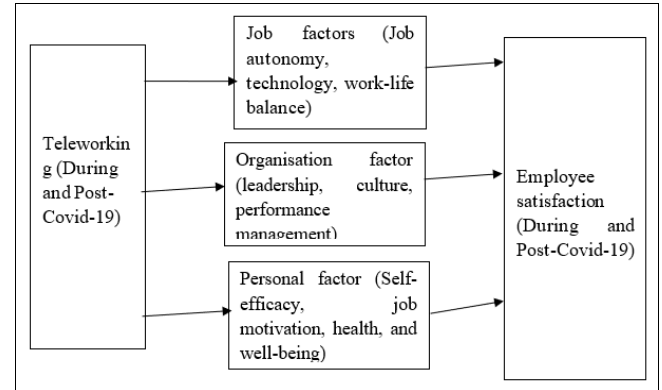
#### Expectancy theory

Vroom's (1964) <sup>[36]</sup> expectancy theory states that motivation is influenced by the expectation that effort will lead to desired outcomes (expectancy), the value of the outcome (valence), and the belief that actions will lead to rewards (instrumentality). Employees are motivated when they perceive a strong link between effort and performance, and between performance and rewards.

In teleworking, employees' motivation depends on their belief that remote work will allow them to complete tasks effectively. During the COVID-19 pandemic, NGOs like IHM Southern Africa had to quickly transition to teleworking. Initially, employees may have doubted their ability to be as productive remotely, affecting their motivation and satisfaction. Over time, as they adapted, their confidence and perceived effectiveness in teleworking likely influenced their overall work experience.

### Conceptual Framework

This conceptual framework provides a structured visualization of the interplay between teleworking, job factors, personal factors, organisational factors, employee satisfaction, and various outcomes. It highlights the dynamic and multifaceted nature of teleworking and its effect on employee satisfaction during and after the COVID-19 pandemic.



**Fig 1:** Independent variable) (Intermediate variables) (Dependent variable)

### Research Gaps

Despite extensive research on the immediate effects of teleworking during the COVID-19 pandemic, there is limited understanding of its long-term effect, particularly within the NGO sector. IHM Southern Africa presents a unique context where teleworking challenges and benefits may differ due to the nature of humanitarian work and resource availability. Existing studies often focus on aggregated data from various industries, but sector-specific insights are lacking.

This study aims to bridge this gap by examining the long-term effects of teleworking on employee satisfaction at IHM Southern Africa, focusing on key factors such as work-life balance, technological support, social interaction, and career development. By addressing these aspects, the research will provide a nuanced understanding of teleworking's impact and contribute to more effective policies and practices in the post-pandemic era.

### Methodology

The research employed a survey research strategy with a descriptive and deductive approach, grounded in a positivist philosophical perspective (Saunders *et al.*, 2009) <sup>[32]</sup>. A longitudinal research design was adopted to examine employee satisfaction over time, particularly in response to teleworking policies introduced during the COVID-19 pandemic (Creswell, 2014) <sup>[10]</sup>.

The study focused on IHM Southern Africa in Lusaka, Zambia, specifically targeting employees who had teleworking experience during and after the pandemic. The study population comprised 85 employees, and a stratified random sampling technique was used to ensure representation across different organizational levels (Narayanamurthy & Tortorella, 2021) <sup>[28]</sup>. The sample size was determined using the Taro Yamane formula, resulting in 70 participants selected through a random number generator.

A mixed-method approach was utilized, integrating both quantitative and qualitative methods to provide a

comprehensive understanding of teleworking's impact on employee satisfaction (Saunders & Lewis, 2016) <sup>[31]</sup>. Primary data was collected using a structured questionnaire with a five-point Likert scale (Weijters *et al.*, 2010) <sup>[38]</sup>, complemented by open-ended questions to capture in-depth insights. Interviews were also conducted through online surveys and phone calls.

A pilot study was conducted with 7 respondents (10% of the sample) to refine the research instruments and ensure reliability (Mugenda & Mugenda, 2003) <sup>[24]</sup>. The analysis of quantitative data was performed using SPSS version 24 and Microsoft Excel, applying descriptive statistics and regression analysis. Qualitative data was analyzed through thematic analysis, identifying key patterns and relationships (Valsiner, 2005) <sup>[34]</sup>.

The study ensured reliability by maintaining consistency and objectivity in data collection and analysis (Held, 2006) <sup>[17]</sup>. Validity was confirmed through pre-testing the questionnaire to ensure that all concepts were clearly defined and accurately measured.

### Ethical Consideration

The study adhered to ethical principles in research involving human participants. Ethical clearance was obtained from the University of Zambia (UNZA) Humanities and Social Sciences Research Ethics Committee before the study commenced. An introductory letter was secured from the UNZA Graduate School of Business Management, and approval was granted by the relevant institutions involved in the survey.

To ensure confidentiality, respondents' names were not recorded on the questionnaires, and all collected data was handled with strict confidentiality (Bryman, 2008) <sup>[6]</sup>. Data was securely stored in a lockable filing cabinet, accessible only to the researcher, and was disposed of after the study.

Participants provided informed consent before data collection, with a clear explanation of the study's purpose, data usage, and their right to decline participation. They also had the freedom to withdraw at any point without needing to provide a reason.

### Results

A total of 70 questionnaires were administered to employees of IHM Southern Africa in Lusaka, Zambia. All 70 questionnaires were fully completed and returned, achieving a 100% response rate.

### Discussions and Findings

**Objective 1: To evaluate the challenges faced by employees while teleworking during and after the COVID-19 pandemic and their impact on satisfaction levels within IHM Southern Africa:** The shift to teleworking during the COVID-19 pandemic brought both opportunities and challenges for IHM Southern Africa. The study identified four key challenges affecting employee satisfaction: work-life balance difficulties (17.14%), technical issues (18.57%), communication barriers (15.71%), and feelings of isolation (22.86%). Many employees struggled to separate work from personal life, leading to burnout and reduced job satisfaction, aligning with findings by (Golden, 2012) <sup>[14]</sup>. Additionally, poor connectivity and technological limitations disrupted workflow and lowered efficiency, as noted by (Eurofound, 2020) <sup>[11]</sup>. Limited face-to-face interactions also led to

misunderstandings and reduced collaboration, which negatively impacted engagement, as emphasized by (Wang *et al.*, 2021) <sup>[37]</sup>. The most reported challenge was feelings of isolation, which decreased morale and employee engagement, consistent with research by (Sander & Bauman, 2020) <sup>[30]</sup>. The cumulative impact of these challenges significantly influenced employee satisfaction levels, with those facing multiple obstacles reporting lower job satisfaction. Addressing these issues through technological investment, improved communication strategies, and support for work-life balance can enhance the teleworking experience and foster a more engaged workforce at IHM Southern Africa.

### Objective 2: To analyse the relationship between teleworking and employee satisfaction among IHM Southern Africa employees during and after the COVID-19 crisis:

The transition to teleworking during the COVID-19 pandemic significantly influenced workplace dynamics at IHM Southern Africa. The analysis revealed a strong correlation bet

ween teleworking satisfaction and overall job satisfaction, highlighting the importance of a positive remote work experience for employee well-being and productivity. Employees who rated their teleworking experience as "Very Satisfied" (41%) also reported high job satisfaction, supporting research by (Bloom *et al.*, 2021), which found that positive teleworking experiences enhance performance and satisfaction. Additionally, 51.43% of respondents believed teleworking improved their work-life balance, reinforcing its benefits for personal well-being.

However, challenges such as work-life balance difficulties (17.14%), technical issues (18.57%), and isolation (22.86%) negatively impacted some employees' satisfaction levels, aligning with findings by (Wang *et al.*, 2021) <sup>[37]</sup>. Those who faced multiple challenges reported lower satisfaction, indicating that unresolved issues could diminish the benefits of remote work. Despite this, the positive correlation between teleworking and job satisfaction persisted post-pandemic, particularly among employees who continued to experience improved work-life balance and productivity.

In conclusion, while teleworking offers advantages such as flexibility and efficiency, addressing its challenges is crucial for sustaining employee satisfaction. Organisations that invest in reliable teleworking infrastructure and support systems will likely foster a more engaged and productive workforce, demonstrating the long-term value of a well-structured remote work strategy.

### Objective 3: The Effectiveness of Teleworking on Employee Satisfaction for IHM Southern Africa Employees During and After the COVID-19 Crisis:

The COVID-19 pandemic prompted IHM Southern Africa to adopt teleworking, significantly impacting employee productivity and work-life balance as key factors influencing job satisfaction. While teleworking provided notable benefits, challenges such as technical difficulties, communication barriers, and isolation moderated its overall effectiveness.

Survey findings indicate that teleworking improved productivity, particularly among senior staff, including the Director of People and Operations, who noted that remote work reduced workplace distractions. This aligns with (Gajendran, 2007) <sup>[13]</sup>, who found that increased autonomy

and fewer office interruptions enhance performance. Additionally, 41% of respondents expressed satisfaction with teleworking, reinforcing its positive impact on job performance. Work-life balance also improved, with 51.43% of employees reporting that teleworking allowed them to manage personal and professional responsibilities more effectively. This supports research by (Kossek *et al.*, 2014) <sup>[20]</sup>, which highlights the importance of workplace flexibility in promoting employee well-being.

Despite these advantages, teleworking posed challenges. Technical difficulties affected 18.57% of employees, while 22.86% reported feelings of isolation. These findings align with (Wang *et al.*, 2021) <sup>[37]</sup>, who noted that remote work could increase social disconnection, reducing job satisfaction. Addressing these challenges is crucial for maintaining the benefits of teleworking.

Post-pandemic, employees who continued teleworking reported sustained job satisfaction, particularly those who effectively managed their work-life balance. Many respondents indicated a willingness to recommend teleworking within the NGO sector, suggesting that, when well-implemented, it can serve as a sustainable model for employee engagement and satisfaction.

In conclusion, teleworking at IHM Southern Africa enhanced productivity and work-life balance, leading to higher employee satisfaction. However, addressing challenges such as technical issues and isolation is essential for maximizing its long-term effectiveness. Organisations that invest in support systems and foster a culture of connectivity will be better positioned to leverage teleworking as a viable strategy for enhancing employee well-being and performance.

### Conclusions and Recommendations

Teleworking has emerged as a key factor in enhancing employee satisfaction at IHM Southern Africa, particularly when supported by effective management practices. The study findings indicate that teleworking improves productivity and work-life balance, creating a focused work environment free from distractions. This, in turn, leads to increased efficiency and reduced stress, fostering a more engaged and productive workforce.

Despite these benefits, several challenges were identified, including technical issues, communication barriers, and difficulties in maintaining work-life balance. Connectivity problems and limited access to essential resources caused frustration among employees, while feelings of isolation and reduced team interactions negatively impacted collaboration and overall job satisfaction. These findings highlight the need for stronger technical support and improved virtual communication strategies.

To sustain the positive impact of teleworking in a post-COVID-19 work environment, IHM Southern Africa must implement a comprehensive approach. Strengthening IT support systems, introducing flexible teleworking policies, and providing mental health and work-life balance initiatives will be essential in addressing employee concerns. Additionally, regular feedback collection will enable the organisation to adapt its teleworking strategies to emerging challenges effectively.

Rather than being viewed as a temporary response to the pandemic, teleworking should be embraced as a long-term

strategy that aligns with employee needs while enhancing organisational performance. When properly implemented with adequate support and flexibility, teleworking leads to higher job satisfaction and increased commitment among employees.

In conclusion, teleworking has proven to be a valuable tool for improving employee satisfaction at IHM Southern Africa. However, addressing existing challenges through strategic interventions is necessary to unlock its full potential. By fostering a well-supported and flexible remote work culture, IHM Southern Africa can create a sustainable teleworking model that benefits both employees and the organisation in the long run.

### Recommendations

IHM Southern Africa can optimize its teleworking strategy to enhance employee satisfaction and productivity by addressing key factors such as work-life balance, productivity support, feedback mechanisms, and structured policies.

#### 1. Work-Life Balance and Productivity

Employees who experience an improved work-life balance through teleworking report higher job satisfaction. To sustain this:

- 1.1 Implement flexible work arrangements that allow employees to manage both professional and personal responsibilities effectively.
- 1.2 Set clear expectations regarding workload and availability to prevent burnout and maintain a healthy balance.

#### 2. Leverage Positive Impacts on Productivity

Teleworking has proven to enhance productivity, particularly when employees can work with fewer distractions. To maximize this impact:

- 1.1 Continue offering flexible teleworking options tailored to different roles and preferences.
- 1.2 Provide necessary resources such as ergonomic equipment, reliable IT infrastructure, and training on best teleworking practices.
- 1.3 Establish dedicated virtual support channels for technical issues to minimize disruptions.

#### 3. Continued Teleworking Post-COVID

The high levels of satisfaction with post-COVID teleworking suggest that hybrid or flexible work models should be institutionalized. To achieve this:

- 3.1 Implement a structured hybrid system that allows employees to alternate between remote and in-office work, balancing autonomy and collaboration.
- 3.2 Establish clear policies and guidelines to ensure that teleworking remains an effective long-term strategy.

#### 4. Frequent Feedback Loops

Regular feedback mechanisms are essential for refining teleworking policies. To strengthen this:

- 4.1 Conduct periodic surveys, focus groups, and one-on-one check-ins to gather employee insights.
- 4.2 Use feedback to make timely adjustments, addressing technical issues, workload concerns, and communication barriers.
- 4.3 Communicate actions taken based on employee feedback to reinforce trust and demonstrate commitment to continuous improvement.

## 5. Promote Teleworking as a Competitive Advantage

Teleworking can be a key tool for attracting and retaining top talent, especially in the competitive NGO sector. To leverage this:

- 5.1 Highlight teleworking's benefits, including flexibility, productivity gains, and work-life balance, to position IHM Southern Africa as an employer of choice.
- 5.2 Showcase success stories and case studies of employees who have thrived in a teleworking environment.

## 6. Addressing Challenges for Enhanced Satisfaction

While teleworking offers many benefits, challenges such as technical issues, communication barriers, and work-life balance difficulties must be proactively addressed. To mitigate these:

- 6.1 Strengthen IT support infrastructure, including providing reliable internet solutions and rapid-response IT services.
- 6.2 Improve virtual communication strategies by fostering regular team meetings and collaboration through digital tools.
- 6.3 Set clear boundaries for work-life balance, such as defined work hours and encouraging breaks, to prevent burnout and promote well-being.

By implementing these strategies, IHM Southern Africa can enhance employee satisfaction, boost productivity, and ensure long-term organisational success through an optimized teleworking framework.

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