

Influence of Managerial Support on Employee Engagement in Remote Work Settings in Banking Sector of Sri Lanka: A Case Study of ABC Bank (PVT) LTD

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Abstract- *The shift to remote work has presented significant challenges to maintaining employee engagement, particularly within the banking sector, an industry characterized by strict protocols and the need for strong interpersonal relationships. This study examines the critical role of managerial support in mitigating these challenges and fostering a productive, engaged remote workforce. Drawing on a comprehensive literature review, the research identifies five key factors of managerial support—proactive feedback, psychological safety, regular communication, well-being resources, and the use of collaborative tools—as independent variables influencing employee engagement. Conducted as a quantitative study, data were collected from employees within the Sri Lankan banking sector using a structured questionnaire. The data were analyzed using IBM SPSS to examine the relationships between the identified variables and employee engagement. Descriptive statistics revealed that participants generally agreed with statements regarding the five managerial support variables, with mean values ranging from 1.97 to 2.17 and low standard deviations (0.39 to 0.51), indicating strong consensus and a positive perception of these factors. The study concludes that all five dimensions of managerial support have a positive and significant impact on employee engagement in a remote work context. Regression analysis was employed to identify the relationship of the variables, as per the finding's collaboration tools ($\beta = 0.432$), proactive feedback ($\beta = 0.244$), well-being resources ($\beta = 0.184$), and psychological safety ($\beta = 0.145$) were statistically significant on determining employee engagement, while regular communication ($\beta = -0.085$) was found to be statistically insignificant. These findings underscore the importance of managers providing clear direction, consistent communication, and the necessary tools and support to their remote teams. The research provides valuable, data-backed recommendations for banking organizations in Sri Lanka and other industries adapting to remote work dynamics, highlighting the need for strategic managerial interventions to sustain and enhance employee engagement, productivity, and overall well-being.*

Keywords: Banking Industry, Employee Engagement, Managerial Support, Remote Working

I. INTRODUCTION

A. Background of Study

Managing people at work is a challenge in itself, as diverse human behavior is a key cornerstone of understanding and creating supportive work environments. The transition to remote work, while offering flexibility, poses unique challenges to maintaining employee engagement, especially in an industry like banking that relies on strict procedures and personal client interactions (Perera, G.S.P. and Tilaksiri, K.K., 2024). As a key pillar of the country's economy, the banking sector not only promotes financial stability and growth but also mirrors global trends in workforce management and technology use. In recent years, the sector has undergone significant changes, particularly due to global events like the COVID-19 pandemic, which prompted a shift towards remote and hybrid work environments. This shift has been crucial for maintaining operational continuity and ensuring employee safety, but it has also brought new challenges, particularly in sustaining employee engagement and productivity. This study investigates how managerial support influences employee engagement among remote

banking staff, building on evidence that direct managers play a pivotal role in fostering engagement and self-efficacy in crisis contexts.

B. Problem Statement

The shift to remote work has significantly impacted on employee management, especially in industries like banking. The COVID-19 pandemic had made remote work a necessity, but it had also highlighted new challenges in maintaining employee engagement, which was crucial for organizational success. Maintaining high levels of engagement in remote work environments was challenging due to physical distance, communication obstacles, and lack of in-person interactions. As Raj et al (2023) stated the understanding the interactions amongst management and the impact on the organization requires an understanding of the linkages between the various remote working indicators. The banking industry, known for its tight protocols and high customer service standards, presented distinct hurdles in this area. This research aimed to address the possible decline in employee engagement in remote work situations within Sri Lanka's banking sector, focusing on the impact of various management support elements on employee engagement. The existing research had mainly focused on Western contexts or other industries, leaving a gap in understanding the unique challenges and dynamics faced by banking employees in remote work environments in Sri Lanka.

C. Aims and Objectives

1) ***Main Aim:*** To examine the impact of managerial support on employee engagement in remote work settings within the banking sector of Sri Lanka.

2) Research Objectives:

RO1- To evaluate the influence of regular communication on employee motivation and engagement during remote work.

RO2- To evaluate the influence of proactive feedback on employee motivation and engagement during remote work.

RO3- To evaluate the influence of psychological safety on employee motivation and engagement during remote work.

RO4- To evaluate the influence of promoting well-being on employee motivation and engagement during remote work.

RO5- To evaluate the influence of collaboration tools on employee motivation and engagement during remote work.

D. Significance of Study

Understanding how managerial support influenced employee engagement significantly benefited ABC Bank, as it enabled the company to implement targeted strategies that boosted morale and productivity among remote workers. This, in turn, led to improved retention rates, as engaged employees were less likely to leave the organization, thereby reducing the costs associated with hiring and training new staff. Additionally, by fostering a supportive remote work environment, ABC Bank increased overall productivity and achieved better business outcomes. The insights gained from this research also helped guide managers at ABC Bank to adopt best practices in communication, feedback, and support, resulting in a more cohesive and motivated workforce. The findings of this research served as a benchmark for other banks in Sri Lanka, helping them recognize the

importance of managerial support in remote work settings and encouraging the adoption of similar practices. As more banks implemented effective managerial support strategies, overall employee engagement and productivity within the banking sector improved, leading to enhanced service delivery and customer satisfaction. Future research should longitudinally examine how variations in managerial communication frequency influence employee engagement metrics across diverse banking branches. Such longitudinal analyses would also facilitate a comparison of sector-specific engagement drivers with broader remote-work findings, thereby enriching the theoretical discourse on managerial support in digitally mediated banking contexts. Moreover, integrating digital engagement platforms with tailored leadership training could further amplify remote employee motivation, aligning with evidence that digital communication has a positive impact on innovative work behaviour and leadership capabilities in technologically driven professions. Integrating digital coaching tools that deliver real-time analytics can further strengthen managerial support and sustain remote employee engagement in the banking sector.

II. LITERATURE REVIEW

A. Banking Sector in Sri Lanka

A vital component of Sri Lanka's economy, the banking industry promotes capital formation, maintains financial stability, and stimulates economic expansion. As noted by Perera and Tilaksiri (2024), who observed how increasing competition and changing customer expectations have sparked innovations, the sector has changed significantly in response to both domestic and global economic changes. Khan et al. (2024) states that this stable regulatory framework is crucial in fostering investor trust. The Central Bank of Sri Lanka (2024) claims that the regulatory framework put in place under its direction not only promotes transparency but also protects consumer deposits and increases the industry's ability to withstand shocks to the economy. By encouraging large investments in fintech solutions like blockchain, AI, and cloud computing, the drive for digital transformation has heightened competition (Laurent et al. 2020; Koont 2023). In agreement, Deloitte Limited (2023) and Rieker (2024) highlight how digital wallets, contactless solutions, and mobile payment platforms are assisting banks in attracting younger, tech-savvy consumers.

B. Challenges in Employee Engagement

According to Aktar and Pangil (2017), there are significant difficulties in sustaining employee engagement in remote work locations, especially in the banking industry where regulatory requirements increase stress and provide high-pressure conditions. Radu et al. (2023) warn that disengagement in such high-pressure settings poses serious dangers to operational efficiency because it can result in expensive errors, missed deadlines, and higher staff attrition.

C. Relevance to Research Aim

Schaefer (2024) argues that managerial support is indispensable for addressing the unique challenges posed by remote work in the banking sector, especially as hybrid work models become more prevalent. Krishnamoorthy (2022) agrees, noting that management's role becomes even more critical in such contexts to ensure alignment with organizational goals. Onesafe (2024) highlights the growing dependence of the banking sector on remote and digital operations, with global service centers like ABC Bank exemplifying this trend.

This research provides insights into how managerial support can sustain morale and productivity amidst these challenges, particularly in remote work environments.

D. Business and Management Theory

Aktar and Pangil (2017) in their study reveal that perceived organizational support (POS) is crucial for moderating the relationship between HRM practices and employee engagement, with strong managerial support being essential in remote work environments. Annika (2023) focuses on the banking sector's unique remote work challenges and opportunities, highlighting the benefits of improved work-life balance and productivity while stressing the need for technological investments and a shift towards a digital work culture, as advocated by industry leaders like KeyBank CEO Chris Gorman.

1) Regular Communication: Effective communication is essential to sustaining employee engagement and performance, particularly in remote and hybrid work environments. Regular communication is essential in remote work environments to maintain employee alignment with organizational goals, foster team cohesion, and reduce isolation. Saurage-Altenloh et al. (2023) stress the value of leadership communication in remote work environments in their study. They argue that virtual employee performance and satisfaction are greatly enhanced by effective leader communication. According to Perera and Tilakasiri (2024), organized communication tactics should also help remote employees from places like the Philippines, India, and Sri Lanka feel more connected to one another.

2) Proactive Feedback: The importance of proactive feedback in promoting employee well-being and job effectiveness is highlighted in the study (Saini and Roulet 2022). Employees who receive regular, constructive feedback report feeling more confident in their roles, which has a good effect on their productivity and mental health, according to their research. They emphasize that feedback is a crucial tool for creating a dynamic workplace where objectives are established, accomplishments are acknowledged, and staff members are inspired to strive.

3) Psychological Safety: Wells et al. (2023) emphasize the significance of psychological safety in preserving employee engagement and wellbeing. Employees are more likely to remain engaged, make innovative contributions, and work well with others if they feel comfortable enough to voice their thoughts and worries. The study also highlights how psychological safety reduces stress, which improves individual well-being and fosters creativity and teamwork—two qualities that are crucial for businesses negotiating the challenges of remote work. Evidence-based methods for improving psychological safety in remote work settings are provided by Sharma (2024). The study highlights the importance of fostering an emotionally supportive workplace that promotes teamwork and reduces isolation, even though it is not specifically focused on psychological safety.

4) Well-being Resources: Lundqvist et al. (2022) highlight how empathic leadership approaches, like frequent check-ins and an emphasis on work-life balance, greatly lower stress and improve job satisfaction. These procedures become even more crucial in hybrid work models, as maintaining employee wellbeing in the face of dynamic changes in work arrangements requires constant leadership support. Straus and Korunka (2022) emphasizes the significance of offering resources to improve the productivity and engagement of remote workers. Their study emphasizes the need to make early

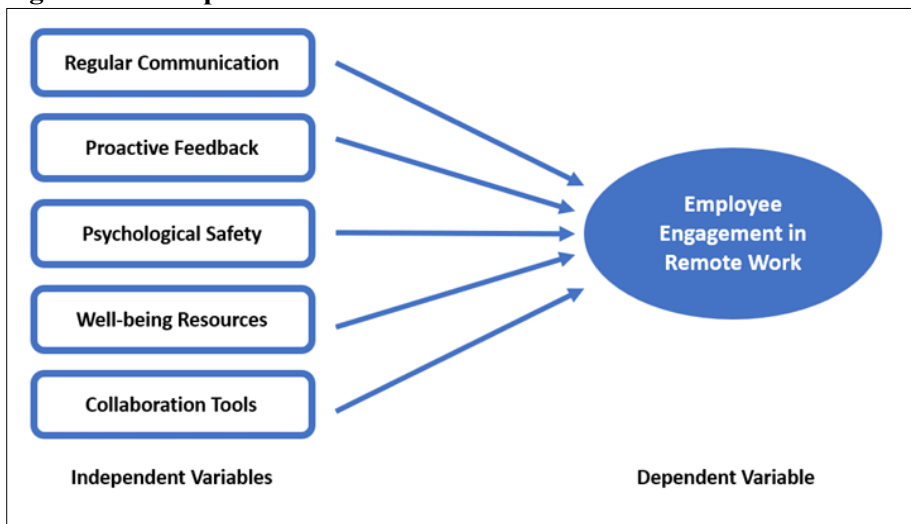
investments in resources like mental health programs, self-efficacy training, and social support. Employee engagement and well-being declined less over time in organizations that prioritized such measures, especially during times of crisis. These programs included training for digital tools and flexible work schedules.

5) Collaboration Tools: To increase productivity in remote and hybrid work contexts, collaboration tools are essential. According to Sull et al. (2020) we discuss that regular, transparent, and consistent communication—made possible by platforms like Microsoft Teams and Slack is crucial. These platforms facilitate regular updates and information exchange, which aids remote teams in maintaining alignment. The authors emphasize how important it is to modify these tools to match corporate procedures and culture in order to maximize productivity and participation. Despite their advantages, virtual teams encounter a number of barriers to effective collaboration. Boccoli et al. (2024) explain how leaders can cultivate social and emotional bonds within teams by carefully leveraging digital resources. Collaboration systems facilitate virtual brainstorming sessions and team-building exercises that foster a feeling of community and fight alienation among remote workers, ultimately increasing engagement.

E. Conceptual Framework and Hypotheses

1) Conceptual Framework

Figure 7: Conceptual Framework



Source: Authors' compilation.

As per the framework the independent and dependent variables can be formulated as shown in Figure 1 above. Specifically, Regular Communication, Proactive Feedback, Psychological Safety, Well-being Resources, and Collaboration Tools can be recognized as independent variables, while Employee Engagement in Remote Work will be the dependent variable, depending on the independent variables stated above.

2) Hypotheses: The conceptual framework allows for the formulation of hypotheses based on the discussed research questions.

H₁: Regular communication from managers has a significant positive impact on employee engagement in remote work settings.

H₂: Proactive feedback from managers has a significant positive impact on employee engagement in remote work settings.

H₃: Building psychological safety from managers has a significant positive impact on employee engagement in remote work settings.

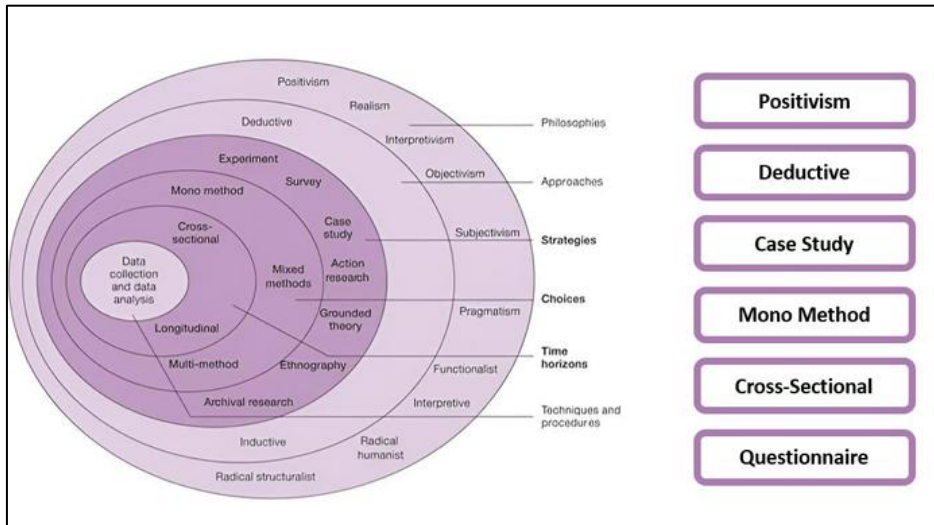
H₄: Promoting well-being resources from managers has a significant positive impact on employee engagement in remote work settings.

H₅: Effective use of collaboration tools by managers has a significant positive impact on employee engagement in remote work settings.

III. METHODOLOGY

A. Research Methods

Figure 8: Research Onion



Source: (Saunders et al, 2009)

Positivism was selected as the research philosophy since the research focused on understanding the influence of specific managerial support factors on employee engagement. It allowed for the collection of empirical data through structured methods like questionnaires, which could then be analyzed statistically. This philosophy was suitable for testing the predefined hypotheses about the relationships between managerial support variables and employee engagement, ensuring that the findings were scientifically valid and generalized. The deductive research approach began with a theory or hypothesis and then tested it through empirical observation. In this research, specific hypotheses were formulated based on existing theories about employee engagement and managerial support. A deductive approach was suitable because the research aimed to test these hypotheses within the context of the banking sector in Sri Lanka. This method ensured a structured and logical progression from theory to data collection, allowing the researcher to confirm or refute the proposed relationships between the variables. A case

study strategy was ideal for an in-depth exploration of complex phenomena within their real-life context. Given the focus on the banking sector of Sri Lanka, a case study allowed for a detailed examination of how managerial support influenced employee engagement in this specific context. This strategy enabled the researcher to gather comprehensive data from a particular sector, providing rich insights that might have been overlooked in broader studies. The case study method also allowed for a nuanced understanding of the unique challenges and dynamics within the Sri Lankan banking industry. The mono method involved using a single data collection technique and corresponding analysis procedure. In this research, the questionnaire was chosen as the sole method for data collection. The mono method was appropriate because it ensured consistency in data collection, making the analysis more straightforward and focused. By using a questionnaire developed by the authors, the research could efficiently gather quantitative data from a large sample of employees, which aligned with the positive and deductive approach of the study. Since quantitative data collection had to be completed within a short period of time and the allocated time for the research was constrained by the academic schedule of the program, a cross-sectional time horizon was chosen for the research. This approach was practical because it aimed to assess the current influence of managerial support on employee engagement in the context of remote work. Given the evolving nature of remote work, especially in the aftermath of the COVID-19 pandemic, a cross-sectional study provided a timely snapshot of the existing conditions within the banking sector of Sri Lanka. It was also more time-efficient and resource friendly compared to longitudinal studies. The questionnaire was an effective tool for gathering quantitative data on employee perceptions and experiences related to managerial support and engagement. It allowed the researcher to reach a large number of respondents within the banking sector efficiently. This method was consistent with the positive philosophy, enabling the collection of data that could be analyzed statistically to test the research hypotheses. Moreover, questionnaires were cost-effective, easy to administer, and could provide standardized data that enhanced the reliability of the findings.

B. Sampling Framework

As a case study was carried out by selecting a leading commercial bank as the case, 351 employees were selected as the sample, as there were roughly 4000 employees involved following the Krejcie and Morgan table (Krejcie and Morgan, 1970). The sample composition is as follows.

Table 1: Sample Composition

Sample Composition (N= 351)		
Age	Gender	Job Level
18-28 years - 35%	Male- 56%	Entry level 12%
29-39 years - 25%		Executive level 58%
40-50 years - 38%	Female- 44%	Consultant level 25%
51 above - 2%		Managerial Level 5%

Source: Authors' compilation.

B. Data Collection Method

A questionnaire was prepared using Google Forms and a link was shared to collect data from participants. The questionnaire was sent to 2000 employees currently working at

ABC Bank. Each question on the questionnaire was explained in an email sent to the participants to obtain the most accurate responses from the research participants.

C. Reliability, Validity and Generalizability

1) Reliability: Before collecting data for research using the developed questionnaire, it was tested for internal consistency. A pilot test was planned to assess internal consistency. Before sending out the link for the questionnaire to participants, it was administered to a chosen test group to ensure internal consistency.

2) Validity: Since the research had to evaluate all five hypotheses stated above, the questionnaire questions were designed to address all five hypotheses equally. Furthermore, developed questions were revalidated to ensure that the questionnaire addressed the right questions for each research question. Also, only valid questions from the time of data collection were included in the questionnaire. Since remote work settings only recently came into play (a few years before the Covid-19 pandemic), only literature published after the year 2015 was referred to for the summary literature review. In addition, literature published after the year 2010 was used for any further related literature required in research activities.

3) Generalizability: This research could be generalized to other organizations by applying the findings to similar contexts where remote work was prevalent and managerial support was a critical factor for employee engagement. While the study focused on the banking sector in Sri Lanka, the core principles of effective communication, feedback, psychological safety, well-being resources, and collaboration tools were universally relevant across industries. If similar conditions and managerial practices were present, the insights gained from this research could be adapted to improve employee engagement in diverse organizational settings, particularly those transitioning to or operating within remote work environments.

IV. ANALYSIS AND DISCUSSION

In order to ensure the reliability of the questionnaire and analyze the internal consistency of the variables, the Cronbach's coefficient alpha test will be employed. IBM SPSS version 20 is used for statistical analysis. The mean, mode, median, and standard deviation of the responses were calculated by analyzing each statement under the independent variables using descriptive statistical analysis. Pearson correlation analysis was then used to assess the direction and degree of the linear relationship between the independent and dependent variables. Lastly, the hypothesis was tested using the chi-square test of independence to determine whether the null hypothesis should be rejected. Further, the regression analysis was employed to identify the significance of the relationship among variables.

A. Reliability Test

Testing for validity and reliability is a crucial part of research to guarantee the correctness and quality of data. The internal consistency of a measurement tool is assessed by reliability testing, which frequently makes use of the Cronbach's Alpha coefficient to ascertain how well several items measure the same construct. Reliable and repeatable findings are indicated by an alpha value of 0.7 or above, which is generally regarded as acceptable (Tavakol & Dennick, 2011).

Table 2: Reliability test

Type	Variable	Cronbach's Alpha	N of items	Reliability
Independent Variables	Regular Communication	0.860	5	Highly Reliable
	Proactive Feedback	0.878	5	Highly Reliable
	Psychological Safety	0.919	5	Highly Reliable
	Well-being Resources	0.924	5	Highly Reliable
	Collaboration Tools	0.920	5	Highly Reliable
	All Five Independent Variables	0.952	5	Highly Reliable

Source: (Authors' compilation,2025)

B. Inferential Statistics

Inferential statistics enable researchers to conclude a population based on sample data. A commonly used technique is the bivariate Pearson correlation analysis, which assesses the linear relationship between two continuous variables. This method produces a correlation coefficient (r) that ranges from -1 to 1, indicating the strength and direction of the relationship: positive, negative, or none. A two-tailed test is frequently employed in correlation analysis to determine if there is a statistically significant relationship in either direction (positive or negative) between the variables. The significance level (p -value) indicates whether the observed relationship is likely due to chance, with $p < 0.05$ generally considered significant. Pearson correlation is especially valuable for exploratory research and hypothesis testing, offering insights into the relationships between key variables (Cohen et al., 2003).

The following guidelines can be used to interpret the strength of the correlation in inferential statistics. These ranges help in understanding the magnitude of the relationship between two variables. The closer the absolute value of (r) is to 1, the stronger the correlation. Conversely, values closer to 0 indicate a weaker correlation.

- a. $0.1 < |r| < 0.3$... small/weak correlation
- b. $0.3 < |r| < 0.5$... medium/moderate correlation
- c. $0.5 < |r|$ large/strong correlation

1) *Summary of the Pearson Correlation and Chi-Square Tests***Table 3: Pearson Correlation and Chi-Square tests**

Independent Variable	Inferential Statistical Analysis				
	Pearson Correlation	Remarks	Chi-Square	Remarks	Rank
Regular Communication	0.443	Moderate Positive Correlation	0.000	Alternative Hypothesis Accepted	5
Proactive Feedback	0.612	Strong Positive Correlation	0.000	Alternative Hypothesis Accepted	4
Psychological Safety	0.639	Strong Positive Correlation	0.000	Alternative Hypothesis Accepted	2
Well-being Resources	0.618	Strong Positive Correlation	0.000	Alternative Hypothesis Accepted	3
Collaboration Tools	0.710	Strong Positive Correlation	0.000	Alternative Hypothesis Accepted	1

Source: Authors' compilation.

The correlation coefficient ranges between (r-value)0.710- 0.443, all variables indicate a positive relationship. This r-value falls within the range of ' $0.5 < |r|$ ', suggesting a large or strong positive correlation between managerial communication and employee engagement. There are 351 valid cases with no missing data for the chi-square test. The chi-square statistic with a p-value of 0.000 ($p < 0.001$). Since the p-value is less than 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted. This leads to the conclusion that there is a significant relationship between independent variables, and employee engagement.

2) **Regression analysis:** The multiple linear regression was conducted to identify the factors and their influence on the variables.

Table 4: Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.791 ^a	.625	.620	.299	

a. Predictors: (Constant), CollTools_Total, RegCom_Total, WellRes_Total, PsychoSafety_Total, ProactFeedback_Total

Source: Authors' compilation.

As per the analysis conducted, there is a good model fit with $R = 0.971$ and $R^2 = 0.625$, which denotes that 62.5% of the set of predictor variables collectively accounts for the variance in the dependent variable.

Table 5: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	51.240	5	10.248	114.977	.000 ^b
Residual	30.750	345	.089		
Total	81.990	350			

a. *Dependent Variable: DependentVar_Total*

b. *Predictors: (Constant) CollTools_Total, RegCom_Total, WellRes_Total, PsychoSafety_Total, ProactFeedback_Total*

Source: Authors' compilation.

The ANOVA results indicate that the set of independent variables (CollTools_Total, RegCom_Total, WellRes_Total, PsychoSafety_Total, and ProactFeedback_Total) significantly predicts the DependentVar_Total, $F(5, 345) = 114.977, p < 0.001$. This means the collective contribution of these predictors in explaining the variance in the dependent variable is highly significant and not due to random chance.

Table 6: Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std Error	Beta			Tolerance	VIF
(Constant)	.037	.097		.380	.704		
RegCom_Total	-.104	.062	-.085	-1.678	.094	.429	2.333
<i>ProactFeedback_Total</i>	.281	.069	.244	4.091	.000	.307	3.262
<i>PsychoSafety_Total</i>	.145	.054	.145	2.712	.007	.379	2.639
<i>WellRes_Total</i>	.174	.043	.184	4.015	.000	.515	1.942
<i>CollTools_Total</i>	.505	.052	.432	9.742	.000	.554	1.805

c. *Dependent Variable: DependentVar_Total*

Source: Authors' compilation.

Based on the regression results, the key findings are that Collaborative Tools [*CollTools_Total* ($\beta = 0.432, p < 0.001$)], Proactive Feedback [*ProactFeedback_Total* ($\beta = 0.244, p < 0.001$)], and Psychological Safety [*PsychoSafety_Total* ($\beta = 0.145, p = 0.007$)] are all statistically significant positive predictors.

The variable Collaborative tools exhibit the strongest unique influence on the outcome. Conversely, Regular Communication [*RegCom_Total* ($\beta = -0.085, p = 0.094$)] was found to be not statistically significant at the $\alpha = 0.05$ level, suggesting its effect is not reliably distinguishable from zero.

Furthermore, the model shows no significant multicollinearity, as all Variance Inflation Factor (VIF) values are low (ranging from 1.805 to 3.262). These findings denote that through the enhancement of collaboration tools, proactive feedback, well-being resources, and psychological safety, it could effectively increase employee engagement

V. CONCLUSION AND RECOMMENDATIONS

A. Conclusion

The research aimed to identify factors influencing managerial support on employee engagement in remote work settings within Sri Lanka's banking sector. The goal was to provide recommendations to banking organizations regarding managerial support in remote environments. A literature review revealed several characteristics affecting employee engagement, from which five key factors were selected as independent variables. Five objectives were set to explore the relationship between these factors and employee engagement, with an additional objective of making recommendations to the banking sector. To achieve these objectives, the research was conducted as a quantitative study, collecting data through a questionnaire that addressed multiple aspects of each identified variable. The data was analyzed using IBM SPSS. Descriptive statistics indicated that the mean values for all five variables ranged from 1.97 to 2.17, suggesting that participants generally agreed with the statements. The standard deviation ranged from 0.39 to 0.51, indicating that the data points were close to the mean and not widely dispersed. According to the regression testing, the results showed that collaboration tools ($\beta = 0.432$), proactive feedback ($\beta = 0.244$), well-being resources ($\beta = 0.184$), and psychological safety ($\beta = 0.145$) were statistically significant for employee engagement, while regular communication ($\beta = -0.085$) was found to be statistically insignificant. Consequently, it was concluded that collaborative tools, proactive feedback, wellbeing resources, and psychological safety positively influence the management support in employee engagement in the remote work setting in the Banking Sector of Sri Lanka.

The findings align with the comprehensive discussions provided by Aktar and Pangil (2017) and Annika (2023), which highlight the need for proper managerial support in enhancing the remote work settings. These areas are further stressed with the findings of the significance of Collaborative tools in former literature that consider it as a form of enhancing productivity and participation (Sull, et al 2020; Boccoli et al 2024). Proactive feedback has been emphasized as a crucial aspect in a dynamic environment (Saini and Roulet 2022). While Psychological Safety has been identified to contribute towards innovative work relationships, improving the work setting aligns with the findings of Sharma (2024). Well-being resources are considered in negotiating with business challenges as Lundqvist et al. (2022) and Korunka (2022) has emphasized thus promoting work-life balance. Though literature of former studies (Saurage-Altenloh et al. 2023; Schaefer, 2024; Krishnamoorthy 2022) and local studies (Perera and Tilakasiri, 2024) provided the need for regular communication of managers, the findings of the study provided a distinct perspective, stating that regular communication in a routine manner does not significantly influence employee engagement. Hence, the study has provided a novel perspective filling the existing research gap on the need of shaping managerial support more focused on providing clear managerial implications, primarily by offering context-specific empirical validation and identifying the relative importance of managerial support factors in the unique setting of Sri Lanka's remote banking sector.

The majority of literature on remote work, managerial support, and employee engagement often originates from Western or large, developed economies. This study fills a significant contextual gap. The finding sets the stage for future research to move beyond simple frequency counts and explore the mediating roles of communication effectiveness or potential for communication overload in remote settings.

B. Suggestions for Future Research

The findings of this study shed significant insight on the relationships between regular communication, proactive feedback, psychological safety, well-being resources, collaboration tools, and employee engagement. To improve our understanding and applicability of these relationships, a number of areas for further study are identified. As indicated, longitudinal studies provide a reliable means of comprehending causal and dynamic linkages in employee engagement across time. Such designs reveal patterns that cross-sectional studies miss and offer insights into how variables change over time. These investigations, however, require a lot of time and resources. Alternative methods, such as time-lagged studies or experimental designs with shorter durations, could be employed to mimic temporal patterns without requiring extensive timeframes if longitudinal research is unable to provide meaningful insights. For instance, evaluating short-term interventions and seeing results right away could produce useful results with less complexity.

C. Recommendations

The findings provided that Collaboration tools, Proactive feedback, well-being resources and psychological safety are considered key predictors of managerial support upon employee engagement and Regular communication is considered to be of less influence for the enhancement of Remote Working Settings in the Banking Sector as a result the following can be provided as recommendations based on the findings.

- 1) **Recommendations for Collaboration Tools:** Collaboration Tool Integration- To improve seamless communication, task management, and file sharing within the organization, it is imperative to invest in cutting-edge collaboration technologies like Microsoft Teams or Slack. To ensure broad adoption and use, the objective is for at least 85% of employees to actively use these technologies during the first three months of deployment.
- 2) **Recommendations for Proactive Feedback:** Real-Time Feedback Platforms- Organizational performance and communication can be greatly improved by using a digital feedback system that allows peers and managers to offer constructive criticism in real time.
- 3) **Recommendations for Well-being resources:** Enhanced Well-Being Initiatives- Increasing the reach of well-being initiatives is essential to developing a workforce that is healthier and more efficient. This can be accomplished by delivering stress management courses, granting access to mental health specialists, and implementing flexible work schedules that accommodate the various demands of employees.
- 4) **Recommendations for Psychological Safety:** Psychological Safety Training- Fostering an inviting and inclusive work environment requires holding training sessions focused on creating a culture of psychological safety and trust. In order to give managers and team leaders the tools they need to foster a secure and cooperative environment, these sessions should address important subjects, including inclusion, active listening, and conflict resolution.
- 5) **Recommendations for Managerial Support on Employee Engagement:** Provide Structured Communication Channels- Monthly one-on-one meetings and weekly team updates are two examples of structured communication methods that organizations should

have in place. By guaranteeing that every employee receives pertinent organizational updates and tailored feedback, these programs promote an environment of transparency and continuous growth.

Recognition Programs for Feedback Implementation- A strategic move to promote a culture of appreciation and ongoing improvement is the establishment of an employee recognition program that recognizes individuals or teams that succeed at giving and implementing feedback.

Work-Life Balance Policy Review- Improving employee well-being and productivity requires reviewing and revising current policies to better support work-life balance. To meet a range of employee demands and preferences, this program should concentrate on establishing remote work options, flexible working hours, and improved leave policies.

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