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## **ABSTRACT**

The current research was presented with the goal of figuring out what the impact on employees has been, as well as how it has impacted their productivity and performance. This study was made using a constructivist paradigm, an inductive approach, and a mixed methodology that included both qualitative and quantitative research techniques.

The collection of main information was created in two ways: the first was through interviews with three managers to find out their perspective on managing employees remotely, and the second was through interviews with employees to find out their perspective as workers. On the other hand, in order to gain insight into the perspectives of 104 workers from a variety of nations, including Ireland, Mexico, and Pakistan, a series of surveys was conducted with them. These workers were asked about their experiences with the aforementioned work paradigm.

The triangulation of the review literature, the primary material, and the author's perspective was used to arrive at the conclusions that were drawn from the data that was collected. The investigation is divided into five chapters, each of which contains information on the following topics: the investigation's objective, the issues upon which it is based, the methodology used, the investigative discoveries, and the conclusions drawn from them.

The progress of this research has been especially exciting because it is about something that affects everyone in the world.

**Keywords:** Remote work. Home office. Hybrid. Tools. Technology. Management. Performance.

## **LIST OF ACRONYMS**

AWI: Achievers Workforce Institute

BSC: British Computer Society

COVID-19 Corona Virus Disease 2019

DETE: Irish Department for Business, Trade, and Employment

NOM: Norma Oficial Mexicana (Official Mexican Norm)

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## **CHAPTER 1 INTRODUCTION**

### **1.1 Introduction**

Since March 2020, the entire world has been affected by the Covid-19 pandemic, for which companies were forced to implement measures that affected both the performance of their employees and the company itself.

One of the measures taken in this period was remote work, also known as home office, which has been a great change for everyone.

The objective of this project is to know and analyse the impact that remote work has had both on the performance of its employees and on their lives and the way in which the organization has been affected.

The researcher believes that this research topic is important since it is a new model that is here to stay. Although some organizations have implemented this work model in one way or another before the pandemic, most organizations had not seen the need to do so. That is why it is interesting for the researcher to know the various dimensions that surround workers and organizations in this work model.

This research project will allow to analyse the different dimensions that workers have both in their work and personal life, as well as their opinion and how it has been affected.

At the end of this project the researcher believes to provide conclusions or ideas that help companies to effectively manage remote work.

### **1.2 Rationale for the study.**

For a few years, some companies have considered the importance of allowing their workers to work remotely. But due to the pandemic, companies that had not considered this work model were forced to implement it to protect their workers from COVID-19.

This new work model has impacted workers in different ways, so the objective of this research project

is to know how they have been affected by doing remote work and analyse the problems that can affect their performance.

### **1.3 Statement of the research objectives**

Objective Theme 1: What is the evolution of remote work since it appeared?

Objective Theme 2: How the managers manage remote workers?

Objective Theme 3: How does technology help remote work?

Objective Theme 4: What are the challenges affecting employees and the business?

Objective Theme 5: How does remote work impact the lives of employees?

### **1.4 Information gathering & data collection technique used**

It has been considered that to carry out a correct investigation of this project, a combination of quantitative research (surveys) and qualitative research (interviews) will be used.

The survey will be the quantitative method used for quantitative research, with this it is sought to know the factors that have been involved in this form of work such as the level of satisfaction, motivation, challenges, among others.

The qualitative part would be an interview with workers from companies that have been affected by this new way of working to get to know their opinions in depth, if they have any ideas that could be implemented and the development of their day working from home.

Since the research focuses on human behaviour in relation to remote work, a mixed methodology will be used to collect the necessary information for the analysis, so the approach that will be given is constructivist. This approach will allow us to know and understand the reality of workers and managers in remote work, since each of the participants have different experiences when doing remote work, which will lead us to know the impact that this can have.

An inductive investigation will be carried out in which the data collected from both the surveys and



the interviews will be analysed, with which the theories and conclusions can be developed to know if the performance of the workers has been able to influence the productivity of the company.

### **1.5 Expected Outcomes of the study.**

It is expected to know the evolution of remote work, the way in which managers manage remote work, how technology has helped remote workers, what are the challenges that have been encountered when implementing remote work and the impact that this has had in the lives of workers. Similarly, at the end of the analysis, we seek to make comments or recommendations that may serve to improve the experience of working remotely.

### **1.6 Chapter by chapter Overview.**

This research project contains five chapters.

Chapter 1 is the introduction to the research project, in which the goal of the study, its guiding objectives, and a brief summary of the methods utilised to collect the data are stated.

Chapter 2 develops the issues that have been considered in order to answer the research question. It gives the perspectives of several authors on the examined themes. The following are the major themes: Remote work: Definition and evolution, Remote work management, Technology as a tool, Challenge and benefits and Impact in the employee life

Chapter 3's methodology section discusses the constructivist philosophy and interpretism paradigm employed in this research. It treats interview and survey, which were used to obtain the investigation's primary information, in the same manner.

The results of the analysis, coding, and triangulation of the literature review and data collection procedures are presented in Chapter 4.

Chapter 5 presents the researcher's most important findings, limitations, and suggestions.

## **CHAPTER 2 LITERATURE REVIEW**

### **2.1 Remote work: Definition and evolution**

With the advent of the internet and information technologies, businesses have been compelled to use them as tools to become more productive and competitive; teleworking, also known as telecommuting, remote work, or working from home, is one such tool. This is a sort of remote work in which the employee does his duties without physically being present at the firm or specific workplace; he can work from anyplace. Ellison (2004) distinguishes between telework and telecommuting, defining telework as work performed outside the central office and telecommuting as a component of telework.

During the Middle Ages, according to Witold Rybczynski (Chevez and Huppatz, 2017), most individuals worked from home. However, beginning in the 17th century, some people began working in offices since it provided reputation and authority. From the 1960s until the beginning of the Covid 19 epidemic, office-based job was formed.

Despite this, the introduction of new technology has resulted in a shift in the nature of work, as businesses have had to adapt to their surroundings.

In his book, Messenger (2019) describes three eras of remote work: home office, mobile office, and virtual office. Niles' 1975 analysis of the expansion of telecommunications and their usage to solve the challenge of reducing transfer times provided the foundation for the first generation of remote work. During this time, telegraphs and other forms of communication were developed, allowing people to use telecoms from home to save time and money on their commutes to the office.

The mobile office is the second generation of remote work. This generation is similar to the previous generation in that both utilise technology, although there have been some modifications. At the end of the 20th century, many of the first generation's technologies became smaller and lighter, such as the usage of laptops, which made it possible to work from anyplace; yet, working from home was still regarded as the most effective remote method of employment.

In their book *Digital Nomad*, Makimoto and Manners (Messenger, 2019) projected that work will be in continual motion, which has led to the third generation: the virtual office. In the previous generation, when people began working from outside the home and from the office, resources such as a laptop were still required to transport the information with which they work; however, in this generation, other technologies are used, such as clouds and networks in smaller devices such as cell phones to store information and work from them.

Despite the fact that technological advancement has facilitated the capacity to perform work from anywhere, there are businesses that have tried it for a period of time but have subsequently reverted to the office work model due to failures in its implementation.

Laermer advises organisations that had desired remote work to not be idiots. A few years ago, he attempted to establish remote work at RLM, but only on Fridays. However, this proved problematic since staff viewed Friday as just another weekend day and were unavailable when needed. Laermer believes that people are more productive at the office (Streitfeld, 2020).

IBM is another business that embraced remote work for a time but was forced to return to office work in 2017 due to a precipitous decline in income.

Yahoo CEO Marissa Mayer stated in 2013 at the 12th Annual Templeton Conference on Economic Freedom and the Constitution that they abandoned their work-on-case policy because it was inconvenient not to be able to find workers when they needed them or because it was difficult to coordinate with the other workers (Messenger, 2019).

Due to the Covid-19 outbreak, organisations were forced to have staff perform their duties remotely despite these shortcomings. According to Castrillon (2020), remote employment is here to stay, providing us with a new outlook on the future. 74% of 367 CFOs questioned by Gartner want to implement permanent remote work for 5% of their employees after the pandemic crisis subsides, according to the results of a survey (Lavelle, 2020).

Understanding the definition, evolution, and poor implementations of remote work is crucial for the

growth of the research, as we wish to understand how the adoption of this has impacted firms and the effect it has had on workers. As has been observed, remote work has been implemented since the advent of the telegraph until our period with the growth of mobile phones, but not all organisations have been able to create it in the correct way, but they have had to be driven to work remotely by the epidemic.

## **2.2 Remote work management**

Due to the Covid-19 pandemic, businesses were compelled to switch from office work to remote work without implementing this model in any way, and some have developed scepticism about it. Therefore, this has posed a challenge for managers, as remote work demands structure, flexibility, and patience, and many businesses have struggled to accommodate remote workers.

Affected aspects for administrators include feedback on the performance of workers, preserving the enthusiasm of workers, and their involvement in meetings. Therefore, the method of managing work had to evolve.

According to Castrillon (2020), administrators will focus on the outcomes of work rather than the number of hours worked; therefore, they must be conversant with tools and programmes that assist them oversee the work of employees. Similarly, she notes that for some firms, it is required to develop a Remote Work Management job that supervises and ensures the work is completed efficiently.

Cascio (2000) believes that for employees to perform more efficiently, managers need to focus on a results-oriented atmosphere rather than on time, but he also notes that managers need greater self-monitoring abilities rather than reducing the number of supervisors. If these measures are followed, the author notes, earnings, customer service, and productivity will improve in unforeseen ways.

To be more effective in these environments, managers must do two things: change from a focus on time to a focus on results, and acknowledge that virtual workplaces do not necessitate fewer managers, but rather require improved supervisory abilities among existing managers. Following

these procedures can result in phenomenal gains in efficiency, profits, and customer service.

Popovici & Popovici (2020) concur that remote work boosts employee productivity, but note that establishing remote work involves risks and obstacles. Managers may discover that employees are unwilling or uncommitted to working remotely, resulting in a lack of drive and discontent. On the other hand, they may not be able to communicate with the worker since they are unaware of how and when they accomplish their duties.

Just as remote work has emerged and grown in importance, managers have also had to confront challenges. Kashyap (2018) outlines a few of these challenges:

- Lack of definition of remote employees' jobs, responsibilities, and tasks.
- Poor communication between managers and workers.
- Poor coordination in schedules and monitoring of activities.
- Cultural disparities.
- There is little cooperation and coordination among them.
- The employees lack a sense of belonging to the team.

Kashyap proposes strategies for managers to address these challenges.

When workers are in various time zones, managers must put boundaries on working hours so that employees can maintain a balance between their personal and professional lives. Managers should discuss schedules with each team member in order to display an interest in and respect for their time, thereby fostering a strong working relationship.

Stimulating and promoting variety within the work team is another method of coping with the multicultural nature of work teams today, which can lead to misunderstandings and disputes amongst workers. For this reason, managers must design activities that foster contact among team members and provide opportunities to learn about the cultures of other employees.

In order to define working hours, the nature of the projects and their deadlines, the organisation of meetings, and the establishment of communication channels, among other things, clear expectations

must be outlined from the outset.

Managers must build their online communication skills, i.e., set the tools they will use for communication and hone their writing abilities to avoid ambiguity and miscommunication.

They must monitor the employees to see if they have any issues or needs in order to provide assistance so that they do not feel unsupported in the resolution or performance of their work.

Managers should request that their organisation invest in project management software so that they may, among other things, monitor and interact with their team, keep track of work progress, and schedule activities.

Altman (2020) concurs that it is important to explain from the outset what is expected of remote workers because, unlike when they are in the office, they cannot watch their co-workers clarifying their questions. Therefore, it is crucial for managers to outline what is expected of their employees. Nonetheless, he adds additional crucial recommendations, such as: schedule periodic virtual one-on-one meetings with employees to provide feedback and to determine if they have any issues or questions.

Conduct feedback on a regular basis, not just during meetings, using email or another technology.

Managers must be brief and precise when communicating with employees.

In a similar manner, they must inquire about the status of the work being performed by the employees in order to monitor their development.

And finally, according to Altman, managers must have faith in their employees; if someone does not do their duties, they should not assume the worst, but instead speak with them to see why they did not comply and provide support if necessary.

### **2.3 Technology as a tool**

As noted in subject 1, technology has played a significant role in the implementation of remote work.

The progress of technology has determined the mobility of workers to perform their duties. The

development of technology has made it possible to work from any location, not only from home.

Kashyap (2020) states that better design tools must be employed in order to develop a suitable administration for remote workers. The author organises them into distinct groupings that facilitate identification.

- Project management tool
- Marketing tools with analysis
- Tools for team collaboration.
- Cloud computing services
- Productivity tools
- Among others.

However, the cloud service is the most popular tool for remote work.

Cloud computing is a technology that enables access to data, applications, and files from anywhere in the world via internet-connected devices (Frankenfield, 2020).

The Chartered Institute for IT, often known as the British Computer Society (BSC), (2012) defines the benefits of this technology as follows:

The cost of using the service is inexpensive because you simply pay for the storage capacity that is utilised and the service provider handles maintenance and support.

The information is safeguarded because in order to access it, one must first have access to the company's system, and if the device were to be lost, the information would not be lost because it is protected in the cloud.

Employees can access information from anywhere with internet connectivity.

□

For "green" businesses, the usage of the cloud is environmentally favourable because it eliminates the need for polluting physical infrastructure to store data.

However, she also discusses the drawbacks:

Access to the system as well as its maintenance and support are dependent on the provider. If there is no internet or if the internet connection is inadequate, you cannot gain access.

In his essay for Forbes (2020), DeRamus argues that enterprises should analyse and invest in the cloud-supported applications they employ, as this is what supplies them with the information and technologies necessary for their workforce to accomplish its duties. Platforms such as Zoom, Microsoft Teams, and Slack are examples of solutions that use the cloud to support their operations. Achievers Workforce Institute (AWI) (Schwantes, 2022), based on a survey of 3,700 workers and 1,400 human resource managers, found that four fundamental technological tools help companies increase the performance of workers and, consequently, their productivity because they foster a sense of belonging among employees. These are the tools mentioned:

1. Network tools that enable workers to be connected in a more direct and accessible manner, so enhancing their sense of belonging and strengthening their loyalty.
2. Recognition tools, since workers need to be recognised for their motivation, this type of tool has been regarded crucial because when workers receive praise for their accomplishments and performance, it makes them more devoted and boosts their productivity.
3. Well-being tools, these sorts of tools help to monitor the properly-being of the worker, organisations must use this since if the workers feel good, the outcome is that their work is well done and there is high productivity, absenteeism is minimum and staff turnover falls.
4. Feedback tools, these sorts of tools assist managers to give staff feedback on their performance, which helps enhance productivity as corrections are made regularly, ideas are implemented and comments are gathered. Feedback is not just offered from managers to workers but also from workers to management.

During the pandemic, technologies have made it possible for a number of industries that were formerly thought to require a fixed location to continue operating (Katz, 2021).

Understanding the benefits of technology, particularly cloud computing, in the remote work environment helps employees better comprehend how they can operate remotely and what resources



are available to them. Cloud computing is the biggest technology utilised by the majority of businesses since it creates cost savings and prevents data loss and theft.

## **2.4 Challenge and benefits**

Companies that have used remote work as a method of employment have identified benefits and drawbacks that must be analysed in order to implement methods to maximise remote work.

The biggest advantage of remote work, according to Janza (2020), is the saving of time and money, as well as the fact that the company becomes environmentally friendly, as costs are lowered for payments of buildings and services as well as, in some situations, the reimbursement for transfer.

A further advantage he notes is that productivity increases since employees may establish their own work pace and are not interrupted by interruptions. As the new standard, he concludes, firms should examine the flexibility of their schedules and policies so that fresh talent is eager to join the team, which can result in the retention of talent and an improvement in the company's productivity.

However, Janza also says that just as there are advantages, there are also disadvantages, such as the difficulty in communicating between team members and leaders, which can lead to misunderstandings or a lack of control over activities. She notes that a lack of engagement with co-workers produces a sense of isolation, which can lead to melancholy and decrease worker productivity.

She also mentions that the new environment provides new distractions that prevent workers from focusing on their task and destroying their work-life balance.

Compared to Janza, Klopotek (2017) lists advantages of remote work, as shown below.

- Employees save time and money while travelling.
- Hours are flexible.
- The work environment is more casual.
- Anyone can find jobs.

- Absence of constant monitoring, allowing workers to do their duties independently.

On the other side, the disadvantages of remote work are also discussed. In agreement with Jana, they assert that two of the downsides of working remotely are the feeling of isolation and the difficulties of separating work and home life. However, they also consider the following additional disadvantages:

- Employees must acquire stronger organisational skills.
- The risk of losing professional contacts.

In contrast, Blumberga and Pylinskaya (2019) differentiate organisational and individual advantages and drawbacks. According to these writers, the advantages of remote work for firms include a decrease in office expenditures, as there is no physical office to maintain, and a large talent pool from which to choose employees. In other words, they are able to conduct a global search for candidates. Some of the benefits that these writers cite for employees are identical to those described by Janza and Klopotek: a reduction in the amount of time and money spent commuting to work. However, Blumberga and Pylinskaya believe that the reduction of stress and the fact that they have more free time are benefits, however other writers believe that isolation increases stress and that they do not complete their task on time, therefore they do not have more free time.

Similarly, they believe that the drawbacks for the organisation are the difficult management of the personnel, while the downsides for the workers are the development of a high degree of self-management and organisation due to the lack of connection with co-workers and their boss.

Similarly, Kurkland and Bailey (1999) classify the pros and cons of remote work per organisation and employee.

The advantages for enterprises are:

- Increased production and decreased absenteeism.
- Proximity to the consumer.

And its downsides are as follows:

- The control management of operations.
- The lack of technology.
- The coordination of work.
- The interaction becomes informal.
- The absence of communication.

The following are the advantages of remote work for employees:

- Unlike other authors, they view independence as a benefit.
- A flexible approach to working hours
- Lack of workplace policies, including a dress code.

The following are the disadvantages:

- Isolation resulting from a lack of touch with co-workers.
- Longer working hours.
- Access to company resources is restricted.

It can be observed from this topic that the majority of authors agree with some of the benefits of implementing remote work, but stress the downsides. With this knowledge, you may analyse the actual reasons why remote workers exist today. Currently, additional tools and programmes have been created to mitigate the disadvantages of remote work for both employers and workers.

## **2.5 Impact in the employee life**

Even while remote work is here to stay, the influence it has on the lives of workers must be understood, since if it has a negative impact on people, their work performance is poor. In his book, Anderson (2021) describes the work-life balance of remote employees as the ideal circumstance in which the worker may combine his professional and personal life.

According to Robinson (2020), employees have exhibited mental health issues like anxiety,

exhaustion, and stress. This has not only changed their place of employment, but also their timetables and activity levels. Anxiety and stress levels have increased among employees as a result of the increased frequency and duration of video conferencing meetings. On the other hand, they believe the cyber security of their devices can be compromised more readily. He notes that another source of stress is the noise that emanates from the area in which he works or from the noises that are made, since this distracts them from what is being addressed and leads to miscommunications.

Anderson suggests that managers can assist employees in achieving a work-life balance by suggesting work policies, flexible hours, and social activities, among others.

In the report *Working anytime, where: The effects on the world of work* (Messenger, 2017), the authors note that remote workers work more hours than those in traditional jobs, and that there is a risk of work and personal life interfering with one another because working hours can be longer or multiple tasks must be completed simultaneously, thus blurring the line between the two.

The Irish Department of Business, Trade, and Employment, DETE, (2020) found that working remotely can have detrimental effects on mental health, including feelings of loneliness, stress, and isolation as a result of losing touch with coworkers. However, demonstrate that this is contingent upon the manner in which the worker executes their duties and the location from which they operate. According to DETE, the majority of employees leave work late because they find it difficult to detach from the workday.

Knowing the effects of remote work on workers' lives helps to determine whether they are productive or not. The authors have previously stated that stress and weariness have a negative impact on worker productivity because they make it difficult to concentrate.

## **CHAPTER 3 METHODOLOGY**

### **3.1 Theoretical Paradigm / Philosophy employed.**

The philosophy that was applied in this research project is the constructivist philosophy since a mixed method is being used. According to Honebein in 1996 (Adom, Yeboah and Ankrah, 2016) mentions that the approach of this philosophy is based on people creating their own understanding and knowledge of what surrounds them according to the experiences they have lived and the reflection of these. This paradigm is used in research that needs to understand the behavior of certain groups in a certain environment, and how the experiences of those born in their performance.

The use of this philosophy in this project is due to the fact that when it comes to the experience that both workers and managers have had when working remotely, it is different, data can be obtained that helps in the development of the investigation.

The approach that was given to the investigation was an inductive approach. This type of approach uses empirical experience and specific observations to generate new knowledge, relying on instruments such as surveys and interviews, which allows generating theories, hypotheses or conclusions. This approach was used since the investigation starts from specific factors, for example the way of working or the challenges that they have presented, among others, helped them to create a series of ideas and conjectures that allowed to create a general conclusion of the investigation, comparing responses and experiences obtained from the different participants.

### **3.2 Justification for the adoption of method.**

The method for data collection is mixed, since it seeks to know how workers and managers have experienced remote work, this means that surveys and interviews have been carried out.

The interview was used to find out the point of view that managers have obtained from the experience of working remotely. This method was used to answer topic 2 on remote work

management, theme 4 on the challenges and benefits they have had when working remotely and theme 5 on the impact that this work model has had on their personal and family life. .

The surveys carried out have provided the data of the workers who have worked remotely. This method has helped to obtain data that allows analysing theme 2 on work management, allowing to know how often workers connect with their managers, theme 3 on technologies in remote work referring to the tools used to perform work, theme 4 referring to the challenges and if they consider that remote work has improved their performance and theme 5 about how the impact has been on their personal and family life.

### **3.3 An outline of sampling technique and sample size.**

To carry out the research, interviews were conducted with 3 managers from different companies and areas to learn about the experiences they have had when working remotely, both when managing employees and personally. Two of the interviews were conducted online and one of them at their workplace at home.

These three people were selected because they had easy access to conduct the interviews, two of them are established in Dublin, Ireland and one in Nuevo Leon, Mexico. To guarantee the anonymity of the interviewees throughout the project, the participants will be referred to as MCS (Customer Service Manager, Interviewee 1), MHR (Human Resources Manager, Interviewee 2) and MDP (Manager of Deployment Project, Interviewee 3).

Code	Position	Settings	Experience years	Number of employees under their charge
MCS	Manager in Customer Success Area	Dublin, Ireland	11 years	100 people.
MHR	Manager in Human Resources	Nuevo Leon, Mexico	25 years	3 employees work in hybrid way 2 in HO.

MDP	Manager in Deployment and Project	Dublin, Ireland	2 years	4 people.
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Table 1. Interviewees Information and Codes.

104 surveys were conducted of workers from different sectors who have worked or continue to work remotely or in a hybrid manner in different parts of the world. Since remote work has had an impact around the world, they consider it necessary to know how this model is perceived in different places. The surveys were collected over the course of three weeks, knowing people who work remotely or in a hybrid way made it easy to contact the sample, since by sharing the survey with them, they also sent the link to their co-workers, the survey was shared through a link on Facebook, WhatsApp and LinkedIn.

### **3.4 Method employed.**

As mentioned above, a mixed, quantitative and qualitative method is used for the data collection of this research project, this has helped the data collection to be richer in information and the results obtained to be more real.

For the quantitative method, an online questionnaire is used which contains 24 questions, as can be seen in Appendix 2, this questionnaire was shared through WhatsApp, LinkedIn and other social networks. The collection of the qualitative method is carried out through interviews with managers from different organizations and areas, with a questionnaire of 14 open questions, located in Appendix 2. The use of these two methods has led to the data collected being analysed and interpreted in such a way that the analysis is deeper, since the quantitative method is used from the point of view of the workers and the qualitative method from the point of view of the managers.

By having the data collected, the triangulation method is used for the crossing of information, which gives the research greater credibility and strengthens the data obtained through the two methods, this has helped the results obtained to answer the question established for the conduct of this research.

In order to obtain a correct analysis of the data from the interviews, using a qualitative method, and since it is an inductive investigation, a thematic analysis and the crossing of information between the answers obtained in the interviews had to be carried out. This helped to relate patterns in the answers, as well as to obtain information that had not been considered when asking the interview questions.

All this can be seen in Table 2 below.

<b>Interviewee 1 Themes</b>	<b>Keywords in Interview (Codes)</b>
Theme 1 Remote work: Definition and evolution	Dublin. 11 years of experience. 100 employers. Customer success.
Theme 2 Remote work management	Cultural disconnect. New hiring. Emotional disconnect. Lack Osmotic Learning. Regular once a once meeting. Provide home office furniture, allowance. Pay for internet. Trust in workers. Strong reporting system. Feedbacks in the one on one meetings. Bottom managers have a big challenges. Mental health programs. Virtual events. Funny activities.
Theme 3 Technology as a tool	Meeting tools
Theme 4 Challenge and benefits	Productivity its positive in times as well it is negative in times. Productivity depends in the individual. Productivity in old workers increase but in new ones is low. Cultural



	disconnect. New hiring. Emotional disconnect. Lack Osmotic Learning.
Theme 5 Impact in the employee life	Positive: A lot of time. Focus in himself. Increasing time with family. Negative: Social elements is lacking. Activities. Mental health programs. Virtual events. Funny activities
<b>Interviewee 2 Themes</b>	<b>Keywords in Interview (Codes)</b>
Theme 1 Remote work: Definition and evolution	Nuevo Leon, Mexico. 25 years of experience. Human Resources, Capacitation and Hiring. 3 Hybrid, 2 Home Office employers.
Theme 2 Remote work management	Challenge of monitoring objectives. Certain problems require to be face-to-face. Give feedbacks. Using team, zoom and Google meet tools to manage the personal. Meeting to give feedbacks. Establish goals and objectives. Establish force squares with the activities. Meetings to review results, goal setting. Dynamics were established per week. Meetings are daily. Thirty minutes to establish goals and requirements of day or week with the person. Meeting as a department once a week. Focus more on the deliverables and not so much on the process.

	Only laptop and mobile phone. Mental health support. Medical service. NOM-35. Surveys, capacitation.
Theme 3 Technology as a tool	Using team, zoom and Google meet tools to manage the personal.
Theme 4 Challenge and benefits	Monitoring objectives. Greater efficiency in their work hours. Person identifies more relaxed. Connects more in time. Fulfils their goals more precisely. Not all position can be remote.
Theme 5 Impact in the employee life	Greater satisfaction. Better concentration. Better relationship in terms of schedules. Flexitime. No transfer times Greater distraction. Work hours after hours.
<b>Interviewee 3 Themes</b>	<b>Keywords in Interview (Codes)</b>
Theme 1 Remote work: Definition and evolution	Dublin. 2 years of experience. Deployment and Project. 4 employers.
Theme 2 Remote work management	Challenge to know colleagues personally. Not building a bond with them. Cooler place in Microsoft Teams to have meetings. Misunderstanding instructions. Laptop and additional screen, earphones, a different working phone, desktop, a chair. Not micromanagement.
Theme 3 Technology as a tool	Microsoft teams

Theme 4 Challenge and benefits	Flexibility the place to work. Misunderstanding instructions. Not bonding with other colleagues.
Theme 5 Impact in the employee life	Very good. Maintain personal and work life very well. Take care of family. Time to have a good conversation with wife. Finish on time.

Table 2. Interview Coding

### 3.5 Ethical Section

In the format of the surveys, before the questions section, the consent inform was stipulated where the purpose of the survey was established, which was conducted by me, Beatriz Selene Martinez Castaneda, and it was reported that the data collected would be anonymous and only for exclusive use for the development of the investigation. The format is in Annex 2.

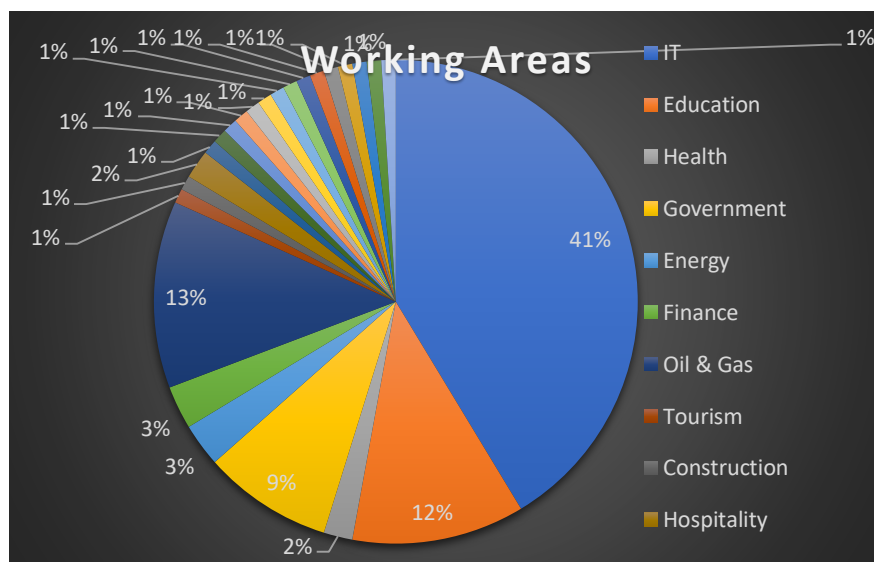
Before conducting the interviews, they were sent the consent form in which they were informed that participation was voluntary and anonymous. And that by request of the institution, it was necessary to audio record the interview, however, it remains protected with the investigator. The consent' inform of the interviewees can be found in Annex 7. For privacy reasons, the names have been exchanged for Interviewee 1, Interviewee 2 and Interviewee 3. There was no problem for the interviewees to sign the consent report.

## CHAPTER 4 FINDINGS

### 4.1 Remote work: Definition and evolution

This theme, more than making a comparison between the authors, has served to learn about the way in which remote work has evolved over the years since the mediaeval age. During the investigation, it was possible to detect that the majority of the people in the sample who have done remote work are between the ages of 25-30, this does not mean that older people cannot work remotely, but rather that it may be an indicator for companies that are hiring recent graduates. The companies can invest in training them to better perform remote work since many employees currently prefer to work this way. 51% of the participants consider it extremely important that companies allow them to work in a remote or hybrid way.

Many people believe that remote work is only possible in companies that work with technology; however, while 41% of participants work in IT, it was discovered that this type of work can be performed in a variety of fields, including education, oil and gas, pharmaceuticals, and government, among others.

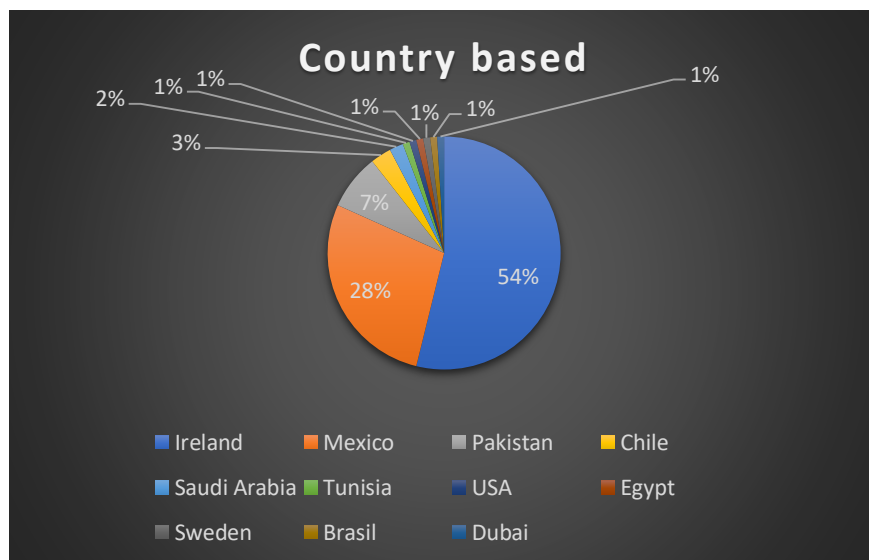


Graph 1. Working areas.

Remote work has been achieved thanks to the development of tools and the fact that companies have been able to invest so that workers perform in this way. However, according to MHR, there are departments, such as Human Resources, where it is essential to go to the office at least once a week

since there are activities that have to be carried out in person. So the work model that they must implement is a hybrid model, and they have also mentioned that there are other departments that can only work remotely.

Currently, 39% are working remotely, 31% work remotely, and 30% work in the office, which can show that companies have begun to consider the idea of allowing their workers to work either hybrid or completely remotely. Similarly, it was observed during the interviews that there are some companies that have implemented remote or hybrid work since before the pandemic but were not forced to make the change or faced difficulties. Managers who have had to implement remote or hybrid work can be in charge of 3, 4, or 100 people; this does not mean that managers who manage fewer people have better performance than those who manage 100 people; everything is relative. This depends on the tools that the company provides them or the management skills they have. MCS commented in the interview that working remotely has allowed them to recruit staff from outside Dublin. Remote work can be done from anywhere in the world, be it Ireland, Mexico, Pakistan, etc.



Graph 2. Country based.

Remote work has been around for a long time and is here to stay, so companies must now decide whether to allow their workers to perform their activities completely remotely or in a hybrid way.

## **4.2 Remote work management**

The objective of the research on remote work management was to determine how managers manage their remote workforce and how workers perceive support from managers, in order to identify the challenges and benefits managers have encountered during the implementation of remote work, as well as such perceptions as the frequency of meetings with managers and how isolated they have felt from them.

Previously, Castrillon (2020) suggested that administrators should focus more on the results of the work than on the process in general. According to the second interview conducted, MHR reported that workers' performance has improved because they now focus on the deliverables as opposed to the process they are performing. The interviewed managers felt that attending one-on-one meetings is advantageous for establishing goals. For instance, MHR explains that they employ force squares to set daily objectives and activities.

Cascio (2000) agrees with the results-oriented strategy, but he also asserts that virtual workplaces necessitate improved supervisory abilities among existing managers, not fewer managers. However, both MCS and MDP have noted that they must have faith in their employees in order to execute the tasks. MDP stated that they hold daily morning meetings in which the activities that each individual would be performing during the day are reported; nevertheless, the status of the work is reviewed on Mondays, since they do not consider micromanagement to be part of their job. 42% of respondents indicated that they had frequent meetings with their supervisors, indicating that 47% of them are satisfied with the help they have received from management.



Graph 3. Meeting with managers.

Popovici and Popovici (2020) contend that working remotely includes the risk of not knowing how or when workers are working, whereas Altman asserts that workers must be trusted. However, MDP said in their interview that while working remotely has been a difficulty, it has also been advantageous because staff members work with greater confidence because they are less closely monitored and hence do not feel the pressure from their supervisors.

With this study, it has been feasible to discover that, despite the necessity for worker supervision, this can be more flexible, allowing workers more freedom to organise their working hours and methods. MCS stated in his interview that the challenges he has faced are cultural disconnection, emotional disconnection, and a lack of osmotic learning, whereas MHR's challenge has been adhering to objectives and MDP's has been not knowing face-to-face the people with whom you work or being unable to form ties. However, Kashyap (2018) notes that there are additional challenges, including a lack of communication between managers and employees, a lack of coordination in schedules, a lack of collaboration among team members, and the fact that employees do not feel a part of the organisation. Nevertheless, according to the survey results, 47% of respondents were content with the support they received from their managers, which helped them to understand the instructions they were given and allowed them to operate in accordance with their aims.



Graph 4. Support of managers.

Kashyap has suggested to managers a number of strategies for mitigating these challenges, including the following: discussing schedules, creating activities that increase the interaction of workers with one another, clearly establishing objectives, deadlines, and delivery limits through meetings, monitoring the needs of employees, and providing the necessary tools to complete the work. When analysing the interviews, it was feasible to determine that the three managers had implemented some of these practises, such as holding daily meetings to plan the day's activities and weekly meetings to review the outcomes.

On the other hand, managers note that organisations have incorporated virtual mental health programmes, seminars, and social events to facilitate relationships between employees. This has been deemed quite intriguing because the employees feel a connection with one another and a sense of belonging within the organisation. It has been stated that remote employees feel isolated; nevertheless, according to the results of the poll, 37% of them do not feel isolated at all, while 21% do not feel isolated almost at all, and only 4% feel highly isolated. Similarly, when asked about socialisation activities, 37% of respondents said that these types of programmes are conducted occasionally, while 11% said that they socialise frequently.

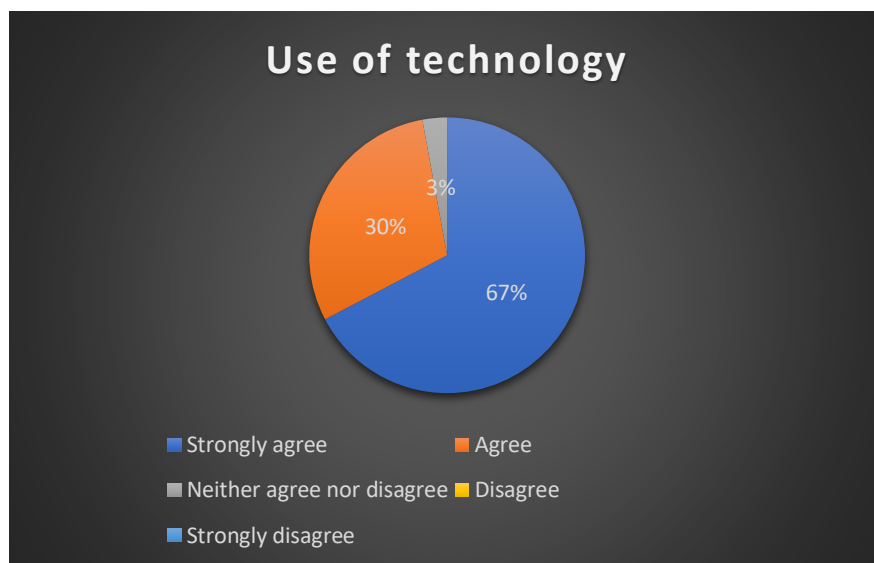
Kashyap has suggested that firms should provide workers and managers with project management software and other such tools. However, managers report that they have used team, zoom, Google



meet, and Microsoft office to communicate with their employees. Companies should consider it vital not only to invest in management tools, but also to provide them with physical equipment such as computers or furniture, such as ergonomic chairs or tables, to create their offices, if relevant, or to provide them with monetary allowances.

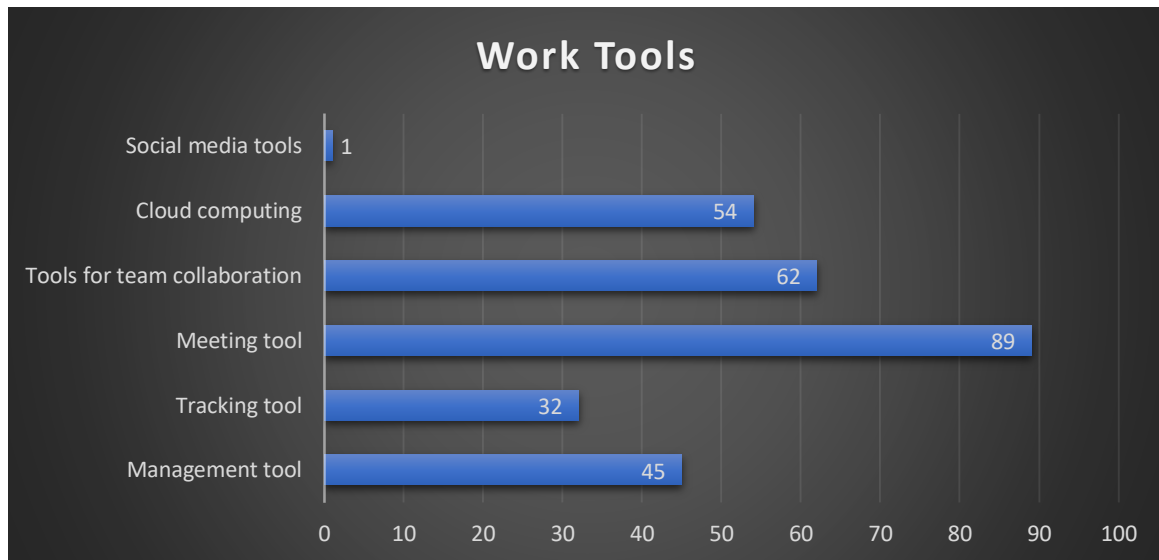
### 4.3 Technology as a tool

Currently the use of technology is an important factor for the performance of employees in their work, which is why companies have had to invest in this type of tool. With new technological advances, it has been easy to establish remote work as an option for workers who have had to work remotely. According to the results, 67% of the participants have considered that the use of technologies has helped them to carry out their work from home.



Graph 5. Use of technology.

Kashyap (2020) has divided technological tools into various groups such as Project management tool, marketing tools with analysis, tools for team collaboration, cloud computing services, productivity tools, among others. On the other hand, both Frankenfield (2020) and BSC (2012) mention that the most used tool is cloud computing; however, according to the survey, the most used tool in remote work is the meeting tool, since this tool is the one used to keep in touch among the work team. However, team collaboration tools and cloud computing are also used by workers.



Graph 6. Work tools.

The managers during the interview mentioned that they use programs such as team, zoom and Google meet and Microsoft team to manage the staff and to be able to have daily meetings, according to DeRamus (2020) these programs that they have used are supported through the Cloud Computing tool. MCS commented that they have used the meeting tools to carry out activities that allow workers to relax and have better well-being for their activities.

These tools have been beneficial for workers to carry out their activities in such a way as if they were in the office, without the need to lose important information or contact with colleagues or managers. 57% of the participants fully agreed that the use of these tools has facilitated their work remotely, on the other hand, 42% fully agreed that with the help of these tools their performance has improved when it comes to perform their activities.

#### 4.4 Challenge and benefits

Working remotely has altered not just the way businesses operate, but also all employees. Working remotely has presented workers with benefits and challenges, which have led to advantages and disadvantages in their job activities.

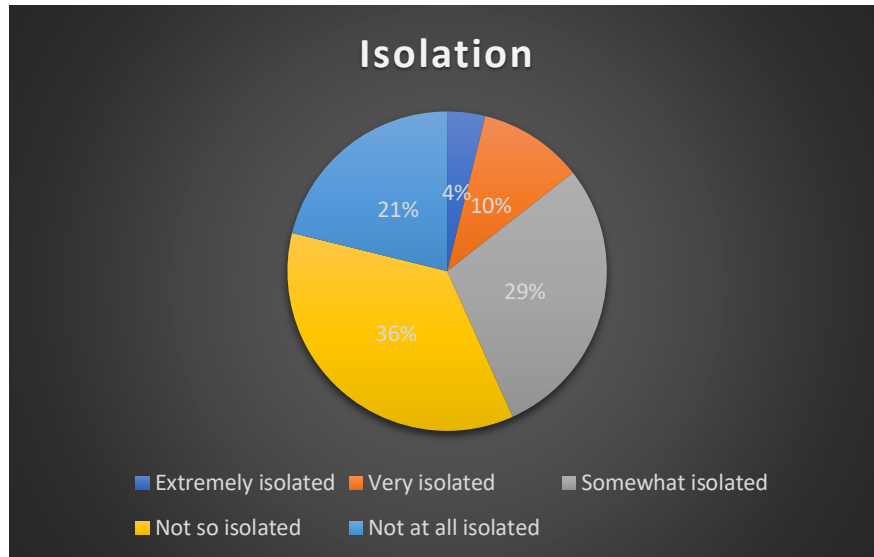
Janza (2020) states that enterprises have a significant cost-cutting advantage due to the fact that when employees operate remotely, they do not have to pay for the rent of buildings or the payment of

services. However, MCS noted that their firm provided them with furnishings or gave them monetary compensation to create their home offices, as well as internet payment. Although the companies' expenses have decreased, they are not entirely reduced because they must invest in their home-based employees. Blumberga and Pylinskaya (2019) also stipulate that cost reduction is an advantage that companies have had since they no longer have to pay for services such as electricity, rent, among others; MCS commented that in his company before the pandemic they were in the process of moving to a larger office but the pandemic arrived and they stopped that process, however this year when they moved they reduced the space by half, which reduced costs and was an advantage for the company since not only the rent but also the amount of furniture and other expenses were also reduced.

Janza has also stated that employee productivity increases when there are no interruptions. However, while MCS confirmed that the productivity of his company's veteran employees increased, this was not the case for new employees. MCS believes that because they are new and have never lived with bosses or co-workers, there is a disconnection in the culture, which can hinder their productivity.

On the other hand, according to Janza, there must be effective communication between managers and staff; if this is not the case, there may be misunderstandings while formulating the directions. MDP noted in the interview that this is one of the flaws that he has been able to discover, this manager has worked remotely since he started his position, therefore he does not directly know his coworkers. Not physically working with them has created a communication gap between them, since the message or instructions can be interpreted differently. Therefore, managers should enhance their communication abilities to effectively transmit orders and messages. According to the results of the survey, 40% of the participants rarely have trouble understanding the instructions they receive from their superiors. This may be attributable not only to the ability of their manager to communicate the instructions, but also to the availability of the appropriate communication tools and the holding of regular meetings with managers.

One of the disadvantages of this paradigm according to both Klopotek (2017) and Kurkland and Bailey (1999) is that employees feel alone, with 36% of participants reporting that they have never felt so isolated.



Graph 7. Isolation.

Keeping workers motivated has been a significant difficulty for both managers and employees, as when they are working outside the office and not interacting with co-workers, they can feel isolated and not a part of the organisation. To address these obstacles, businesses and their managers have implemented activities and programmes that foster a sense of belonging among employees. For instance, in the MHR firm they have implemented programmes on mental health, as well as supplied them with health assistance and conducted conferences on this topic and COVID-19; he indicates that in this way they have determined that the employees feel valued and cared for by the company. MCS, on the other hand, mentions that the company organised fun events such as lunch and learning, in which the company sponsored food for each employee and virtually invited a speaker to speak on a variety of topics; similarly, they held virtual events such as film festivals in which the employees created humorous short films and singing contests, which helped the employees to bond with one another. On the other hand, I also say that they spent in training programmes for both workers and managers to ensure optimal performance. MCS also insists on holding one-on-one meetings with them, even if it is virtually, in which not only is the feedback and objectives expected from their work

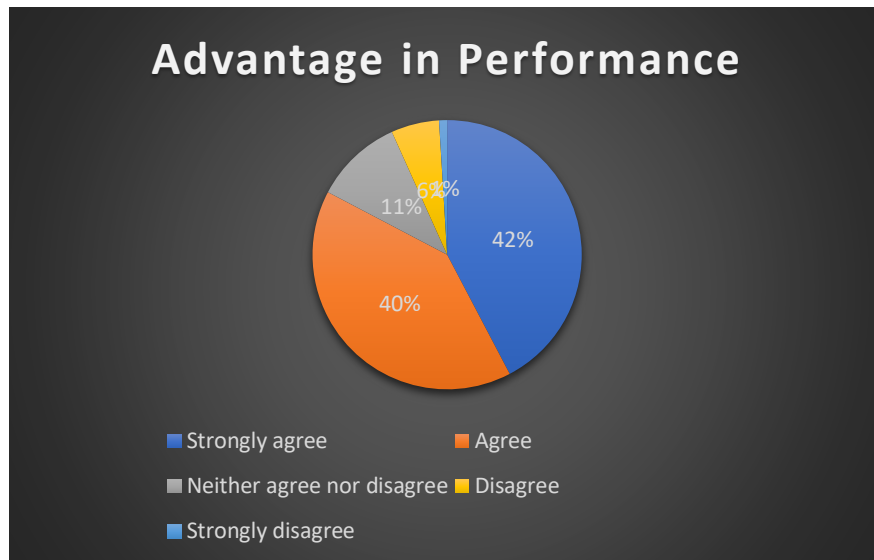
discussed, but also learning about both professional and personal aspirations and giving follow-up, this is very important to keep the work team committed because they feel that their superiors and the company are interested in their growth.

Klopotek states that anyone can get a job because they do not necessarily need to be at the location to complete the duties of the role. On the one hand, MHR said in his interview that not all positions are fit for this task because, for example, individuals in the production area cannot do this remotely for manufacturing organisations. Similarly, he says that the human resources department of every organisation faces the issue of carrying out certain tasks remotely, given that workers must be present. In the case of his company, part of his tasks as human resources is doing medical and physical check-ups for certain areas, so it is a challenge if the company required that that area operate entirely remotely, therefore they have decided to work in a hybrid method.

When completing the study, it was possible to discover that the following are the most common obstacles that employees face when working remotely:

Extended working hours  
Distraction from personal pursuits  
inadequate communication between co-workers or supervisors  
Use of social networks

However, it was also found that others say that they have not had any difficulties when working in this fashion. 42% of them have noticed that their work performance has improved significantly as a result of working in this manner.

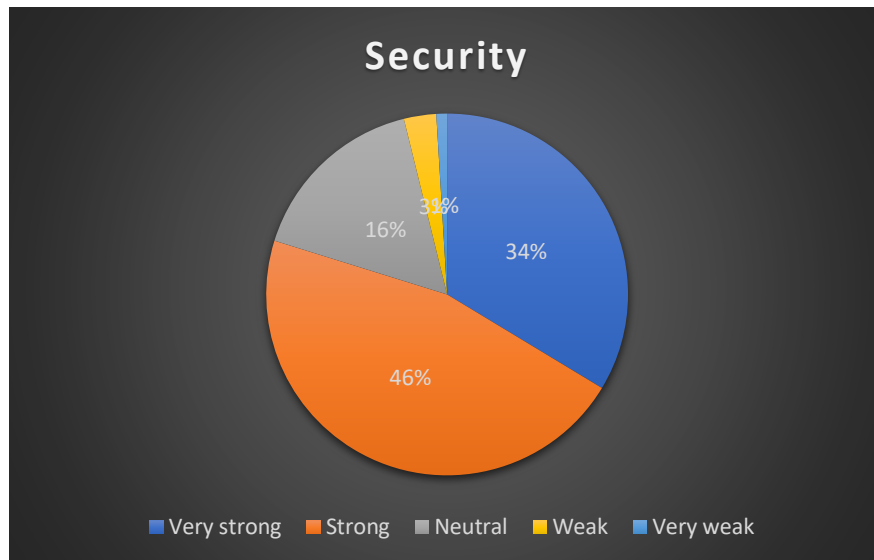


Graph 8. Advantage in Performance.

#### 4.5 Impact in the employee life

39% of those participants said that the change from working in an office to working from home has made employees' lives worse. Knowing how to balance work and personal life is a very important factor that Anderson (2020) has pointed out, since if people cannot find this type of balance, their performance at work may be deficient since it can lead to concentration problems and performance. According to him, stress and anxiety have increased because more meetings are required in this type of work. This is a contradiction to what has been found in the previous themes since the interviewees have referred to the fact that although they meet once a week to stipulate the objectives and deadlines for the work, the workers are more independent and free to do their job.

He has also questioned whether the issue of device security creates stress and anxiety for workers because they are worried that their devices could be compromised. But, according to the results of the survey, 46% of the people who took part thought that their devices were secure, so they could work without worrying.



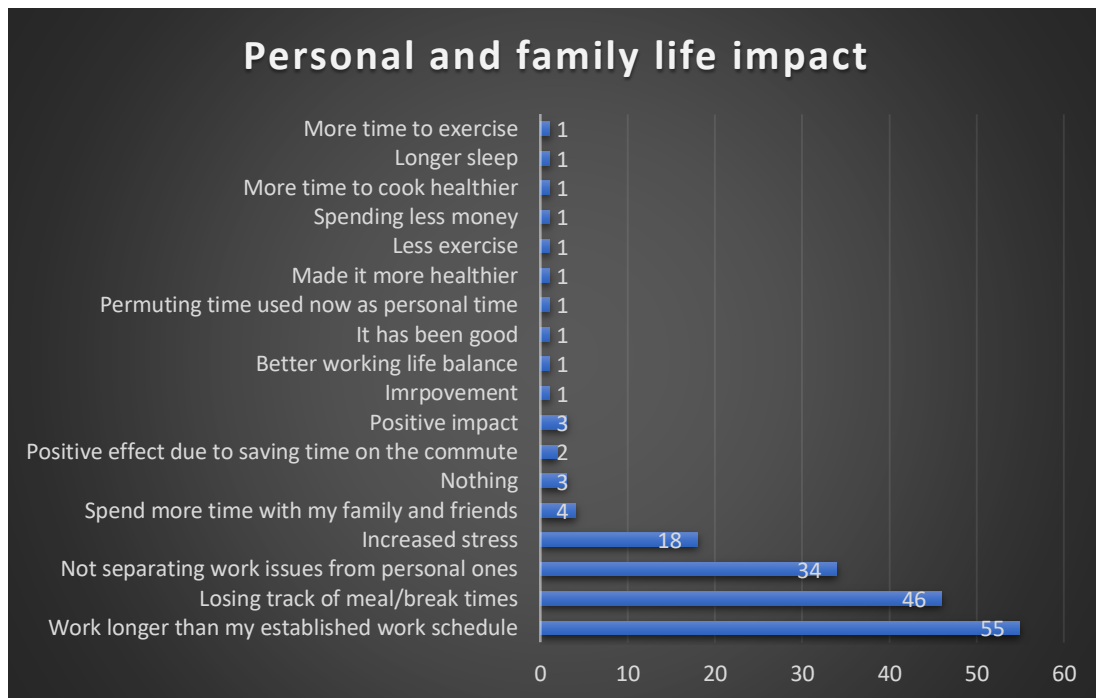
Graph 9. Security.

Another of the factors that have been considered to affect the life of the remote worker, according to Messenger (2017), is that they work more hours than their work schedule stipulates. 33% of the participants commented that they frequently work the same hours when they work remotely as when they work in the office; on the other hand, 53% of them have reported that their work schedules have been affected by working more hours than established. MDP, on the other hand, said that one of the good things about working remotely for him was that 95% of the time, his work hours ended during his work hours, giving him time to do things he enjoys.

It was also discovered that participants used working hours for personal purposes at times. MHR mentions that although they have detected this in their workers, they have commented that in their free time they have received calls from their bosses requesting immediate information, which interrupts your personal life.

External noises are a distracting factor that, according to Anderson, affects remote workers, however, MHR noted that workers were asked to have a space in which they could perform their tasks. 80% of the participants reported that they have an adequate space to carry out their work from their remote work, this has helped them to consider that their performance has had advantages. According to the results of the survey, it was found that there are both negative and positive factors that affect personal and family life. Among the negative factors, it was possible to find that one works

longer than the established schedule, the notion of rest and meal times is lost, work matters are not separated from personal ones, and stress levels increase. On the other hand, it was possible to spend more time with family and friends, save time and money by commuting to work, have more time to exercise and cook healthier meals, and rest longer.



Graph 10. Personal and family life impact.

According to DETE (2020) not being in contact with their peers can cause them to feel isolated, but according to surveys, 36% of them do not feel very isolated. This may be due to the good management of companies to implement virtual programmes and events, as well as meetings to strengthen the bond between them. An example of this is given by MCS, where his company has held events such as film festivals and song contests, or, as MHR mentions, conferences. In this way, workers can coexist with each other.

Despite the negative aspects that may exist when working remotely, 50% of the participants prefer that their companies let them work in a hybrid way, since they can thus obtain the benefits that both forms of work, office and remote, offer them, and in this way, their performance continues to improve, which benefits companies.



## **CHAPTER 5 CONCLUSIONS, LIMITATIONS AND SUGGESTIONS**

### **5.1 Conclusion**

Over the last few years, due to the COVID-19 pandemic, companies have been forced to allow their workers to carry out their work from home or from anywhere. Although some companies had already implemented it for a few years, most had not.

When conducting the investigation, the researcher was able to notice the importance that workers give to companies allowing them to work in a hybrid way, since they have considered that this modality has helped them create a balance between their work and personal life.

According to the managers interviewed, remote or hybrid work is here to stay, to which they agree, since we currently live in the age of technology and if companies do not encourage this type of work, they will be affected in the future. The loyalty of the workers and that they will look for other companies that allow them to work in this way.

Workers find it more favourable that companies allow them to work in a hybrid way, since it allows them to have more time for themselves and their families, which has helped them improve their performance.

### **5.2 Limitations**

All research has certain restrictions when collecting, analysing and interpreting the data necessary to obtain the results, this is known as limitations. The limitations may be due to different aspects, and in the case of this research the limitations are the following:

- One of the biggest limitations at the beginning was finding the managers who would participate in the interview, since it had to be coordinated with the times in which they could participate.
- The limited number of questions in the survey was a limitation, since there are points in the investigation that could be deepened by carrying out the broader survey.