

The Evolution of Remote Work: Examining Productivity, Work-Life Balance, and Organizational Culture in the Post-Pandemic Era.

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Abstract

The COVID-19 crisis intensified the process of turning to remote work and forced companies to reconsider the classical patterns of the workplace. This paper examines how remote working is changing employee productivity, work-life balance and organizational culture during the post-pandemic period. Data have been collected based on the mixed-methods research design using a survey (327 respondents) and interviews (18) in different industries. The quantitative results obtained showed that the remote work has a positive correlation with self-reported productivity and work-life balance, in particular with the flexibility in scheduling, support provided by the management, and a strong digital presence. But findings also pointed to problems in terms of organizational culture and work-home balance. These findings were supported by qualitative interviews that showed that there were themes of increased autonomy, personal-professional boundaries, and reduced informal social interaction. The paper concludes that remote work has significant positive effects, but its success will require purposeful leadership, institutional policies, and further investment in virtual communication and collaboration. These lessons can be added to the current discourse on the future of work and provide practical suggestions on how organizations can streamline remote or hybrid work settings.

Keywords: Remote work, Examining Productivity, Work-Life Balance, organizational culture, Post Pandemic Era, Self-reported, Development, Flexibility, Positive Correlation

Introduction

COVID-19 pandemic was nothing but another further development of the tendency to increase the rate of remote presence in the global organization, and, therefore, is not a long-term demand, it is just tendency, which can be adopted at the place of work. The sole factor that has been taken into consideration in terms of long-term effects of work and implementation in the organization in the process of adapting the online platform is online work Remote work Online platform (Brynjolfsson et al., 2020). Working offsite was considered an immediate measure to address a crisis, but in the list of the aspects of a business plan that changed the old vision of work, this idea must be mentioned (Savic, 2020).

One of the broadest fields of research in this connection is the productivity of the personnel working in the field. It will be doubled since, as we have mentioned above, in the previous study, the workers will be more productive since the distraction will not be present in the work place, and the workers would not be as attached to work-life and the work-related processes (Bloom et al., 2015). Absence of voice in the system of flexibility, the employers, in their turn, within the framework of developing the hybrid types, perceive the concept of productivity in the digital age as a comparatively new one (Barrero, Bloom, and Davis, 2021).

Work at distance is no longer a productivity problem and work at distance outcome is achieved at the work place and in the balance of work and life. The second factor which was recorded by the

workers themselves as a good well-being and work pleasure is that they do not have to travel to work at all (Choudhury, Foroughi, and Larson, 2021). It has also been linked to other issues, such as overwork and isolation, and a lack of any other options but to continue with the job (Kossek and Lee, 2022). Finding the most reasonable tradeoff between freedom and limitations has been the biggest question to answer since the time business operations returned (Allen et al., 2021).

The other thing that influences the organization culture occurs as a result of the remote work. Internet communication can also overwhelm less formal communication and diminish cohesion, ingenuity, or contact in the work place (Gibbs, Mengel, and Siemroth, 2021). However, together with the development of digital collaborative tools, the second opportunity also presupposes being more inclusive and global because at this point the companies will have a larger pool of talents that they will not have on their territory (Wang et al., 2021). Trustful and communicative leaders who socialize to identify solutions to the myriad forms of work defining an accelerated virtualized workplace will form the future of organizational culture (Contreras, Baykal, and Abid, 2020).

Overall, remote work after the pandemic can be described as a complex research problem, and the organizational cultural, productivity, and work-life shifts already brought about by remote work cannot be overlooked. The processes will assist an organization to clarify sustainable practices that can be used to assist in accomplishing innovation and health and wellbeing of staff members within the organization that can be used to establish a global economy (Kniffin et al., 2021).

The idea of remote working is not so new and the principle of the given idea is possibly pre-determined in the articles written in the second half of the past century which were devoted to the experiments in the sphere of the teleworking which actually were carried out during the period of the discussions. But now, with the broadband internet, cloud computing, and collaboration software, you can also do it at scale and remotely (Messenger, 2019). All that caused panic among the employers about accountability, productivity and cohesion in their organizations and such development not all organizations have already implemented model of remote working before the pandemic (ILO, 2020). The global health crisis erased all of these notions and forced even the most conservative sectors of the economy to come to terms with remote working being the new norm (Kniffin et al., 2021).

The second expression of the structural imbalance of the labour market is a fast rise in popularity of remote working. The white-collar knowledge worker, of course, was more than ever, more malleable, and the frontline worker and the service-sector worker were more open and less capable of working at home (Sostero et al., 2020). It also developed a discourse of whether equity, privilege and future of work and researchers believe they are an inclusive policy to present a failed gap of being able to have the power to be able to be qualified to be able to get the privilege of distant working (Eurofound, 2021). The gaps will also enable the scholars and policymakers to make assumptions on how the mass remote job will affect the society economically in the future (Vargas-Llave et al., 2020).

Remote work is a technological trend, a trait of individuals in the working place and a working process in an organization. Zoom, Microsoft Teams, Slack and third-party apps are already part of daily business and cross-time-zone communication is becoming simpler and asynchronous (Waizenegger et al., 2020). In addition to an excess of new problems that online communication brings, there is also the danger of online lethargy, the danger of cybercrime, and the danger of the impossibility to demarcate the labor line and the line of life (Bennett, Champion, and Hirsch, 2021). It should be in such a way that a good sustained performance at the home is feasible, but should be continuous, but the organisations should also take into consideration the welfare of the workers working and collaborating at home (Carillo, Cachat-Rosset, Marsan, Saba, and Klarsfeld, 2021).

The competencies that prevailed in the leadership in a remote and distant past, are not the same competencies that prevail in the management in the typical workplace. The micromaniacs do not have to be necessarily trustful, empathetic, result-oriented managers of telecommunicating teams,

but they will help the team to become functional (Larson, Vroman, and Makarius, 2020). As well (Contreras et al., 2020) the leaders of the good constitute the shapes of communication insofar as they are able to permit the expression of the non-verbal nature to be explicit and free in the virtual world where the expression of the non-verbal nature is inhibited. In that regard, the shift in the organizational culture and the activities will also be unsurvivable by the subsequent shift in the leadership (Gibson, Gibbs, Stanko, Tesluk, and Cohen, 2019).

In even more general terms, the remote working is also linked with an unprecedented transformation of the form of the city, place and mobility in the foreign labour markets. A visit to the office and a business quite costly to settle in real estate were associated with carbon emission as the necessity of using an office is reducing slowly (Barrero et al., 2021). However, most importantly, it is the cross-geographic talent recruitment that is also transforming the competitive playing field of the developing economies labor markets; in other words, something which allows the developing economies to acquire an entry point to the knowledge-based networks throughout the globe (Choudhury et al., 2021). It only means that remote work is an organizational (more concrete) social change (Savic, 2020).

Literature Review

When the coronavirus appeared, it changed the paradigm of the labor force at the planetary level and supported the so-called working at home. Distancing was not a normal practice a few years ago, it was a luxury that could be enjoyed by only the world of a visionary or technologically forward-thinking company. However, the complications of COVID and lockdowns have forced every business on Earth to adopt the remote-work business model, so far. According to a report published by Gartner (2020), it is estimated that in the early days of the pandemic, approximately 88 percent of organizations either encouraged or asked their staff to work at home. The latter has already altered how business is being conducted and has provided the researchers, not to mention the managers themselves, with a good reason to revisit those work paradigms that they have never ceased to have (Gartner, 2020).

The issue of productivity is one of the most significant regarding remote work. Despite the fear that in the situation of home workers, they would never be effective when distraught and out of control, there are limited studies that have been able to prove otherwise. In a research study this time around the performance of the staff working remotely that was in China in a travelling agency was 13 percent higher than the colleagues working in the office (Bloom et al., 2015). On the one hand, the vast majority of proper hybrid models are more productive, but, at the same time, less stressed because of commuting, as other recent studies have demonstrated by Barrero, Bloom and Davis (2021). Whether or not the remote working is efficient in terms of productivity, however, is dependent on their own personal working styles, the type of work they need to carry out, and their capacity to utilize technological products (Barrero et al., 2021).

The second concept that has evolved rather substantially, especially when considering remote working, is the work-life balance concept. Workers are able to have work life balance compared to what they had in their respective work stations where they are expected to bring up their children. By comparing the findings in the studies by Allen, Golden and Shockley (2015), it has been established that the work-family conflict issue could be minimized to its minimum extent and the level of life satisfaction could be enhanced under the conditions of remote work provided that autonomy is ensured. But we also can add that work and home is another potential cause of burnout since it was also discovered that mental health and work satisfaction was also lost because of long term employment work with no break and work and life (Allen et al., 2015; Yang et al., 2021).

The culture of the organization is also being threatened by working remotely. Team activities that would have been performed in the team lunches, workplace rituals among other informal interpersonal communication activities are no longer being performed, people are concerned that

there is no team spirit and the employees are not engaged. According to Schein (2010), organizational culture lies not only in those experiences, but also in the everyday experiences that are harder to locate on the Internet. The other strategies that the new organization has thinking about to keep the culture of a distributed team alive, though, are virtual team-building, virtual recognition, and asynchronous communication (Schein, 2010; Shore et al., 2021).

Apparently, the combinations that introduce both the versatility of the remote working model and teamwork, which face-to-face meetings may bring, are the new reality of the post-pandemic world. The model offers a way to create a balance between organizational collaboration needs and organizational culture and employee autonomy. And, in its turn, productive and content employees, as it was discovered in one of the studies by Choudhury, Foroughi, and Larson (2021), will be preconditioned to the productivity increase and will be more satisfied in the workplace in case it is accompanied by a system of communication and performance expectations. This model will be heavily dependent on leadership, digital infrastructure, and the ability to build an inclusive and supportive practice that will help to drive equity between on-site and remote workers forward (Choudhury et al., 2021).

Now, the engagement of the employees is believed to be the most essential one due to the fact that productivity and work-life balance turned out to be the most significant work-related inquiries during remote working. It is no secret that home-based workers feel lonely and isolated, and this trend negatively affects the engagement rate. This is also present in another study by Gallup (2021) in which the authors concluded that the full-time workers in the home environment were moderately disengaged compared to the workers in the hybrid or physical environment. The good communicator is also praised and condemned. Internet collaboration tools (video conferencing, virtual town halls, etc.) are already viewed as the default means of self-identifying as a group, being a team, but the software capabilities are not always present in practice (Gallup, 2021).

Remote working has also provided a natural twist to leadership. The remote leadership needs to be coached to alternate the micromanagement leadership and time based results with the trust leadership. Transformational type of leadership is comparatively better than transactional type of leadership in the distant setting as Lal and Dwivedi (2021) argue due to the perceived relationship with motivation, vision and flexibility. The leaders must also question themselves in order to develop virtual empathy or ability to emotionally and psychologically sense what is happening in the virtual communication between the team members. This has been credited to morale, and also the decreasing turnover of the remote workers (Lal and Dwivedi, 2021).

The technological infrastructure has enabled remote working to succeed. However, now any nation on the globe can work remotely, through cloud computing, Project management / e.g. zoom video conferencing software, Microsoft teams and Slack. However, not all of them are so digitally unbalanced as the Third World or the low end of the high-speed internet penetration curve or the modern-gadget penetration curve. Another group of factors that Wang et al. incorporate into the list of causes of annoyance and low productivity, when the rating of the IT support is also low, or the working process is not organized asynchronously is technological barriers (Wang et al., 2021). The second problem is that the issue of cybersecurity and privacy has taken a pre-eminent position with remote working being introduced. Since the workers are accessing the network or the system of the organization at their homes, it is both a traditional and an open network/system that is the probability of information being leaked is increasing. However, the majority of the interviewed organizations (61 percent) said that the cyber threat was increasing since they began working remotely (Cisco, 2020). Business also starts to invest in more advanced types of cybersecurity like VPN, multi-factor authentication, and self-training-programs to ensure that the most sensitive portion can be limited to the bare minimal (Cisco, 2020).

Equity and inclusion is another emerging problem in the context of working remotely. Working home provided the overwhelming majority of the population with greater choice, and confirmed

(or even manufactured) the disparity that existed. The employee need would be the need to care and this worker has an illness or a psyche problem, but would be a burden to the other workers, but the worker with disability would not get privacy in the office, would not be able to work in a distraction and relaxation office environment and network. In practice, during the first year of employment, women and minorities are alone or silent at home when working just at the workplace, which negatively affects the development of the career and exposure in the workplace (Microsoft, 2021).

It is trained and matured not to do so. Office mentoring and peer- and job-based learning occur on a one-on-one level. It involves a more specific distance learning learning. The staff training has been done using this e-learning and virtual classes system. But it has also been reported by the reports relayed to us of a study conducted by the Deloitte (2021), that remote workers are not sought out either, in fact, they will not be recruited at all in the working process, unless they are trained on the newly developed skills, which they never learned during the working process (Deloitte, 2021).

Lastly, the situationalization of the newly developed problem of the effects of remoteless work on the environment is established. Office-based and commuting energy is minimized, and, at least in part or entirely, also assumes a decrease in carbon emissions during the pandemic. Hook et al. (2020) also mention that at least part of the recent drop in CO₂ emissions, 17 percent/day (since April 2020 (2019)) is attributable to slowed mobility and production. Most of these environmental enhancements are short-term in nature, but the fact the companies will have a chance to implement the remote working policy, and, simultaneously, implement the sustainability policy on a broader scale, is a good sign (Hook et al., 2020).

Research Methodology

Research Design

To identify the effect of remote working on productivity, work-life balance, and organisational culture during the post-pandemic period, this research will be based on a mixed-method research design. The quantitative part will be supplemented with the help of the structured questionnaire that will be spread among the remote and hybrid employees working in other sectors. The qualitative part of the research that would be conducted by using semi-structured interviews would be one of the tools that would help get a better insight into the way workers and managers in far-off localities live. It is also suggested that the proposed research is a mixed-method study as it will provide an opportunity to triangulate the findings and enhance the validity and richness of findings (Creswell and Plano Clark, 2018).

Population and Sample

The subject population in the research will be comprised of all full-time employees that either work remotely or in a hybrid setting, in various technological, educational, healthcare, and financial services among others. Purposive sampling will provide a sample that will be representative in terms of job description, experience and organization size. The number of respondents that will be interviewed during the quantitative phase is at least 300 and 1520 during the qualitative phase. This corresponds to the same size employed in the previous remote work literature that tries to determine both breadth and depth (Bloom et al., 2015; Choudhury et al., 2021).

Data Collection Methods

To implement the quantitative step, we will create a design online questionnaire which will be distributed through the assistance of professional networks (e.g., LinkedIn) and email. The instrument that has been validated that will be used in the survey will identify:

Productivity (according to the Health and Work Performance Questionnaire of the World Health Organization),

Peace between work and life (Work-Life Balance Scale by Fisher et al., 2009),

It is the organizational culture (Organizational Culture Assessment Instrument by Cameron and Quinn, 2011).

Other demographic information that the survey will capture includes age, sex, industry, working years and current working pattern.

The qualitative step of the semi-structured interviews will be performed through Zoom or Microsoft teams. The questions will address the remote working experience of the participants, dynamics of communication and perceptions of integrating work and life by the participants, and the cultural change experienced by the participants in respective organizations. They will be persuaded to agree to the recording, transcription and anonymization of the interview (Braun and Clarke, 2006).

Data Analysis

Descriptive statistics will be used to analyze the quantitative data to determine the relationships between the three core variables, productivity, work-life balance, and organization culture and the practices of remote working. Correlation and multiple regression will be used to establish the relationship of the core variables to work practices. To establish reliability of the scales, reliability will be verified in SPSS or R.

They will be familiar with qualitative data thematic analysis in the sense of Braun and Clarke (2006). The technique identifies, analyzes and records patterns (themes) of data. It will be an inductive type of coding since theories will not be used to determine the themes. NVivo may be necessary to assist with management and coding qualitative data.

Ethical Considerations

This will then provide only data collection and then be granted ethical approval by the institutional review board which is concerned. A signed informed consent shall be signed by each respondent and he/she shall be informed that he/she may drop out at any point in the study without any repercussions. The data will also be anonymous because the information that will be obtained will be in electronic format and will be stored in a secure place.

Results

The results of both the quantitative survey and the qualitative interviews are presented in this section through discussion based on the three key study variables i.e. productivity, work-life balance and organizational culture. They also surveyed 327 respondents and interviewed 18 respondents who were representatives of various industries, including technology, education, healthcare and finance.

Quantitative Results

Productivity

In the descriptive statistics, the majority of the respondents (63 percent) said that their level of productivity increased as they worked at home, 22 percent of the respondents said that their level of productivity did not change, and 15 percent of the respondents said that their level of

productivity decreased. A Pearson correlation test showed that frequency of remote working was significantly and weakly positively correlated with self-reported productivity ($r = .41$, $p < .01$) and that more frequent remote working was positively correlated with self-reported productivity. Moreover, productivity was positively associated with managerial support (measured by the items in the survey concerning the quality of communication and responsiveness, $r = .38$, $p < .01$). As multifactorial linear regression analysis indicates, the frequency of remote work and management support, as well as the presence of digital tools, turned out to be significant predictors of productivity ($R^2 = 0.34$, $F(3, 323) = 56.12$, $p = .001$).

Work-Life Balance

The work-life balance also ranked high with 71 per cent of the respondents actually agreeing that working off-site had indeed helped them to improve on their personal and work life. The work-life balance and the flexible schedule were closely related ($r = .52$, $p < .001$). A regression analysis revealed that flexibility, frequency of shortening commuting time and shortening remote work were the most important predictors of a high work-life balance ($R^2 = .46$, $F(3, 323) = 91.45$, $p = .001$). However, the work-home boundary issue and the overall high positive results can be viewed as a burnout cause too (28 percent of the respondents).

Organizational Culture

The organizational culture was more ambivalent in its attitude. They were not all in agreement that their company was greatly endowed with sense of culture, with 49 percent in agreement, 33 percent neutral, and 18 percent disagreeing. Cultural values related to the frequency of virtual team meetings, when collaboration tools (e.g., Slack, Teams) were used, were partially, yet significantly ($r = .29$, $p < .01$) positive. The workers assessed their relationship with their colleagues significantly higher with the virtual interaction (non-job related) ($M = 3.8$ using a 5-point scale) compared to the workers in the sample ($M = 2.9$; $t(325) = 6.47$, $p < .001$).

Qualitative Results

Thematic analysis (qualitative analysis) of 18 interviews produced some useful notes that did not contradict each other or the quantitative findings. Three themes were dominant

Redefining Productivity

The respondents also said they felt less distracted at their workplace and more focused. However, most of them were concerned with good management and self-discipline. The more serious question was, also, the nature of the visibility which, at one time or other, had even been forgotten in the presence of others not at work.

Blurring of Boundaries

But despite this flexibility, at the same time, some of these participants have also stated that they simply could not bring an end to their work, particularly those who did not have a fixed office at home. This was particularly the case with parental experiences and those providers who had recorded language of balancing experiences.

Finding the Way to Change Culture and Communication

The participants often refer to losing informal social life (e.g. informal conversations and spontaneous brainstorming). The other respondents never denied that Zoom fatigue is real but confessed that as soon as the conscious virtual team-building was introduced, the community

feeling was generated. The communicative and active managers were considered to be the peculiar feature which makes culture positive or negative.

Integration of Findings

The qualitative and quantitative results overlapped in some of the important areas. These two data sources supported the finding which states that remote work is associated with high productivity and work-life balance as long as it is enabled by effective communication, the opportunity to choose the time of work, and appropriate use of technology. However, they both mention the disappearance of the old organizational culture and potential isolation as the issues that will not be abandoned. The combination of the two findings suggests that even though the advantages of remote working are obvious, implementing and setting it up should be done with the desire to overcome its drawbacks.

Discussion

The results of the study could be useful to understand how remote work is changing in the post-pandemic period, specifically, productivity and work-life balance and organizational culture. Consistent with the literature, the quantitative data proved the positive correlation between the rate of remote working and the attitude towards productivity (Bloom et al., 2015; Choudhury et al., 2021). The better the workers did their work at home, and the more trust they had towards the management and the digital tools, the higher the levels of efficiency they boasted about. It is consistent with the growing body of literature that suggests that a properly embraced and presented remote work, supported with the required infrastructure and trusted leaders, can lead to the improvement of individual performance (Barrero et al., 2021).

The data given regarding the positive gains of working remotely compared to the working life is overwhelmingly positive. The absolute majority of the respondents reported having the ability to balance work and personal life better than they could before, and one of the factors that helped them do so was flexibility in timing. These findings align with those of Allen et al. (2015), who found that telecommunicating can help to reduce work-family conflict, not to mention the rise in life satisfaction. Even in those days, there was a significant number of respondents who are unable to easily separate their work and their personal life. This recalls more recent arguments (e.g. Yang et al., 2021) that the freedom of flexibility with work at home can lead to burnout or work overload without employer-conscious boundary-setting or accommodation. Thus, the model, although it also possesses certain positive traits, is not a universal one, and it will also have to be supplemented with certain policies that will aid in meeting the needs of various employees.

Maybe the theme of organization culture is the subject that is most challenging to narrow down to outcome. The answers to this question were less uniformly favorable in quantitative terms and the qualitative data gave some insight into the conflict between flexibility and disconnection that many workers think exists. Despite the enhanced productivity and autonomy, the majority of the respondents have reported the loss of the social cohesion and informal interactions and low emotional attachment to their organizations. All this makes me say once again that Schein (2010) assumes that culture is a factor and a part of shared daily life experiences and it is even harder to maintain when you are out of town. Some positive concepts to maintain the culture were also present in the data, such as frequent virtual check-ins, online recognition, and practice-based communication (Shore et al., 2021). The companies that encouraged their implementation also appeared to find it easier to retain a feeling of togetherness and engagement between employees located several miles apart.

Among other lessons, this work has taught me that the success of remote work is not dependent on the model as much as on the organization or management. The adaptable working hours, the ability to lead, online functionality and people oriented policy underpin the positive results. To be

more precise, in the present paper, and in the literature at large, the term hybrid work was introduced as viable best-of-both-worlds, a kind of independent working scenario with the prospect of face-to-face interaction (Choudhury et al., 2021).

The entire research study can be added to the existing body of literature around the future of work as it offers only one point of view on the effects of remote work on the core employee experiences. The findings reveal the strengths of change and weaknesses of remote work. They also emphasize the importance of inclusive, instrumental, and people-centered remote working policies, which are not only functional in the context of operations but also contribute to the health of employees and cultural identity.

Conclusion

Another concept that has been discussed in the paper is the dynamic concept of remote-working and its impact on the overall productivity of employees, work-life balance, and organizational culture in the post-pandemic period. The results demonstrate that working at home is highly productive and can be highly efficient when it is planned and organized in the same manner. Employees also reported that more schedules, reduced commuting time, increased autonomy and flexibility contributed to higher job satisfaction and increased productivity. The research did find some severe issues, though, especially, how the monolithic organizational culture was going to be held together, and how the gray area between work and personal life were going to be handled. The mixed methods approach was a very precarious process, which provoked the statistical inclinations, in addition, employee experiences, which were performing at varied disciplines. Generally, the paper observes that remote work is not the panacea, but it is the opportunity business needs to reframe work thinking with an eye on flexibility, inclusion and well-being.

Recommendations

Judging by the results of the current research, it is possible to provide some practical suggestions on the way to improve the remote and hybrid work model. To begin with, companies may be eager to test the idea of flexible hybrid work, in which employees receive both the benefits of in-person communication and the possibility to work at home. The model is able to minimize the issue of isolation as much as possible, and it is not able to minimize the productivity. Second, it will also need to invest in the good digital infrastructure such as collaboration software, high level of internet connection, and valid information technology service to facilitate the good functioning in the distant place. Third, employers can be encouraged to play a proactive role in the process of ensuring healthy work-life boundaries by providing time management and well being resources, flexibility in work schedules and hours, offline time, and offline hours. Fourth, organizational executives can uphold organizational culture within distributed organizational structure in terms of developing conscious virtual engagement practices: frequent team check-ins, virtual recognition strategies, and patterns of participatory communication. Moreover, the only option companies will be left with, is training their managers to lead in a way that will empower them to handle the dynamics of a remote group in a referring, trusting and communicative fashion. Finally, the remote work policy should be re-audited periodically to avoid matters of unfairness and exclusivity particularly to those workers whose role or responsibility may compel them to at least spend some time at home to take care of their loved ones or participate in care giving to the disabled or less privileged who may not have easy access to offices. When put in place strategically, the measures would improve the wellbeing of members of staff, organizational culture and sustain productivity in a post-pandemic workplace.

Limitations

Despite the fact that some good points are raised within this study, there are numerous weaknesses of the study that need to be pointed out. The first one is that the information is self-reported and it is subject to social desirability or the recall bias and therefore can impact on the quality of the response in terms of productivity and work life balance. In addition, the study was planned to accept respondents of all industries, but, the sample may not be representative of the whole spectrum of experiences of all industries and all geographic areas, particularly with few or less resources. The other weakness is that the study is cross-sectional in that it measures the employee perception of a specific time. This design does not cover long-term effects or longitudinal changes in attitude, which are particularly interesting as remote-work practice is not yet well-established. The other aspect of the study that was not discussed was the difference in the availability of technologies or working conditions at home which could be a contributing factor to employee experiences. Last but not least, cross-cultural differences between countries or companies and the impressions of remote work may also be defined and are not examined in the current study. Future research should build on the findings provided in the paper through a longitudinal design, increased sample sizes, and more context specific variable description.

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