


THE IMPORTANCE OF TRUST IN CULTIVATING EMPLOYEE LOYALTY AND PRODUCTIVITY IN A REMOTE WORK ENVIRONMENT

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 03 March 2023</p> <p>Accepted 29 May 2023</p>	<p>Purpose: This study aims to interpret workers' desire, especially copywriters, to work from home while producing profitable results for the company and maintaining a competitive advantage.</p> <p>Theoretical framework: Motivation is an essential aspect of human decision-making because it motivates people to act, according to Abraham H. Maslow (2002). Motivation is an inner drive that guides a person's behavior and can be influenced by factors such as comfort, style, prestige, or a desire to fit in with others.</p> <p>Design/methodology/approach: This study uses a qualitative inductive reasoning-based exploratory technique to investigate individual experiences in the advertising industry during a pandemic. It uses a phenomenological paradigm. Creswell (2014) defines phenomenological research as a branch of economics, management, and psychology that describes participants' life experiences related to a phenomenon.</p> <p>Findings: Employee loyalty can be developed by trusting and respecting colleagues, which is essential for a pleasant work environment, especially when working remotely. Remote working has several benefits, including increased productivity, improved work-life balance, and cost savings for employees and businesses. Flexible work arrangements and focusing on employee time off can significantly impact employee loyalty, productivity, and overall competitive advantage.</p> <p>Research, Practical & Social implications: Trust and respect for their employees' time and well-being must be prioritized by transformational leaders, which can increase company loyalty, productivity, and growth.</p> <p>Originality/value: Trust and confidence in the company's leadership and mission can foster employee loyalty and a healthy work environment, even when working remotely.</p>
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A IMPORTÂNCIA DA CONFIANÇA PARA CULTIVAR A LEALDADE E A PRODUTIVIDADE DOS FUNCIONÁRIOS EM UM AMBIENTE DE TRABALHO REMOTO

RESUMO

Objetivo: Este estudo tem como objetivo interpretar o desejo dos funcionários, especialmente os redatores, de trabalhar em casa e, ao mesmo tempo, produzir resultados lucrativos para a empresa e manter uma vantagem competitiva.

Estrutura teórica: A motivação é um aspecto essencial da tomada de decisão humana porque motiva as pessoas a agir, de acordo com Abraham H. Maslow (2002). A motivação é um impulso interno que orienta o comportamento de uma pessoa e pode ser influenciada por fatores como conforto, estilo, prestígio ou o desejo de se encaixar com os outros.

Projeto/metodologia/abordagem: Este estudo utiliza uma técnica exploratória qualitativa baseada em raciocínio indutivo para investigar experiências individuais no setor de publicidade durante uma pandemia. Ele usa um paradigma fenomenológico. Creswell (2014) define a pesquisa fenomenológica como um ramo da economia, administração e psicologia que descreve as experiências de vida dos participantes relacionadas a um fenômeno.

Conclusões: A lealdade dos funcionários pode ser desenvolvida por meio da confiança e do respeito aos colegas, o que é essencial para um ambiente de trabalho agradável, especialmente quando se trabalha remotamente. O trabalho remoto tem vários benefícios, incluindo aumento da produtividade, melhor equilíbrio entre vida pessoal e profissional e economia de custos para funcionários e empresas. Arranjos de trabalho flexíveis e foco no tempo livre do funcionário podem afetar significativamente a fidelidade do funcionário, a produtividade e a vantagem competitiva geral.

Implicações sociais, práticas e de pesquisa: A confiança e o respeito pelo tempo e pelo bem-estar de seus funcionários devem ser priorizados pelos líderes transformacionais, o que pode aumentar a fidelidade, a produtividade e o crescimento da empresa.

Originalidade/valor: A confiança na liderança e na missão da empresa pode promover a fidelidade dos funcionários e um ambiente de trabalho saudável, mesmo quando se trabalha remotamente.

Palavras-chave: Trabalho em Casa, Lealdade, Honra, Confiança, Produtividade.

LA IMPORTANCIA DE LA CONFIANZA PARA FOMENTAR LA LEALTAD Y LA PRODUCTIVIDAD DE LOS EMPLEADOS EN UN ENTORNO DE TRABAJO A DISTANCIA

RESUMEN

Objetivo: Este estudio pretende interpretar el deseo de los empleados, especialmente de los redactores, de trabajar desde casa y, al mismo tiempo, producir resultados rentables para la empresa y mantener una ventaja competitiva.

Marcos teóricos: La motivación es un aspecto esencial de la toma de decisiones humanas porque motiva a las personas a actuar, según Abraham H. Maslow (2002). La motivación es un impulso interno que guía el comportamiento de una persona y puede estar influida por factores como la comodidad, el estilo, el prestigio o el deseo de encajar con los demás.

Diseño/metodología/enfoque: Este estudio utiliza una técnica exploratoria cualitativa basada en el razonamiento inductivo para investigar las experiencias individuales en la industria publicitaria durante una pandemia. Utiliza un paradigma fenomenológico. Creswell (2014) define la investigación fenomenológica como una rama de la economía, la gestión y la psicología que describe las experiencias vitales de los participantes relacionadas con un fenómeno.

Conclusiones: la lealtad de los empleados puede desarrollarse a través de la confianza y el respeto hacia los compañeros, lo cual es esencial para un entorno de trabajo agradable, especialmente cuando se trabaja a distancia. El trabajo a distancia tiene varias ventajas, como el aumento de la productividad, la mejora del equilibrio entre la vida laboral y personal y el ahorro de costes para los empleados y las empresas. Los acuerdos de trabajo flexibles y la atención al tiempo libre de los empleados pueden afectar significativamente a la lealtad de los empleados, la productividad y la ventaja competitiva general.

Implicaciones sociales, prácticas y de investigación: Los líderes transformacionales deben dar prioridad a la confianza y el respeto por el tiempo y el bienestar de los empleados, lo que puede aumentar la lealtad, la productividad y el crecimiento de la empresa.

Originalidad/valor: La confianza en el liderazgo y en la misión de la empresa puede promover la lealtad de los empleados y un entorno de trabajo saludable, incluso cuando se trabaja a distancia.

Palabras clave: Trabajo en Casa, Lealtad, Honor, Confianza, Productividad.

INTRODUCTION

Businesses operate based on having mastered the fundamentals of specific business disciplines, such as what to do, what to calculate, what to learn, how much capital is required, who will be involved, and various other variables. Employees, co-workers, and founders must share the same mindset for a team to function effectively. Teams work together to capitalize on profit opportunities so that the company can run smoothly and provide benefits to its employees. There is competition for survival when several businesses are involved in the same industry.

When Covid-19 was declared a global epidemic in early 2020, the world appeared to unite and begin institutionalizing social distancing and limiting human interaction to the greatest extent possible. Everyone who follows the economy predicts economic decline with social segregation and strict lockdowns, so the decision was not easy.

The global spread of COVID-19 (Coronavirus) impacts the daily lives of business owners, particularly those who hold meetings to develop new ideas, which is common in the advertising industry. Because actual gatherings are forbidden in the advertising industry, brainstorming sessions present a significant challenge. However, good communication and teamwork among members of the advertising team, as well as client services, must be maintained. Changes in the global economy caused by the Covid-19 pandemic and the necessity to activate quality systems and maintain company continuity (Alharthy, Ajina 2003).

The pandemic has significantly impacted the advertising agency industry, with many firms encountering challenges and opportunities. On the one hand, the pandemic has caused people to spend more time at home and online. As a result, demand for digital advertising has increased, and many advertising firms specializing in digital media have seen increased business. Digital media determine the expansion of enterprises and corporate sectors (Joshi, et al 2023). As more businesses move to remote work, agencies that can adapt quickly and provide virtual services are becoming more popular.

On the other hand, the pandemic has caused significant economic disruption, with many businesses cutting back on advertising. This has significantly impacted advertising firms primarily relying on traditional advertising channels such as print and out-of-home. Some institutions have also had to adapt to remote work, which causes issues with collaboration and communication.

Overall, the pandemic's impact on the agency industry has been uneven, with some agencies thriving and others needing assistance adapting to changing circumstances. The changing landscape has kept people willing to respond cautiously so businesses can continue

operating even when they are not online. Working online necessitates that all parties master relevant tools such as hardware and software. The issue is that technological knowledge is still relatively new in the modern world, and people are still hesitant to accept technology, which remains the primary goal. Many still prefer pen and paper to digital paper and writing on a tablet or desktop computer. This is the start of a habit formed during my formative school years when writing was a required subject to learn. According to Sellen and Harper (2003), one of the reasons for the push for going paperless in high-stress organizational settings is that employees still prefer to take notes and produce paper for legal and work purposes. Telepresence or virtual meetings are other factors slowing technology adoption; some people prefer to meet in person (Strengers, 2015). Meeting someone requires respect in many cultures and negotiation skills, reading other people's body language, and other signs that can impact negotiations (Culo & Skendrovic, 2012).

Leadership involves serving others, providing directions and instructions logically, and explaining how to achieve organizational or personal goals. Being a leader necessitates an inner ability to serve others, to flow directions and instructions logically, and to explain how to achieve organizational or personal goals (Antonakis & House, 2013). Under the pandemic conditions, managers must find ways to maintain employee loyalty and commitment to the business, as physical interactions are not possible. The study aims to interpret workers' desire, especially copywriters, to work from home and maintain a competitive advantage while producing profitable results for the company.

The pandemic has affected the advertising industry unevenly, with some agencies thriving and others struggling to adapt to changing circumstances. Businesses must master relevant hardware and software tools to facilitate online work and adapt to remote work. Managers must find ways to maintain employee loyalty and commitment to the business despite physical distancing, and leadership involves serving others and providing directions logically. The study aims to interpret workers' desire to work from home while maintaining a competitive advantage

The problem is how to make employee commitment to continuing to run the business with the same passion, philosophy, and method of operation as before the Covid-19 pandemic. This study aims to interpret workers' desire especially the copywriter to work from home while producing profitable results for the company and maintaining a competitive advantage.

The research objective is to identify the factors that contribute to employee loyalty in remote work environments and to provide recommendations for leaders to foster a positive

work culture that supports employee loyalty and productivity. Specifically, the research highlights the importance of trust, respect, and communication in building a healthy work environment, especially in remote work settings. Overall, the research aims to help organizations understand the key drivers of employee loyalty and provide actionable insights for leaders to improve their remote work policies and practices.

LITERATURE REVIEW

Motivation is an essential aspect of human decision-making because it motivates people to act, according to Abraham H. Maslow (2002). Motivation is an inner drive that guides a person's behaviour and can be influenced by factors such as comfort, style, prestige, or a desire to fit in with others. According to Maslow's hierarchy of needs theory, humans have primary and secondary needs. Once their primary needs are met, they want to satisfy higher-level needs, such as self-actualization, which includes the desire for identity fulfilment, status, and prestige. Maslow proposed the concept of "peak experiences," which he defined as "moments of high excitement or transcendence" when a person is engaged in an activity or event other than the five levels of need. According to Maslow, peak experiences are required for personal growth and self-actualization.

Workplace motivation is the driving force that encourages employees to collaborate so that work can be completed effectively and integrated to achieve fulfilment (Steers, Mowday, & Shapiro, 2004). Work studies show that motivation in the workplace is a global collective response in humans. According to two future studies in England and Nigeria, work motivation is when a person continues to improve, direct, and maintain his behaviour directly or indirectly related to the work environment (Muogbo, 2013).

Aside from internal considerations, external variables are essential in shaping motivation (Gregory, 2011). When people work, they are exposed to conditions that influence their motivation to work. Work environment refers to a person's physical work environment, which can impact how work is completed. The work environment influences workplace comfort, cleanliness, lighting, quietness, and interpersonal connections. When a person is satisfied with his or her working environment, he or she will seek fair compensation as a source of income and factors related to internal determinants of work motivation. Another motivator that generates positive reinforcement is good management oversight. Managers must know and encourage their employees well to increase work productivity effectively. Someone who believes they have a clear career path within the organization will work harder. These impulses

will drive employees to pursue specific goals that, if achieved, will both fulfil and reduce desires. A person who works for the sake of working will make every effort to support the group's and company's goals.

METHODOLOGY

This study uses a qualitative inductive reasoning-based exploratory technique to investigate individual experiences in the advertising industry during a pandemic. It uses a phenomenological paradigm. Creswell (2014) defines phenomenological research as a branch of economics, management, and psychology that describes participants' life experiences related to a phenomenon. Based on informant comments, this study develops an inductive model with a central proposition compared to current theory and literature. According to Marshall and Rossman (2016), this requires immersion in everyday life in a chosen research environment; the researcher enters the informant's world and seeks the informant's perspective through ongoing engagement.

Creswell (2014) defines qualitative research as a natural process in which human behaviour and events occur and are based on assumptions, beliefs, or hypotheses that are not made a priori. This study's empirical-phenomenological technique necessitates a process of connecting experiences in order to obtain a comprehensive picture through reflective structural analysis. The following analysis communicates the substance of the participant's experience, including context and reflexivity, throughout the investigation (Creswell, Poth, 2018). The emphasis of qualitative research is on the perceptions and experiences of participants, as well as how people make sense of their lives (Moustakas, 1994). As a result, efforts are being made to comprehend not one but several realities (Locke, L.F. et al., 2013) in the context of better understanding social phenomena related to advertising business actors as informants in Jakarta: advertising agency owners, representative client services, copywriters, advertising planners, and media. They were chosen for their advertising industry experience. They were chosen for their advertising industry experience to provide perspectives, understanding, opinions, and experiences carrying out their various roles and functions during a pandemic. The era in which all work is done from home with complete dedication to maintain adequate performance and meet organizational goals.

RESULTS AND DISCUSSION

The epidemic creates new challenges for workforce management leaders. Online collaboration for managers, directors, owners, and other senior figures implies a significant philosophical shift away from the traditional work environment.

In the workplace, periodic performance reviews are conducted to maintain and improve work quality. Performance development informs company management about the most commonly used staff and system weaknesses (Rodriguez & Walters, 2017). Knowing these flaws allows better decision-making to improve the system and the employees. Performance evaluation can be used to make hiring decisions. Employees whose performance is deemed insufficient should be transferred to other departments.

On the other hand, for those who perform well, management must pay close attention to ensure that their performance does not deteriorate and that it improves. Career planning and growth are used to determine one's career. This implies that company policies and available jobs will promote individuals who improve their performance. The goal is to boost employee performance significantly. This performance improvement necessitates a review, which company executives must conduct.

Business executives must approach employees and ensure their performance meets company expectations with the management team's help. This entails leaders assigning tasks, treating all employees fairly, paying attention to employees in distress, supporting employees' work, and expressing appreciation when employees perform well (Guterres, Armanu, & Rofiaty, 2020). Transformational and transactional leadership styles are the most common (Nanjundeswaraswamy & Swamy, 2014). Transformational leadership differs from transactional leadership in that it focuses on the essential needs of employees in order for them to remain loyal to the organization and progress together. Transformational leadership differs from transactional leadership in prioritizing employee demands to remain together and advance in the company with complete loyalty (A. Abbas, M. Saud, F. Suhariadi, I. Usman, and D. Ekowati (2020). Employee loyalty occurs when employees stay with a company for a long time and are loyal to it. This dedication is translated into an investment in the achievement of company objectives. Furthermore, if an employee's current position is satisfying, they are less likely to seek new opportunities.

Creating and retaining an effective workforce can aid a company's development, growth, and success in its field. Loyal employees can also assist a company in increasing

efficiency, improving its image, and maintaining a pleasant work environment. Employees who believe in the company are more likely to pursue opportunities that will help them advance.

A conducive work environment has been established with management and other coworkers, as well as locations and facilities that meet the work criteria (Saidi et al., 2019). A positive work environment fosters a communication system in which employees are treated fairly. It is a friendly environment, and mechanisms are in place to recognize and educate employees about the importance of employee loyalty. Employee loyalty can be beneficial to the company's daily operations. It also has the potential to boost productivity. Employees loyal to their employers are likelier to seek advancement and success at work. Employees who model positivity and encouragement can inspire and motivate their co-workers, resulting in a loyal work environment.

Employees who are dedicated to their employers will perform well. Management will carefully address this excellent performance in order for it to continue to improve. Better performance will result in promotions by company policies and open positions, as well as training and development under the supervision of transformative leaders.

Transformative leadership seeks to effect significant long-term change, whereas transformational leadership seeks to inspire and motivate employees to make incremental improvements (Graham, Longchamps, 2022). Transformational leaders challenge the status quo, push people out of their comfort zones, and foster organizational growth and learning. Transformational leaders use charisma and enthusiasm to inspire others to achieve their goals and reach their full potential, but they may only sometimes prioritize large-scale change. Finally, transformative leadership is a broader and more strategic style of leadership that seeks to effect significant change and long-term impact.

A transformative leader can articulate a vision that resonates with others and piques their interest. Transformational leaders demonstrate a strong work ethic, integrity, and commitment to the vision and values of the organization. Transformational leaders can cultivate an internal locus of control. Behaviourist defined as attitudes and actions at loci or "places" of control, and these beliefs impact people's lives (Hill, 2011).

Workers with a strong internal locus of control believe they can manage their behaviour and influence those around them.

They also create a positive, empowering workplace culture that fosters creativity, innovation, and collaboration. The positive impact of transformative leaders' exemplary attitudes and creating a favourable environment for their lead personnel is well documented. A

positive work environment will encourage these subordinates to act in ways consistent with an inspiring leader's actions. A variety of internal and external factors influence motivation. According to Bratton et al. (2021), motivation is determined first and foremost by a person's desire to live. When people believe their job is important, engaging, and challenging, and it provides them with a reasonable amount of autonomy (freedom to act), opportunities to achieve and advance, and opportunities to use and develop their skills and abilities, they are motivated. This is known as motivation by the work itself. Internal motivation can be increased through job design. The task must provide enough diversity, complexity, challenge, and skills to engage workers' abilities based on job characteristics (Armstrong, Taylor, 2023). They propose five key job characteristics that foster intrinsic motivation: skill variety, task identity, task relevance, autonomy, and feedback. External incentives do not influence work quality. This means intrinsic motivation stems from the desire to be competent and self-determined based on available options.

Employee motivation, according to Al-Madi, Assal, Shrafat, and Zeglat (2017), is a strategy used by managers to support team members in their work by listening to their thoughts, understanding their work, treating them fairly, and supporting them—professional development, as well as setting realistic expectations for their contribution.

To achieve this motivational effort based on work findings, advertising companies must invest in employee development, training processes to improve employee competency through early entry into the world of work, ongoing training to be able to do a better job, support for self-development, training, and development for career advancement, improvement of skills in the workplace, and training to cover deficiencies. Both experts and practitioners agree that advertising works, so it must be managed by a trained professional (Nugroho, Harjanto, 2022a).

To achieve this motivational effort based on work findings, advertising companies should invest in employee development, training processes to improve employee competence the relatively early entry into the world of work, continuous training to be able to do a better job, support for self-development, training, and development for career advancement, on-site skills improvement work, and training to cover deficiencies. Both experts and those in the field agree that advertising works, so a trained professional should manage it.

According to van der Kolk et al. (2019), employee satisfaction is satisfaction with salaries and rewards for tasks completed. Employees must receive fair performance evaluations from management and be able to advance within the organization. Because they focus on the individual and the job, intrinsic motivators concerned with the 'quality of work life' (and the

actions and cues that result from this notion) can have a more significant and longer-term impact. They are not imposed from without, as are incentive payments. Individuals have greater control over intrinsic motivation outcomes because they can draw on past experiences to determine their activities' positive and beneficial outcomes (Armstrong, Taylor, 2023).

A variety of internal and external factors influence motivation. According to Bratton et al (2021), motivation is determined first and foremost by a person's desire to live. The most basic requirement a person must fulfil, identified as an internal aspect, is to live, and the individual must make money in the currently focused economy paradigm. As a result, every action a person takes is expected to result in monetary compensation. The desire for stable employment, as well as safe and comfortable working conditions, is widespread. However, when someone works to earn money, they also want to be cared for. Someone desires to work in order to be noticed by others. Someone will work harder to achieve high self-esteem and social status, as evidenced by his efforts to advance his status.

Obtaining this status is an exercise in recognition, which is then reinforced by society. Transformative leaders' attitudes influence the nature of their followers and, thus, their enjoyment of work (Vallina et al., 2020). The joy of working together in the same workplace allows employees to see their leaders' steadfast work ethic. A shift in perspective, empathy, and transformative leadership are required to become a leader in a work-from-home environment. Transformative leadership encourages and empowers people to make positive changes in their personal and professional lives. Significantly improving organizational performance and employee satisfaction is one of the most significant benefits of transformative leadership. This is because transformative leaders encourage innovation, creativity, and collaboration, all of which can contribute to growth and success (Mark Shaw, 2012).

Furthermore, transformative leadership can help create a culture of accountability and responsibility, leading to higher levels of employee engagement and job satisfaction even when the leader is not present. Transformative leadership allows employees to feel the support that their leader may provide spontaneously because they work in a different location. Working alone allows you to deal with loneliness, reduce social engagement, and increase job satisfaction. Communication can still occur without face-to-face interaction, and potential misunderstandings are avoided, allowing company goals to be met and employee loyalty to be maintained.

Although commercial entities have established an attitude in which their employees focus solely on work, job happiness and feelings of belonging also play an essential role in the

workplace (Lim, 2008). Due to time constraints, discussing what should be shown online takes work. This error occurs most frequently when measuring performance toward job completion. Because everyone only focuses on work when the cameras are turned off, the sense of togetherness fades in online meetings. focus solely

Working in an office allows colleagues to collaborate on projects and share ideas in real-time. This can result in more efficient and effective problem-solving and decision-making, resulting in higher-quality work.

Being in the same physical space facilitates communication and information exchange. This lowers the likelihood of misunderstandings or miscommunications, which could lead to errors or delays.

In an office setting, transformative leaders can closely monitor employees and their work. This can help ensure that work is completed to the required standards and can identify potential problems or issues that the Human Resources department should address. Working in an office gives you access to shared resources like equipment, software, and databases that you might not have access to otherwise. This can assist employees in working more efficiently and effectively, resulting in higher-quality work.

Working in an office fosters accountability among team members. This can increase responsibility and ownership, resulting in higher-quality work and more productive teams.

Working in an office can improve collaboration, communication, oversight, resource sharing, and accountability, resulting in higher-quality work and more productive teams.

If a copywriter in advertising agency who works closely with creative teams, designers, and account planners cannot collaborate in an office setting, ad campaign progress and quality control will be hampered. Communication can be even more complicated when team members are in different physical spaces. This can result in feedback delays, missed messages, and miscommunication, impacting work quality. Collaboration is essential for coming up with big ideas for ad campaigns. Teams may struggle to effectively brainstorm, iterate, and refine their ideas if they cannot collaborate in real-time. Coordination of many moving parts is required for advertising campaigns, from the creative concept to the timeline to the budget. Coordination among team members is critical to ensuring everyone is on the same page with project goals and timelines. Miscommunication, delays, and errors are all possible without direct coordination. Creative inspiration can come from various sources, including brainstorming sessions, whiteboard sketches, and casual conversations that spark new ideas. It can be more challenging to generate the same level of inspiration and creative synergy when team members

are in different physical spaces. Some software, tools, or programs may be available only in an office setting, making remote work even more difficult. Technical limitations can obstruct effective collaboration and communication, resulting in delays and lower work quality.

Copywriters who collaborate with creative teams, designers, and account planners to develop big ideas for advertising campaigns that involve communication, collaboration, coordination, are part of an advertising campaign (Maslen, Andy, 2019). Technical constraints in the process can significantly impact the quality of work and campaign execution. Working together outside the office can be difficult for advertising company employees, particularly copywriters. Suppose copywriters working with creative teams, designers, and account planners cannot collaborate in an office setting and must work from home. In that case, there are several things copywriters can do to overcome obstacles and ensure ad campaign progress and quality control are not jeopardized. Copywriters should use tools like email, chat, and video conferencing to keep clear lines of communication open with the team. They should also take the initiative to provide regular updates on their progress and any issues or questions. Copywriters can collaborate with teams in real time by using online tools such as Google Docs, Trello, or Asana to share ideas and work on projects. They can also schedule virtual brainstorming sessions regularly to generate new ideas and creative solutions.

Copywriters should use project management tools to track deadlines and deliverables to ensure they stay on track with team goals and timelines. They should also be available for regular team check-ins to discuss progress and adjust plans as necessary. Copywriters can keep their creative inspiration going by creating a home workspace conducive to creative thinking, such as a quiet room with few distractions. They can also engage in creative activities such as reading, walking, or listening to music. Copywriters must ensure they have access to all of the necessary software and tools for their work, either by installing it on their home computer or by using a cloud-based tool that can be accessed from anywhere.

Copywriters who collaborate closely with creative teams, designers, and account planners face several challenges when working from home. Copywriters can still contribute to advertising campaigns' progress and quality control while working remotely by maintaining clear communication, collaborating effectively, staying aligned with team goals and timelines, maintaining creative inspiration, and ensuring access to the necessary tools.

Suppose copywriters who collaborate closely with creative teams, designers, and account planners cannot work together in an office environment and must work from home. In

that case, the transformative leader of an advertising company may need to take specific steps to ensure that the quality of work and the progress of ad campaigns are not jeopardized.

Transformative leaders can provide copywriters the tools and resources to work effectively from home. This may include providing them a company laptop, software license, or other necessary tools. If workers and account planners cannot collaborate in an office environment, ad campaign progress and quality control will be hampered. Communication can be even more complicated when team members are in different physical spaces. This can result in feedback delays, missed messages, and miscommunication, impacting work quality.

Collaboration is essential for coming up with big ideas for ad campaigns (Lingwood, Gyles, Mark Shaw, 2022). Teams may struggle to effectively brainstorm, iterate, and refine their ideas if they cannot collaborate in real-time. Coordination of many moving parts is required for advertising campaigns, from the creative concept to the timeline to the budget. Coordination among team members is critical to ensuring everyone is on the same page with project goals and timelines. Miscommunication, delays, and errors are all possible without direct coordination. Creative inspiration can come from various sources, including brainstorming sessions, whiteboard sketches, and casual conversations that spark new ideas. It can be more challenging to generate the same level of inspiration and creative synergy when team members are not in the same physical space.

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Transformative leaders can provide copywriters the tools and resources to work effectively from home. This could include giving them a company laptop, a software license, or other tools that will allow them to work effectively with creative teams, designers, and account planners, even if they are not physically present in the office. Transformative leaders

can help create a positive and productive work environment even when team members work remotely by providing the necessary support and resources and cultivating a culture of trust and collaboration. These steps help you maintain the quality of your advertising campaigns while ensuring they meet the necessary standards and deadlines.

Building a culture of trust is critical to developing a loyal workforce and maintaining quality work, whether employees work from home or in the office. Transformative leaders can help to foster a culture of trust by setting clear expectations, communicating effectively, and supporting their employees.

The office discussion continues; they only transfer to virtual space via gadgets. Employees will even form private groups outside of those designated by management to be on-the-job consultants. Some employees form their work groups by formally inviting people from different departments to assist with specific tasks or to seek clarification on work issues. This contradicts evidence that suggests that online work reduces workers' sense of belonging (Linnoinen, 2020). Workers actively seek solutions through these discussion groups, which include members from other relevant departments. Participation in work chats with related online parties has been shown to increase happiness and morale, which in turn increases productivity (Spehar, Forest, & Stensen, 2016). Happiness, well-being, human freedom, and life events are all linked. Moreover, intelligence is widely used to predict employee performance and job happiness (Abbas A., D. Ekowati, Suhariadi, A. Anwar, 2022).

Working online in the advertising industry is enjoyable, demonstrating a positive attitude toward work and the extent to which people are satisfied with their jobs. Conversely, advertisements can be created in various ways, ranging from more traditional forms of marketing and public relations to more sophisticated ones (Nugroho, Harjanto, 2022b). Employees who have earned trust will work happily without feeling burdened by work. They will provide optimal results for the company because they are satisfied with their work and have a positive attitude. This positive attitude toward work is fostered by each employee's realization of their potential and self-esteem, which can help them improve the quality of their work while demonstrating to employers, particularly transformational leaders, that they are valuable team members. Giving employees opportunities to learn and use their talents can motivate them to produce higher-quality and more items and seek internal advancement. Developing their potential can also assist in the formation of an effective team to manage the duties and responsibilities for their respective primary tasks.

Employee and company confidence can be increased by balancing daily activities and encouraging employee self-management. The trust you demonstrate can aid in developing connections within the office and increase individual satisfaction at work. Allowing employees to self-regulate can improve performance by increasing confidence and productivity. Many potential domains, such as stress, boredom, mental health, and work crafts, harm productivity (Suhariadi F. et al., 2023). Self-assurance based on improving the company's business will foster a positive work environment, resulting in employee loyalty. Employees feel loved and respected by their superiors, so they are challenged to respond to this mandate by carrying out their regular responsibilities. Human development, on the other hand, is a challenging and never-ending process (Abbas A., Dian E., Suhariadi, Fenitra, 2022). Regarding remote work, trust is even more critical because monitoring employee work and productivity can be difficult. Monitoring activities and enhancing the ability to measure efficiency and effectiveness (Moathen, Al Maktoom, 2023).

On the other hand, transformative leaders can help create a sense of ownership and accountability among employees, leading to higher levels of job satisfaction and motivation by setting clear goals and expectations and providing employees with the necessary tools and resources (Pathak Anchal, Shikha Rana, 2021). It is also critical to keep communication channels open and check in on employees regularly to ensure they receive the support they require and are comfortable with their remote work arrangement. Providing opportunities for professional development and encouraging a healthy work-life balance can also aid in developing employee trust and loyalty.

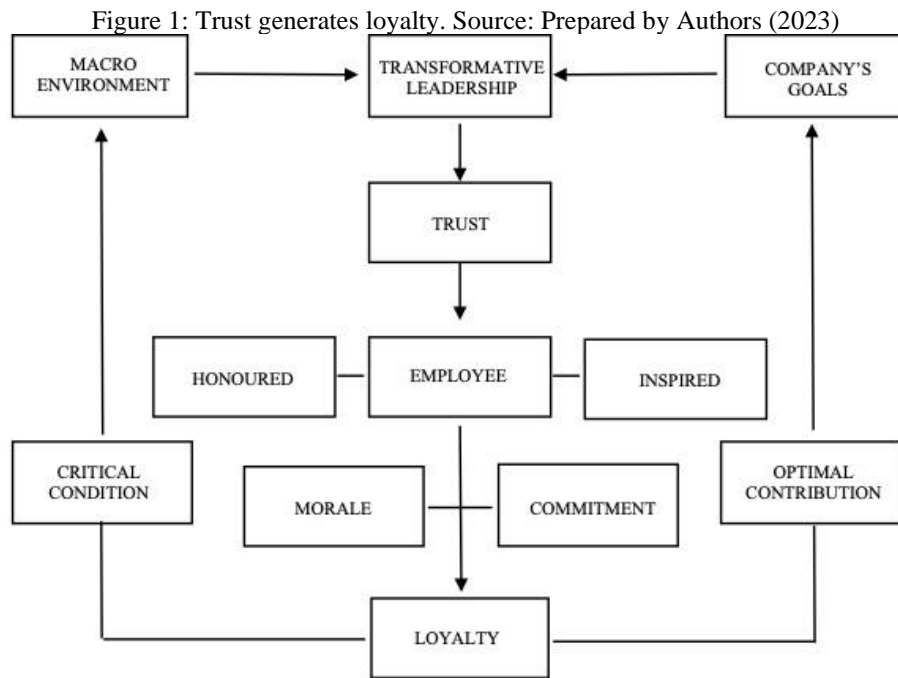
Cultivating a trusting culture can significantly impact employee loyalty and work quality, whether employees work from home or in the office. Transformative leaders can help to foster this culture by setting clear expectations, communicating effectively, providing support, and promoting opportunities for professional development.

Employees feel valued and believe they are being taken care of in terms of health and safety during a pandemic. Because the company was concerned for its employees during the pandemic, the work-from-home program has been transformed into something positive and gratefully received. Employees who believe in transformative organizational leadership are more committed to the goals and values of the company (Schott, Weiss, 2016). While trust can help overcome these issues, there are limitations in that problems cannot be confronted head-on; they seek opportunities to continue to grow and develop, to be fairly compensated, and to be part of a healthy workplace culture. Reciprocal relationships built on trust between

employees and superiors increase employee loyalty and provide new opportunities for company growth, benefiting all employees.

Employees believe that working without face-to-face interaction provides benefits such as flexibility. Working from home allows people to work from wherever they want, which can boost productivity and help them balance their work and personal lives. Cost savings result from work-life balance. Remote work reduces the need for employees to travel and office space, saving both employees and the company money. Businesses face headwinds and uncertainties in the economy in a dynamic market environment. In a dynamic market world, organizations face difficulties and unpredictable economic conditions (Abbas, A., D. Ekowati, F. Suhariadi, A. Anwar, 2022). Working from home boosts employee motivation and satisfaction while improving performance during the research period (Susilo, 2020). This is consistent with the informants' conversation during the test, as they believe that even businesses pay attention to their employees during a pandemic. Informants stated that they were in a better position to understand that the company still earned the trust of its clients and that the company gave the same trust to employees to continue contributing even though it was online because the business sectors that were heavily impacted included accommodation, travel, and recreation. Food, education, and leisure services bore the brunt of the demand, while information technology, trade, manufacturing, banking, and insurance companies were largely unaffected and even thrived during the epidemic. Transportation and storage, as well as information technology, have increased as a result of businesses' reliance on e-commerce during the epidemic (Susmitha, 2021).

The only disadvantage of working from home is that the technological infrastructure, specifically the Internet connection, could be more reliable. Internet disconnections happen randomly, and a sudden decrease in connection quality can confuse online meetings. Concern for the respondent's obnoxious boss, who lashes out when miscommunication occurs due to poor connections. This long-term business is the result of supportive factors. Among these supporting variables are those who work from home with complete dedication. Suhariadi, F. et al. (2023) define dedication as involvement, enthusiasm, courage to face problems, and a sense of accomplishment.



Motives that lead people to take actions that make them feel safe and trusted drive company loyalty. Employees who have faith in the organization are more likely to pursue opportunities that will help them advance. Loyal employees can also assist a company in increasing effective work efficiency, improving corporate image, and making the best efforts to support group and organizational goals while maintaining a competitive advantage.

In flexion, a transformative leader directs employees to work from home. Employees feel valued as individuals when they have time flexibility as long as they complete their work and obligations. Employees can manage off-hours tasks with the help of time flexibility. This time flexibility can help them reduce stress and perform better during the workday. Businesses that value their employees' time away from the office can significantly impact their overall loyalty. Working from home can boost your productivity and help you balance work and life. Cost savings result from this work-life balance. Remote work reduces the need for employees to travel and office space, saving both employees and the company money. They no longer have to pay for transportation or travel time from home to the office or vice versa. It is not just about not getting tired physically; it is also about not being affected by traffic jams or other rush hours that cause emotional suffering, such as bumping into emotionally disturbed people on the road.

Transformational leaders can manage organizational performance and human dimensions (Abbas, A., M. Saud, F. Suhariadi, I. Usman, D. Ekowati, 2020). During a pandemic as a macro environment, a transformative leader's trust in their employees can make

them feel honoured and inspired. Trust in a transformative leader can significantly impact employee morale and commitment and generate loyalty, even during a pandemic when remote work is typical. This condition can be critical in work-from-home situations because employees feel more isolated and disconnected from co-workers and the company. This situation enables employees to maximize their contribution to achieving company goals even when working from home.

CONCLUSION

Employee loyalty can be developed by trusting and respecting colleagues, essential for a pleasant work environment, especially when working remotely. Remote working has several benefits, including increased productivity, improved work-life balance, and cost savings for employees and businesses. However, issues such as faulty technological infrastructure persist. Despite these obstacles, committed individuals who feel valued and trusted are more likely to pursue advancement opportunities and contribute fully to group and organizational goals. Flexible work arrangements and a focus on employee time off can significantly impact employee loyalty, productivity, and overall competitive advantage. Trust and confidence in the company's leadership and mission can foster employee loyalty and a healthy work environment, even when working remotely. Working from home can also provide increased productivity, improved work-life balance, and cost savings for employees and businesses.

Trust and respect for their employees' time and well-being must be prioritized by transformational leaders, which can increase company loyalty, productivity, and growth. While remote work has many advantages, it is critical to maintaining employee happiness and loyalty by establishing a stable technological infrastructure and addressing any communication issues.

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