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ABSTRACT

The world faced a mandatory switch from the traditional mode of work to the remote model to comply with the government and health guidelines to help contain the spread of the Covid-19 virus. There were pieces of evidence that the world could make the best of advanced technology available to be used. However, only a few studies were made about adopting or refusing this disrupted work model. Businesses that were willing to keep playing their role in the marketplace did not have choices other than learn and adapt themselves and their employees to this new scenario.

The critical period of mandatory challenges seems to be over, but practising professional activities remotely has been perceived as the new normal in employees' daily lives.

Considering a normal professional scenario where employees and businesses are free to decide how the approach of work will occur, this study aims to bring up reasons that implicate people's decision-making to work remotely. By doing so, companies can consider these grounds to filter the perception and make effective decisions when drawing strategies to either embrace or discourage the change from remote work to the traditional mode or vice-versa. In this scope, we are considering the type of occupation that can be performed remotely, as well as some features that impact positively and negatively the offsite workers' daily life.

After conducting the primary and secondary research, it was found that in the free will scenario, employees are likely to be in favour of adopting the remote work model for good. For such reason, if managers are looking into adopting the opposite direction, it is highly recommended that they look into each motivation aspect to find rooms to design and develop their strategies.

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CHAPTER 1 – INTRODUCTION

1.1 Background of Research

Remote work has been seen as a possibility since digital technology has been around. Especially in the last two years, when the health crisis has been the pinpoint to force organizations to embrace remote work to keep running their non-essential business activities. Luckily, technological advancements have been rapidly improved in such a way that made feasible the adoption of this new model of work.

Considering that remote professional activity is a share of human and machine skills, it is valuable to analyse the outputs delivered by these two factors, highlighting the employees' ups and downs with the influences from their environment and contexts that affect their professional expectations.

1.2 Purpose of the Study

The study aims to bring up reasons that implicate people's decision-making to work remotely. By doing so, companies can consider these grounds to filter the perception and make effective decisions when drawing strategies to either embrace or discourage the change from remote work to the traditional mode or vice-versa. In this scope, we are considering the type of occupation that can be performed remotely, as well as some features that impact positively and negatively the offsite workers' daily life.

1.3 Research Objectives

To better approach the aim previously mentioned in the purpose of the study, we are going to focus on topics such as the trend of remote work, its pros, productivity level, disadvantages of working remotely, as well as the backgrounds feasibility for making it possible. Having addressed each theme, we hope to have enough ground to answer the overall research question, "Remote Work among employees: Is it a make or break?"

1.4 Data Collection Technique

The journey to achieve the outcome of this research included primary and secondary sources.

The primary research was conducted through a quantitative method consisting of 20 questions answered by 82 respondents that performed their professional activities remotely. The objectives of these questions were to test the theories presented by the secondary source outlined in the Literature Review.

The content of the secondary source was gathered through academic journals, articles and essays related to the study subject. The literature review applied five themes, each with at least five authors supporting the content.

CHAPTER 2 - LITERATURE REVIEW

2.1. The trend of Remote Work

In regard to remote work Vartiainen (2008) outlined that technological advancement deserves the credit to make possible performing work from anywhere and anytime. The author ranks the innovation occurred in digital and wireless technologies as well as mobile and internet access as the majors drivers of remote work. The literature throws light on a topic called "digital revolution" developed by Sanger (2005, pp.1–8). In the context of such characterization it had three elements being considered: concentration of devices features, i.e phone that also performs as a camera; easy and cheap way to retain data, i.e huge amount of information can be stored in our pockets through a portable data-storage device; and information reproduced and transmitted in a simple way, i.e .quality of sound are being kept even when a file is copied. Similarly, Wiggins (2010) outlined in their study that information and communication technologies (ICTs) are crucial to enable scientific research projects being done virtually. The author demonstrated that the production is done through the engagement of a network of millions of people interested in collaborating with scientific

work, highlighting the scalability as being impressive as well as sharing that the outcome is high standard data. And the reason to make such engagement a possibility is entirely mediated by ICTs.

Likewise, Cascio (2015) contributed to this topic highlighting that the possibility to expand the meaning of workplace space is due to the advanced technology. They credited technology as the phenomenon capable of bring needed resources, such as people and information, working simultaneously to achieve a goal. Such combination results in the job being performed anywhere whether in virtual or physical reality. To better understand virtual reality, the author cited a definition of virtual team made by Townsend, DeMarie & Hendrickson (1998) as of a group of people dispersed by a physical or organizational location interacting between themselves through a technological solution such as communication transmission system.

Following the idea that remote work is directly related to technological advancements, Klopotek (2017) specified in their literature that communication tools like video conferencing and information system that provides real-time interactions for business needs has been a game-changer for many companies considering the switch to completely remote work. Furthermore, with a focus on administration tools, Kashyap (2020) pointed out the need to have tech instruments that can assist productivity, services, analyses, collaboration, and teamwork.

Despite the need of all the technological advancement cited previously, in 2020 the Covid-19 Pandemic came to accelerate the adoption of remote work, where government policies worldwide forced non-essential businesses to reinvent themselves to develop their activities with social distancing (Kelly, 2020). Then, the number of American employees performing remote work went up to over 60% (Erb, 2021). The numbers also showed an increase to 12%

of Europeans working from home in 2020 (Europa.eu, 2022). The home office has since then been perceived as one of the most widespread work-related trends on the rise (Ozimek, 2020).

The trend of the remote work theme has presented different authors sharing similar thoughts around the context that remote work is possible due to advanced technologies. It drives our survey questions to be related to the connection between the respondents' ability to work remotely and their approach to advanced communication technology.

2.2 Productivity in Remote Work

According to Ilies and Judge (2003), social interaction is one of the key elements that boost productivity. The study argued that isolation may negatively affect productivity due to the lack of ideas being exchanged among employees. The research highlighted the importance of interacting with others as a drive factor to contribute to workers being more collaborative in their attempt to be more productive.

However, the positive correlation between working from home and increase in productivity has been highlighted in several studies. According to Bloom et al. (2015) the productivity was perceived in a Chinese travel company as of 13% increase in performance among employees that worked remotely for 9 months. The study broken down the result into two main outcomes: around 9% was related to time optimization considering less breaks and sick leaves; while the remaining 4% was on account of a quieter working environment that enabled employees to better concentrate on their tasks. Similarly, Bosua et al. (2013) at conducting an Employee Survey came across an interesting result whereas respondents mentioned that working remotely and increased productivity is strongly related to their reasons to opt for remote work. Likewise, Peeters, J. Jonge and Taris (2014) noted that, on a survey conducted on Tiny Pulse amongst 509 employees performing fully remote working,

about 91% of surveyed participants mentioned that they performance was increased due to the feeling of comfort and independency they experience to do the given tasks when develop their jobs far from the actual company's office. Similar results were also found by Radovic-Markovic, Stevanovic and Milojevic (2021) where the research showed that most of the survey's respondents answered the questioner in favour of highlighting the positive impact between working remotely and increase in productivity.

While many researches justify the positive impact of productivity when performing a job remotely, a study conducted by Gibbs, Mengel and Siemroth (2021) for the University of Chicago found an opposite approach. The researchers emphasized that for them the productivity topic has been a subject of study before and during the pandemic Covid-19. The study presented productivity falling about 20% in comparison to work from the office before the pandemic period. An interestingly fact is that work hours also increased in the pandemic period working remotely. However, the productivity dropped. This result attempts to show that the same tasks took longer hours to be performed due to the engagement in many meetings, mostly video conferences. Thus, the working hours spent performing the actual task without interruptions was substantially less comparing to attend the organizations' premises Gibbs, Mengel and Siemroth (2021).

The authors above have shared different views about productivity in the remote work context. Some of them agreed that productivity increased when comparing remote work to the traditional model, while others not only disagreed but also added that isolation and increased work hours have negatively impacted productivity. These issues are addressed as research instruments in the online questionnaire.

2.3 Pros of remote working

According to the FlexJobs 2019 Survey, nearly half of the participant sample expressed that

their willingness to find a flexible job was mainly due to the stress of commuting (Weiler Reynolds, 2019). An Upwork detailed survey, made in the United States, emphasized that employees saved over $90billion in commute since the onset of the Pandemic. Furthermore, the Upwork poll pointed out that at working remotely, employees can save about one hour per day by not travelling from home to work (Ozimek, 2020). By the same token, Zykova and Maussymbek (2021) described in their research that working remotely has positively impacted on commuting costs and time of workers that live far off from the company's physical location. The main issues are related to the traffic jams, and costs associated with the transport. Another advantage considered by these authors is the feeling of freedom that workers in the remote environment have. The study presents testimonials among remote workers that recognize improvement of their daily time to do other activities such as spending time with their families, working out and even do some groceries shopping while working remotely.

Additionally, Ferreira et al. (2021) showed that work-life balance has been claimed by the employees as the main benefit when performing remote work. In this regards, the result of the study, conducted among jobholders, emphasized the possibility to achieve the work done while having time to also get personal life planned and organized is considered the greatest advantage of working from home. Ferreira et al. (2021) recapped moments when workers were highlighting the opportunity to follow their children development; others bringing up the possibility to collaborate with older relatives in need of assistance; and also the mention of better performance due to the combination of morning or night time whereas the brain functions sharper.

Laumer and Maier (2021) conducted a study where the organizational outcome was referred to reduced turnover and absenteeism as an advantage of remote work. Given the self-

leadership and trust in employees' capabilities to develop their tasks without the feeling of micromanagement, they deal with the duty in a much more engaged way. As a result, they become more likely to develop a sense of loyalty to the organization.

The authors mentioned in this topic brought their contribution to the theme from complementary views that drove the overall outcome to be perceived as advantageous to working from home. Due to the many mentioned advantages, we have developed questions addressing saving cost commuting to understand the extension it is perceived as an advantage and the perception of having more time to themselves when working remotely. The two other questions that fit in this discussion were related to the sick calls to address absenteeism and micromanagement feeling to explore employees' confidence and engagement in their professional activity. The need to ask these questions is related to offering a solid base for managers on what can be considered advantages depending on the context of employees.

2.4 Disadvantages of Remote Performance in the Employees' Context

Given the advantages of the remote working outlined in the previous theme, it is pretty predictable that the downside is also associated with the detachment of the company's location.

One of the critical issues related to remote work is the fear of loneliness. Employees value the support experienced when cooperating as team members in a traditional office (Collins, Hislop and Cartwright, 2016). The office's environment interaction seems to be considered by workers (Collins, Hislop and Cartwright, 2016). Using coffee breaks and lunch to discuss many different subjects, such as job-related and personal topics, was perceived as essential for workgroups to develop a sense of belonging within the workplace (Iscan and Naktiyok, 2005). According to a study by Yap and Tng (1990), the reasons that led to less enthusiasm for remote working were due to the fear of loneliness and isolation. Hence, workers fear that

the home office model would place them in a disadvantageous position of getting professionally socialized, probably becoming excluded from their group and being considered a stranger if they do not attend the physical office (Wilton, Páez and Scott, 2011). Strongly related to the fear of social isolation issue is the fear of being forgotten due to the lack of visibility towards losing out physical business interaction. Employees believe that there is a relation between participating in in-office interaction and losing information about professional opportunities. For these workers going to a physical office helps foster their career development or share and learn new enthusiastic things provided by the physical workplace environment; however, it somewhat hinders the adoption of remote work; it has been highlighted their beliefs related to the household context that is the lack of suitable workspace at home as actors to hinder the adoption for remote work (Laumer and Maier, 2021).

It could also be said that the adoption of remote work is susceptible to the adopter's standard of living. A study conducted by Iscan and Naktiyok (2005) showed that living situation is a crucial point to consider when telework is the discussed topic, pointing out that working from home option is less attractive in a scenario where a proper home office space cannot be established. Subsequently, not having access to a digital infrastructure that provides a high-speed internet connection and decent functioning software has been considered a downside for performing the job efficiently (Scott et al., 2012).

According to Xiao et al. (2020), respondents perceived an increase in workload and time spent at the home workspace when doing remote work. A previous investigation conducted by DeFilippis et al. (2020) emphasized a similar perception pointing out in their approach an increase in the average length of a workday as well as a higher frequency of meetings among home worker performers. It is essential to consider that sequential online meetings impact

employees' capabilities directly to pause between the videoconferences and contribute to increasing the intensity of their daily tasks. Tavares (2017) added that these perceived disadvantages of remote work may be directly related to body pain such as a sore neck and other adverse effects on the body. Moreover, the development of physical and mental health problems was perceived by the respondents as having a relation to adjusted work hours to meet the professional priorities (Xiao et al., 2020).

The authors have spoken about several downsides perceived by remote workers. The perceived disadvantages are social and professional isolation, lack of a proper workstation, digital structure, work intensification and human well-being.

Since this research is focused on the evaluation of remote work among employees that can result in helping organizations to work on strategies to either embrace or discourage remote work practice, these elements can be the keys to helping companies to understand certain behaviours and performances.

2.5 The background feasibility of Remote Work

Despite the popularity of home-office as a measure to deal with the economic impact of social distancing, there is a question about this current trend: Is the home office feasible for all countries? According to a study conducted by Dingel and Neiman (2020), considering 85 countries have discovered that there are fewer possibilities for lower-income economies to be able to do remote work.

Mongey, Pilossoph and Weinberg (2020) found similar results in the relation between occupational types and workers' ability to work from home. Their approach was perceived that individuals with low income, lack of university degree, and lack of company-provided health plan are believed to be the attributes noted in people who cannot work remotely.

Another consideration when talking about the feasibility of home-office is referred to the

digital infrastructure of countries. According to Amankwah-Amoah et al. (2021) performing a job that involves frequently virtual meetings as well as transmitting a large volume of data requires that remote workers have high-speed internet connections in their work station, which is often not offered in developing nationalities. In the US, where there is a high digital preparedness, job opportunities listing remote work increased by about 7% when restrictions hit the high spot and remained around this percentage in the later ease period. In contrast, a country like Italy with a relatively low level of digital penetration responded to remote work with a decline of 5% in their telework advertisement when social restrictions were partially eased compared to the increase of 9% in the period of mandatory social restrictions (Adrjan et al., 2021). It suggests that the embrace of remote work in less digitally prepared countries was mainly a temporary measure to keep running the economy.

In this theme, the authors highlighted the many factors that can affect performance and impact the embrace of remote working. The elements highlighted in the authors' theories were related to the characteristics perceived in people that could not work from home. In our research, we are going to point out features such as lack of university degree and company-provided health plan to see how these spots are connected. Moreover, we are going to verify the occupation type and the need to have high internet infrastructure and virtual meeting solutions to make remote activities possible. These elements are relevant to the research since we are talking about the employees' perspectives toward the remote work model aiming to offer valuable information to drive managers to draw strategies. Therefore, having insight that considers these features may directly influence the capability to persuade or discourage the adoption of this model of work.

CHAPTER 3 – METHODOLOGY

3.1 Research Method

The research method applied in this paper was a post-positivism approach with a deductive epistemology due to the closed questions. The questions on the primary sample will be answered considering the literature review based on the theoretical approach. Chapter 2 is the root of the academic section, defined in the literature review, including at least twenty-five different authors discussing their theories along five themes. The validity of findings aims to make a connection, whether it is a confirmation or contradiction, between the themes acknowledgement presented in the secondary research and the result coming from a volume of respondents addressed in the primary analysis.

The methodology applied to this research was a quantitative method. It intended to detect answers to the questions developed along the five themes aiming to acknowledge the main research question of Remote Work among employees: is it a make or break?

3.2 Data Collection Method

The theoretical approach was developed using several data sources that were made available in Google Scholar and EBSCO database. Academic papers and publications from these digital libraries contributed to the literature review.

The survey was considered a quantitative sample due to the need to test the theories presented in the literature review.

3.3 Sample Method and Size

A quantitative methodology was applied to this study due to the fact that we wanted to analyse only the respondents' perspectives that were targeted within the remote work group that was over 18 years old. A Google Form application containing 20 questions, answered by 82 remote workers was applied to the primary gathering of data.

3.4 Ethical Section

The survey's respondents consented to their participation through an informed permission form that highlighted their identities were protected and no collecting of personal information.

CHAPTER 4 – FINDINGS AND DISCUSSIONS

4.1 Introduction

In this chapter, we are addressing the triangulation between the primary research and the secondary research that resulted in the findings and discussions. As we have used a quantitative method to validate our findings, the source to explore and extract the result was based on the survey conducted among workers that performed their activities online. At the same time, the secondary data was gathered using online resources provided by databases such as Google Scholar and EBSCO.

**4.2 Analysis and Discussion of Findings**

4.2.1 Theme 1: The Trend of Remote Work

To better understand the current main driving force of remote work, the primary research on this topic asked questions related to technological advancements and the connection between Remote Work and Covid-19.

Among 82 participants, 87.8% answered that they have been performing professional activity remotely since the Covid-19 Pandemic. It confirmed the information presented by the authors in the secondary research that credited the health crisis as the major factor responsible for the spread of the adoption of remote work trend.

How long have you been working remotely?
82 responses

Legend:
- Before the Covid-19 Pandemic
- Since the Covid-19 Pandemic
- I always have been working remotely

87.8%

9.8%
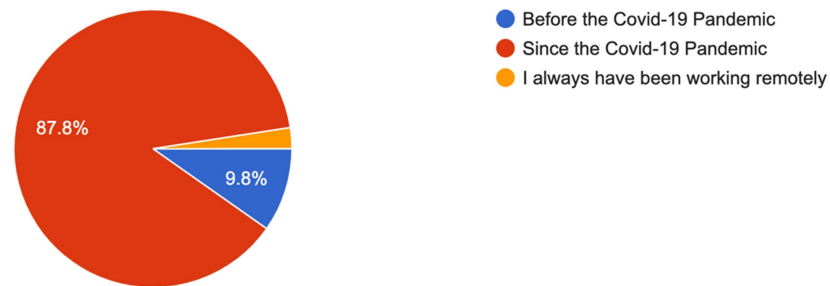
On the other hand, when respondents were questioned about the importance of technology to perform remote work from a range of 1 to 5, where one meant less critical, and five meant highly important, there were no answers below the range of 3, with the majority of respondents answering to the highly important option.

How important do you consider technology for performing remote working?
82 responses

0 (0%)   0 (0%)   2 (2.4%)   15 (18.3%)   65 (79.3%)
1   2   3   4   5
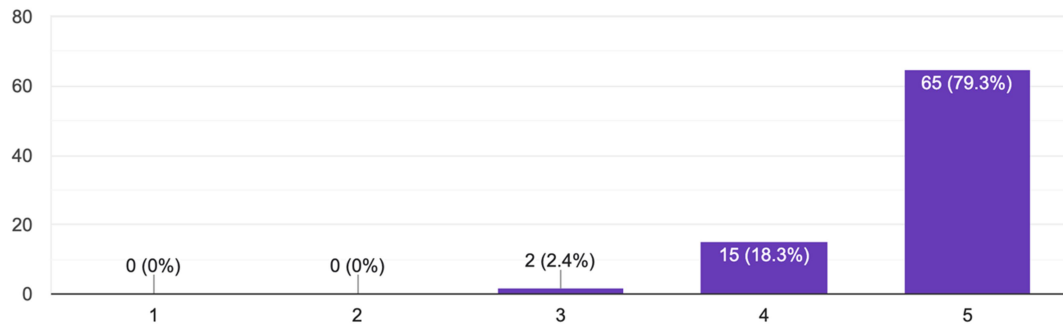
It shows us that both technological advancement and the Covid-19 Pandemic phenomenon were closely related to making remote work a possible solution to the current context of work.

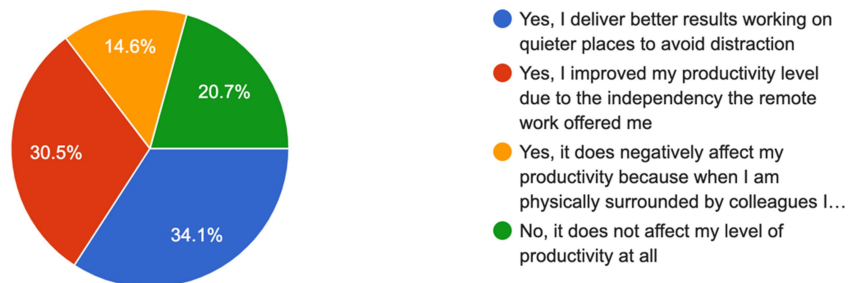**4.2.2 Theme 2: Productivity in Remote Work**

This theme is central to evaluating the human influences over productivity that impact the

output of remote workers. Since two main issues were raised in this topic, some authors considered that productivity levels were perceived as increased. In contrast, others highlighted that employees needed to work longer hours to compensate for the hours they had been distracted doing something other than working remotely.

The poll showed that 64.6%of respondents perceived their productivity levels increased. Although it may be a high number because it corresponded the majority of 82 respondents, it is also relevant to consider the 14.6% answers stated that it affects them negatively due to the lack of creativity. The reason for such observation needs to be carefully addressed, especially in a scenario where employees suddenly need to adopt remote activity and in case their core competencies are dependent on creativity, it can be a downside to their performance.

Do you feel that working remotely contributes to your productivity?
82 responses

● Yes, I deliver better results working on quieter places to avoid distraction
● Yes, I improved my productivity level due to the independency the remote work offered me
● Yes, it does negatively affect my productivity because when I am physically surrounded by colleagues I…
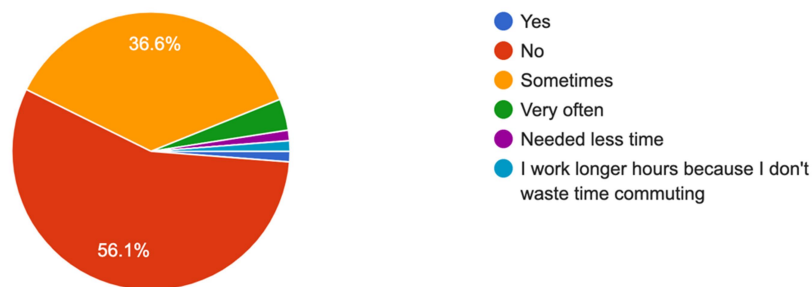● No, it does not affect my level of productivity at all

Another essential consideration made by the authors was related to the longer working hours than usual to compensate for the daily distraction when working from home. The results found on this question topic contradicted the authors since it showed 56.1% of respondents said they do not have to work longer hours. However, special attention needs to be given to the 36.6% that answered sometimes. It can be the answer to explain the lack of engagement during regular working hours and also create an awareness to monitor the

company cyberspace being used outside of usual working hours. It not only implicates the cybersecurity risks to the company having its systems accessed during offline periods but also contributes to the employees claiming to the employment body laws that they have been forced to work longer hours to comply with productivity. It is important that managers draw strategies that can minimize this downside if they vision embracing the adoption of remote work in a normal scenario or make notes of these topics to share as a negative impact that can influence the discouragement of remote work adoption.

Do you have to work longer hours when performing remotely, to compensate the hours that you have been distracted doing something else?
82 responses

- ● Yes
- ● No
- ● Sometimes
- ● Very often
- ● Needed less time
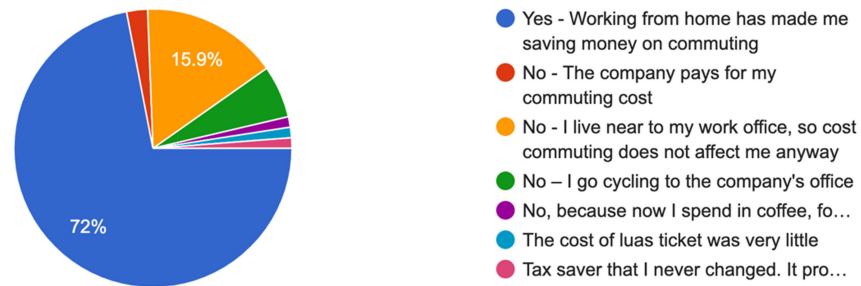- ● I work longer hours because I don't waste time commuting

4.2.3 Theme 3: Pros of Remote Working

The findings of the cost-saving commuting topic confirmed the theories presented by the authors. The answer showed that 72% of respondents perceived cost-saving commuting when adopting remote work. To the employees' perception, it can be a make factor in embracing this model of work. Bringing this consideration to the companies' perspective concerning discouraging such practice means that managers will need to offer comparable financial advantages to keep their staff engaged and motivated to continue working in such premises.

Have you perceived cost saving commuting when comparing home office to traditional mode of work?

82 responses

Legend:
- Yes - Working from home has made me saving money on commuting
- No - The company pays for my commuting cost
- No - I live near to my work office, so cost commuting does not affect me anyway
- No – I go cycling to the company's office
- No, because now I spend in coffee, fo…
- The cost of luas ticket was very little
- Tax saver that I never changed. It pro…

In this theme, we had 89.1% of respondents answering they do feel having more time to themselves when comparing traditional to the remote mode of work. It is a very high percentage to be taken into consideration when we are discussing the embrace of it by employees. It means it can be considered a make in the workers' contexts, while for managers depending on the strategies they are willing to implement, it may be considered a huge issue. In other words, if the organization is looking to bring back the traditional mode of work needed to attend to the office's premises on a daily basis as before, it will be challenged. After all, the drive subject here delineated the optimization of time. Competing with time optimization resulting in improved human well-being requires a precise examination to see if the outcome overrides the tough challenge.

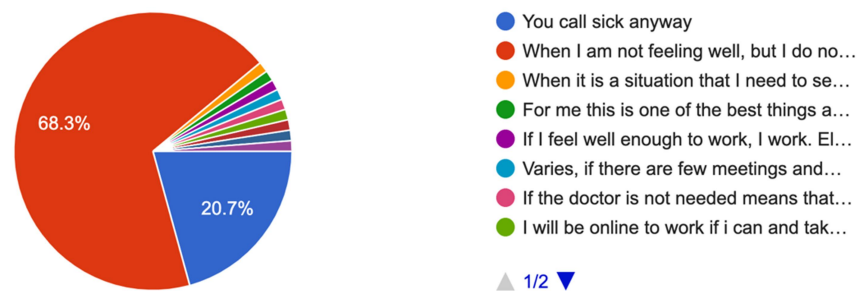**Do you feel having more time to yourself working remotely?**
82 responses

- ● Yes - I saved at least 2 hours from commuting
- ● Yes - I can prepare my own meal when working from home
- ● Yes - I can work out myself before the shift, during my break or after my work…
- ● Yes - I perceive my day lasting longer…
- ● All the above options
- ● No - I do not feel having more time to…
- ● Only 2 First options

The sick calls question aimed to discover if the remote work model reduced the absenteeism among those employees that do not see a need to visit a doctor when they judge they only need to stay home. The result gathered 68.3% of answers saying they did work anyway because they were already home. It means that the result confirms the authors' theories that working remotely reduced absenteeism.

How do you deal with a situation where you are are not feeling well but also do not perceive a need to see a doctor?
82 responses

- ● You call sick anyway
- ● When I am not feeling well, but I do no…
- ● When it is a situation that I need to se…
- ● For me this is one of the best things a…
- ● If I feel well enough to work, I work. El…
- ● Varies, if there are few meetings and…
- ● If the doctor is not needed means that…
- ● I will be online to work if i can and tak…

△ 1/2 ▽

The question related to micromanagement and its impact on work performance also confirmed the authors' contribution to the secondary research. Although the pie chart shows 67% of respondents said yes to the impact of micromanagement over their professional activities while 23.2% responded did not mind being micromanaged, the

actual percentage confirming the authors' theories is considering the missing 9.8% due to the fact the responded expressed their perception of micromanagement as being harmful to their professional performance. With this result, the likelihood of employees considering embracing remote work due to skipping the micromanagement process can be seen as a make among remote workers.

**Does micromanagement impact in your work performance?**
82 responses

- Yes – I perceive lack of creativity or m…
- No – I do not mind being micromanaged
- It can affect me negatively sometimes,…
- I don't like micromanagement
- Not applicable
- I dont know the meaning of microman…
- maybe i'm not micromanaged?
- Not relevant

▲ 1/2 ▼

4.2.4 Theme 4: Disadvantages of Remote Performance in the Employees' Context

Some authors emphasized in their disadvantages of working remotely that lack of office environment interaction is the main downside among the disadvantages of remote working. The question conducted in the primary source did not confirm such a factor. The reason why the secondary source is different from the primary research may be due to the long period that people kept social distancing in the last few years to contain the spread of the Covid-19 viruses so that they not only got used to leaving without social interaction but also found new alternatives such as virtual meetings to contact colleagues. From the employees' perspective, this was called a disadvantage in the past; currently, it can be seen as an advantage to embrace this model of work due to the fact that technological advancement contributes to the optimization of time. Taking the answers from the range of

being relevant 15.9% agreed to it, while only 4.9% agreed that the evaluation of the need to go to the company's physical office was highly important.

How do you evaluate the need to go to your company's physical office?
82 responses
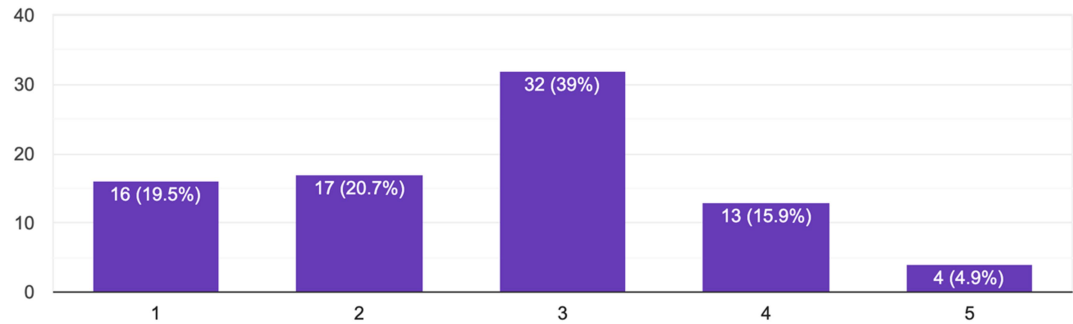
One of the disadvantages highlighted in this theme to enable employees to opt for working remotely was related to the lack of a proper workstation at home. The survey questionnaire conducted through a sample of 82 respondents had the majority of 87.9% confirming that having a proper workspace at home is between crucial and highly crucial to perform their remote activity. When taking this situation to the employees' contexts, it does not clearly show answers that can support their possibilities to embrace or refuse to adopt remote work if they have a choice. However, depending on the external context, such as the one Ireland faces at the moment with the housing crisis, it is possible to assume the gathered elements would negatively impact the employees' decision to consider remote work adoption.

How do you evaluate internet speed to your performance at working remotely?
82 responses
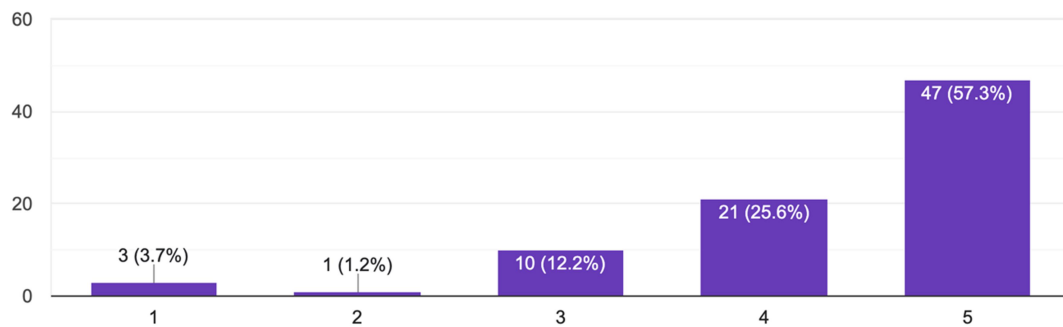
The question on this topic aims to see the correlation between the authors and the primary research; the respondents were invited to answer how they evaluated internet speed to their remote performance. In this question, there was a connection of around 82.9% of respondents that picked their answer between crucial to the option where they could not work without it. This finding reinforced that the adoption of remote work is subject to the digital preparedness of countries, as the authors pointed out through this topic in the literature review.

It means that despite the fact employees and organizations may be interested in adopting a remote work model, depending on the individuals' contexts, it is not a simple decision to take.

How do you evaluate internet speed to your performance at working remotely?
82 responses
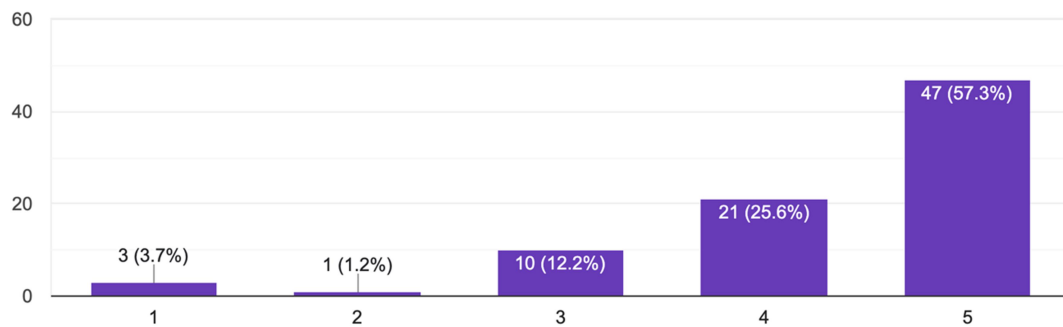
The authors also highlighted in this topic that workload has been perceived as increased after adopting remote work. However, the primary research finding did not confirm the mentioned situation. 67.1% of respondents denied this perception.

Have you perceived an increase in your workload after having switched to remote work?
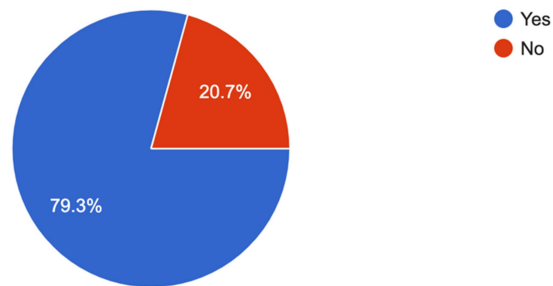82 responses
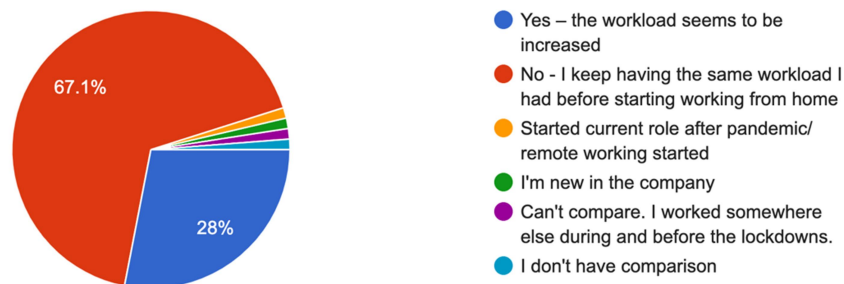
4.2.5 The background feasibility of Remote Work

The authors in this theme defined a profile that is likely to be seen as a remote worker. Starting with the need for a university degree in which, the primary results showed that 79.3% confirmed the theory established throughout the text.

Do you have an university degree?
82 responses

Furthermore, there was the necessity to verify the importance of internet connection and real-time technologies to help with the engagement between remote workers. It was confirmed by 86.6% that it was highly crucial to have internet connections and software that enables virtual meetings and communications, complemented by 12.2%, which represented the being crucial option to have these features to allow performing proper remote work.

How crucial do you evaluate internet connection and technological devices in assisting the real-time engagement when working remotely?
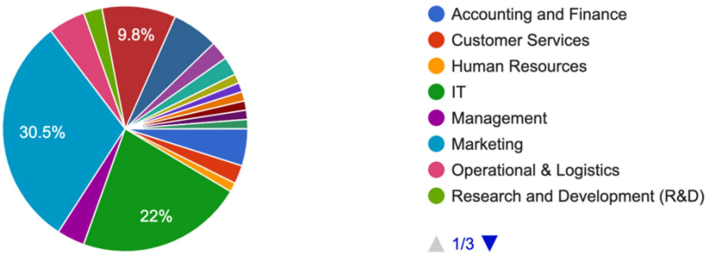82 responses
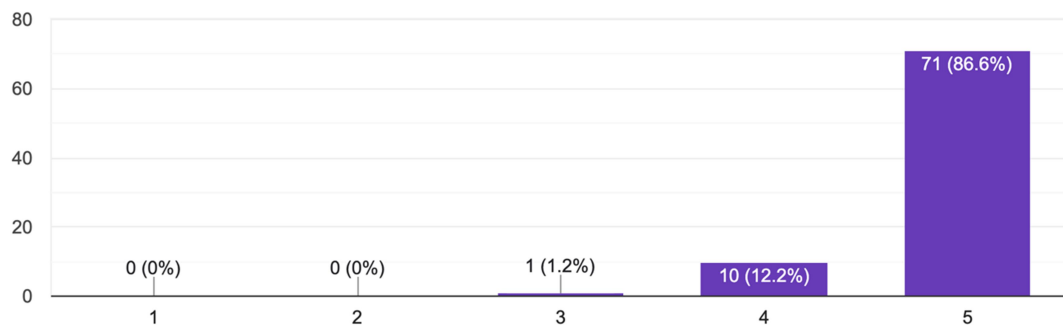
Another subject that, according to the authors, impacts remote work feasibility is the occupation type and the possibility of working for companies that provides a health plan.

The primary research confirmed throughout the respondents' profile that the majority performed activity in a company that provided health plan and also performed occupations that needed a machine, system, and human skills to make it feasible. In regards to technology tools, all participants did recognize in the organization they work for the presence of information systems, communication software and technological instruments to assist management and productivity.

These results show that external factors still play a major role in embracing remote work in developing countries.
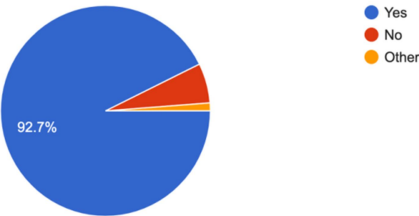
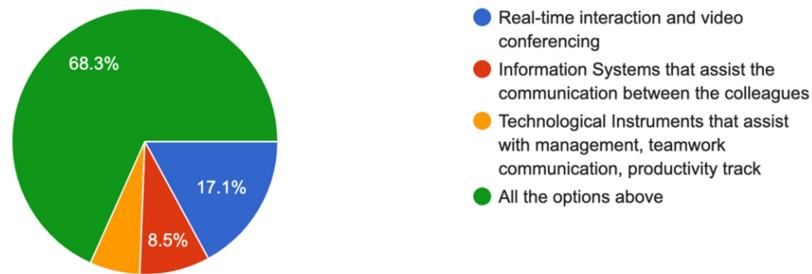**In what department do you work?**
82 responses

- Accounting and Finance
- Customer Services
- Human Resources
- IT
- Management
- Marketing
- Operational & Logistics
- Research and Development (R&D)

△ 1/3 ▼

Does the company you work for provide a health plan?
82 responses

- Yes
- No
- Other

What technology tools do you recognize in the organization you work for?
82 responses

Legend:
- Real-time interaction and video conferencing
- Information Systems that assist the communication between the colleagues
- Technological Instruments that assist with management, teamwork communication, productivity track
- All the options above

68.3%

17.1%

8.5%

CHAPTER 5 – CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

5.1 Conclusion

This study aimed to determine whether remote work employees embrace the remote work model over the traditional way if they can choose one over another.

The benefits were perceived to override the disadvantages; therefore, the paper states that remote work among employees is a make.

The perceived necessity to address this issue was mainly related to providing managers with insights into rooms to consider when planning strategies to change the work model within the business environment.

The conclusion we can draw from this research considers the implementation of incentives that cover the benefits perceived by employees if the purpose is to embrace remote work. In contrast, if the plan is to drive the opposite direction for discouraging such method, there is a need to explore the disadvantages of some topics to strengthen the impact it can cause.

5.2 Limitations

The limitations is referred to the amount of words we are supposed to write, which to

address all the issues defined in the literature review will result in exceed the required amount of words.

5.3 Recommendations

The recommendation may be to conduct a study about remote work performance and offsite employees' responsibilities to comply with companies' cybersecurity to explore and understand the steps taken when a remote worker is exposing the systems working outside their usual working hours.

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Home During COVID-19 Pandemic on Physical and Mental Well-Being of Office Workstation Users. *Journal of Occupational & Environmental Medicine*, [online] 63(3), pp.181–190. doi:10.1097/jom.0000000000002097.

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APPENDICES

Appendix 1

Online Survey Questions

Do you have an university degree?

How long have you been working remotely?

How do/did you feel during your time working remotely?

How important do you consider technology for performing remote working?

What technology tools do you recognize in the organization you work for?

How crucial do you evaluate internet connection and technological devices in assisting the real-time engagement when working remotely?

Do you feel that working remotely contributes to your productivity?

How do you deal with a situation where you are are not feeling well but also do not perceive a need to see a doctor?

How distracted do you feel when working from home?

Do you have to work longer hours when performing remotely, to compensate the hours that you have been distracted doing something else?

Have you perceived cost saving commuting when comparing home office to traditional mode of work?

Does micromanagement impact in your work performance?

Do you feel having more time to yourself working remotely?

How do you evaluate the need to go to your company's physical office?

Have you perceived an increase in your workload after having switched to remote work?

How important is for you having a workstation at home when you are working from home?

How do you evaluate internet speed to your performance at working remotely?
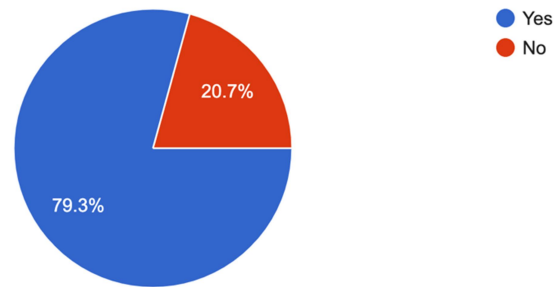
In what department do you work?

Does the company you work for provide a health plan?
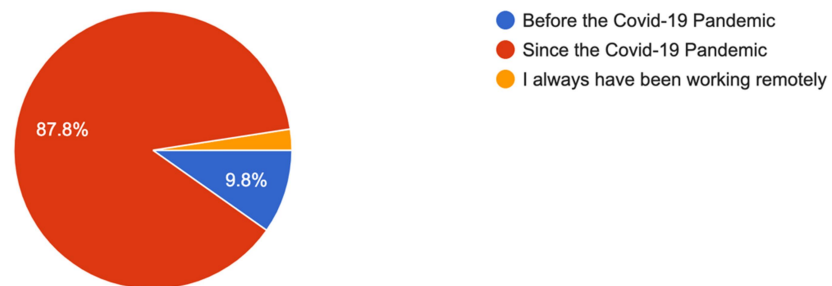
Appendix 2

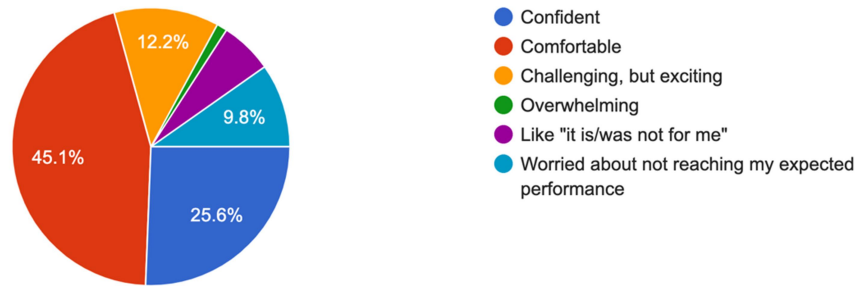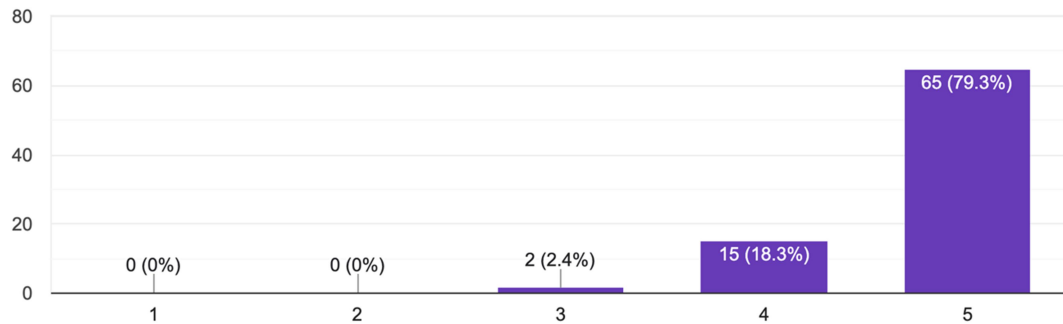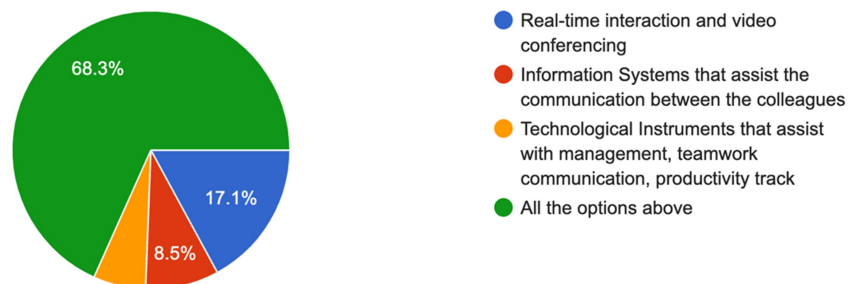**Survey Results**

Do you have an university degree?
82 responses

- Yes
- No

20.7%

79.3%

How long have you been working remotely?
82 responses

- Before the Covid-19 Pandemic
- Since the Covid-19 Pandemic
- I always have been working remotely

87.8%

9.8%

How do/did you feel during your time working remotely?

82 responses

- ● Confident
- ● Comfortable
- ● Challenging, but exciting
- ● Overwhelming
- ● Like "it is/was not for me"
- ● Worried about not reaching my expected performance

12.2%

45.1%

9.8%

25.6%

How important do you consider technology for performing remote working?

82 responses

80

60

40

20

0

0 (0%)   0 (0%)   2 (2.4%)   15 (18.3%)   65 (79.3%)

1   2   3   4   5

What technology tools do you recognize in the organization you work for?

82 responses

- ● Real-time interaction and video conferencing
- ● Information Systems that assist the communication between the colleagues
- ● Technological Instruments that assist with management, teamwork communication, productivity track
- ● All the options above

68.3%

17.1%

8.5%

How crucial do you evaluate internet connection and technological devices in assisting the real-time engagement when working remotely?

82 responses

Do you feel that working remotely contributes to your productivity?
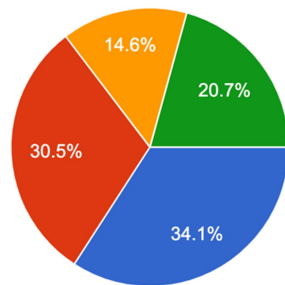
82 responses

- Yes, I deliver better results working on quieter places to avoid distraction
- Yes, I improved my productivity level due to the independency the remote work offered me
- Yes, it does negatively affect my productivity because when I am physically surrounded by colleagues I…
- No, it does not affect my level of productivity at all

How do you deal with a situation where you are are not feeling well but also do not perceive a need to see a doctor?
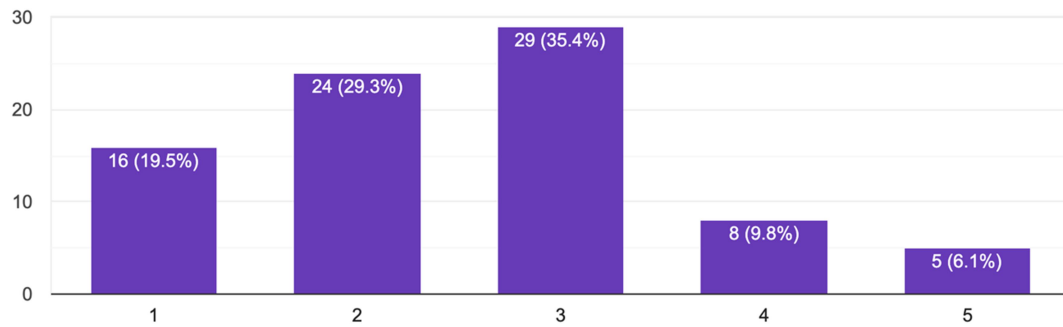
82 responses
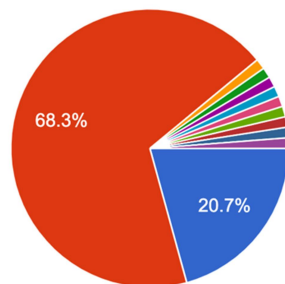
- You call sick anyway
- When I am not feeling well, but I do no…
- When it is a situation that I need to se…
- For me this is one of the best things a…
- If I feel well enough to work, I work. El…
- Varies, if there are few meetings and…
- If the doctor is not needed means that…
- I will be online to work if i can and tak…
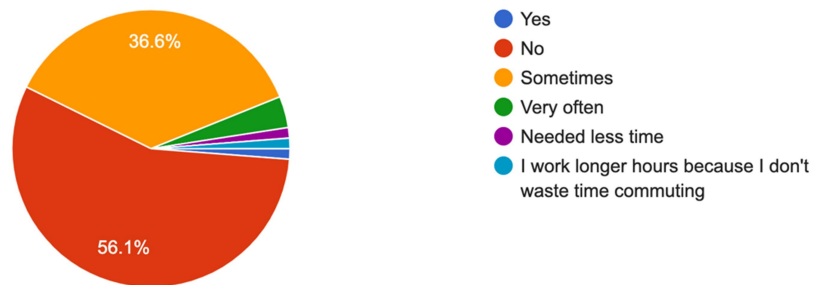
△ 1/2 ▽

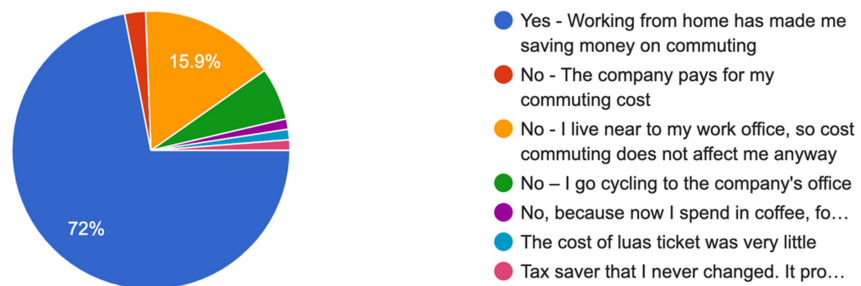How distracted do you feel when working from home?

82 responses

Do you have to work longer hours when performing remotely, to compensate the hours that you have been distracted doing something else?

82 responses

- Yes
- No
- Sometimes
- Very often
- Needed less time
- I work longer hours because I don't waste time commuting

Have you perceived cost saving commuting when comparing home office to traditional mode of work?

82 responses

- Yes - Working from home has made me saving money on commuting
- No - The company pays for my commuting cost
- No - I live near to my work office, so cost commuting does not affect me anyway
- No – I go cycling to the company's office
- No, because now I spend in coffee, fo…
- The cost of luas ticket was very little
- Tax saver that I never changed. It pro…

Does micromanagement impact in your work performance?

82 responses

- 🔵 Yes – I perceive lack of creativity or m…
- 🔴 No – I do not mind being micromanaged
- 🟠 It can affect me negatively sometimes,…
- 🟢 I don't like micromanagement
- 🟣 Not applicable
- 🔵 I dont know the meaning of microman…
- 🌸 maybe i'm not micromanaged?
- 🟢 Not relevant

🔼 1/2 🔽

67.1%
23.2%

Do you feel having more time to yourself working remotely?

82 responses

- 🔵 Yes - I saved at least 2 hours from commuting
- 🔴 Yes - I can prepare my own meal when working from home
- 🟠 Yes - I can work out myself before the shift, during my break or after my work…
- 🟢 Yes - I perceive my day lasting longer…
- 🟣 All the above options
- 🔵 No - I do not feel having more time to…
- 🌸 Only 2 First options

42.7%
11%
9.8%
35.4%

How do you evaluate the need to go to your company's physical office?

82 responses

Have you perceived an increase in your workload after having switched to remote work?
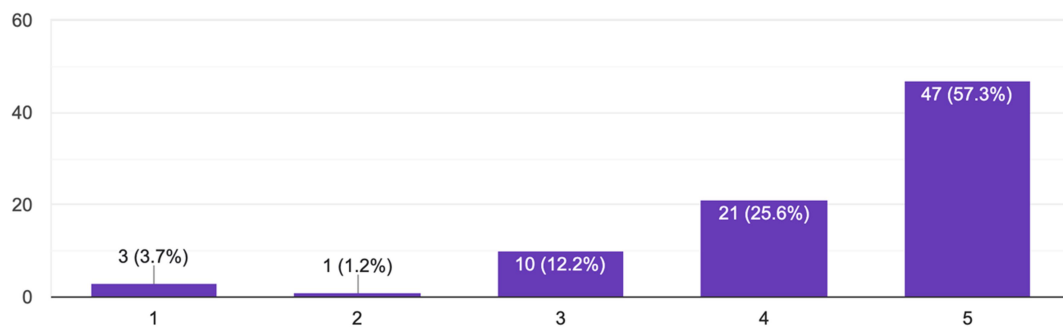82 responses

- Yes – the workload seems to be increased
- No - I keep having the same workload I had before starting working from home
- Started current role after pandemic/ remote working started
- I'm new in the company
- Can't compare. I worked somewhere else during and before the lockdowns.
- I don't have comparison

67.1%

28%

How important is for you having a workstation at home when you are working from home?
82 responses

1 (1.2%)   1 (1.2%)   2 (2.4%)   6 (7.3%)   18 (22%)   54 (65.9%)

How do you evaluate internet speed to your performance at working remotely?
82 responses

3 (3.7%)   1 (1.2%)   10 (12.2%)   21 (25.6%)   47 (57.3%)

In what department do you work?

82 responses

- Accounting and Finance
- Customer Services
- Human Resources
- IT
- Management
- Marketing
- Operational & Logistics
- Research and Development (R&D)

▲ 1/3 ▼

Does the company you work for provide a health plan?
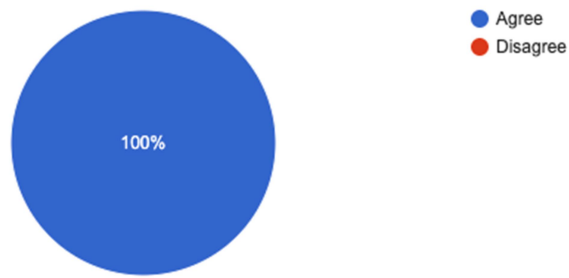
82 responses

- Yes
- No
- Other
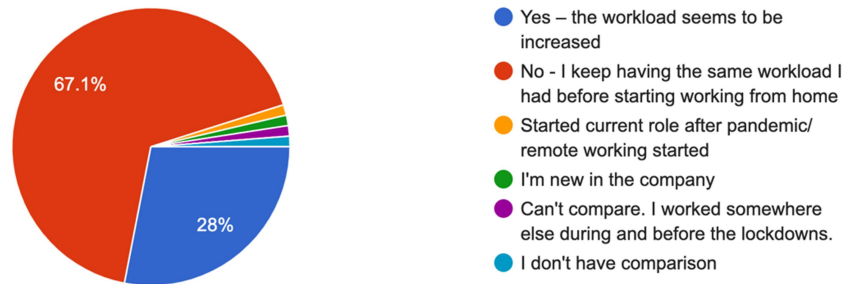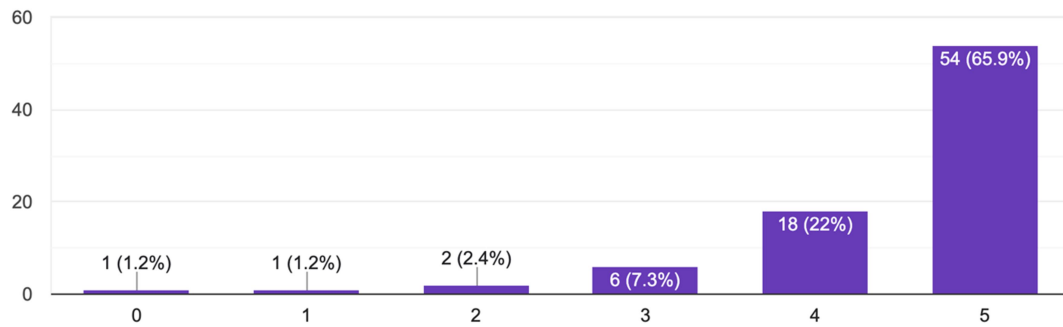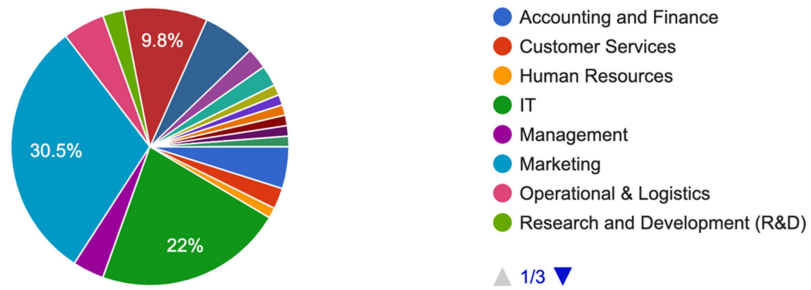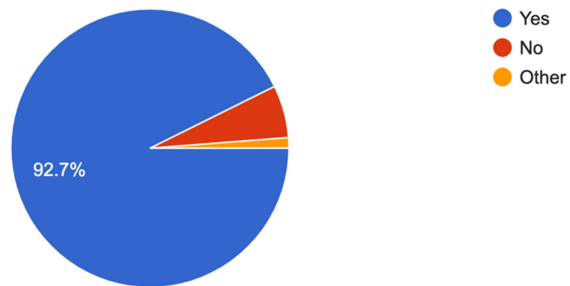
Appendix 3

ELECTRONIC CONSENT: Please select your choice below.

Clicking on the "agree" button below indicates that:

• you have ready the above information
• you voluntarily agree to participate
• you are at least 18 years of age

If you do not wish to participate in the research study, please decline participation by clicking on the "disagree" button.

82 responses

● Agree
● Disagree

100%

Appendix 4

Form A: Application for Ethical Approval
Undergraduate/Taught Postgraduate Research

This form should be submitted to the module leader for the relevant initial proposal and/or the relevant supervisor is the proposal has already been accepted.

<mark>Please save this file as *STUDENT NUMBER_AEA_FormA.docx*</mark>

Title of Project	BABS Year 3 Research Project
Name of Learner	Stefany Martins De Souza
Student Number	51697050
Name of Supervisor/Tutor	Daniel O'Sullivan

Check the relevant boxes. All questions must be answered before submitting to the relevant lecturer / supervisor. Note: only one box per row should be selected.

Item	Question	Yes	No	NA
1	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☒	☐	■
2	Will you tell participants that their participation is voluntary?	☒	☐	■
3	Will you obtain written consent for participation (through a signed or 'ticked' consent form)?	☒	☐	■
4	If the research is observational, will you ask participants for their consent to being observed.	☐	☐	☒
5	Will you tell participants that they may withdraw from the research at any time and for any reason?	☒	☐	■
6	Will you give participants the option of not answering any question they do not want to answer?	☒	☐	☐
7	Will you ensure that participant data will be treated with full confidentiality and anonymity and, if published, will not be identifiable as any individual or group?	☒	☐	■
8	Will you debrief participants at the end of their participation (i.e., give them a brief explanation of the study)?	☐	☒	■
9	If your study involves people between 16 and 18 years, will you ensure that passive consent is obtained from parents/guardians, with active consent obtained from both the child and their school/organisation?	☐	☐	☒
10	If your study involves people less than 16 years, will you ensure that active consent is obtained from parents/guardians and that a parent/guardian or their nominee (such as a teacher) will be present throughout the data collection period?	☐	☐	☒
11	If your study requires evaluation by an ethics committee/board at an external agency, will you wait until you have approval from both the Independent College Dublin and the external ethics committee before starting data collection.	☒	☐	☐

Item	Question	Yes	No	NA
12	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.) will you inform participants in writing that their grades and/or evaluation will be in no way affected by their participation (or lack thereof) in your research?	☒	☐	☐
13	If you are in a position of authority over your participants (for example, if you are their instructor/tutor/manager/examiner etc.), does your study involve asking participants about their academic or professional achievements, motivations, abilities or philosophies? (please note that this does not apply to QA1 or QA3 forms, or questionnaires limited to market research, that do not require ethical approval from the IREC)	☒	☐	☐
14	Will your project involve deliberately misleading participants in any way?	☐	☒	
15	Is there any realistic risk of any participants experiencing either physical or psychological distress or discomfort?	☐	☒	
16	Does your project involve work with animals?	☐	☒	
17	Do you plan to give individual feedback to participants regarding their scores on any task or scale?	☐	☒	☐
18	Does your study examine any sensitive topics (such as, but not limited to, religion, sexuality, alcohol, crime, drugs, mental health, physical health, etc.)	☒	☐	
19	Is your study designed to change the mental state of participants in any negative way (such as inducing aggression, frustration, etc?)	☐	☒	
20	Does your study involve an external agency (e.g. for recruitment)?	☐	☒	
21	Do your participants fall into any of the following special groups? *(except where one or more individuals with such characteristics may naturally occur within a general population, such as a sample of students)*		☐	☒
			☐	☐
			☐	☐
			☐	☐
			☐	☐

If you have ticked any of the shaded boxes above, you should consult with your module leader / supervisor immediately. **You will need to fill in Form B Ethical Approval** and submit it to the Research & Ethics Committee **instead** of this form.
There is an obligation on the researcher to bring to the attention of the Research & Ethics Committee any issues with ethical implications not clearly covered by the above checklist.

I consider that this project has **no** significant ethical implications to be brought before the relevant Research & Ethics Committee. I have read and understood the specific guidelines for completion of Ethics Application Forms. I am familiar with the codes of professional ethics relevant to my discipline (and have discussed them with my supervisor).	☒
Name of Learner	Stefany Martins De Souza
Student Number	51697050
Date	18/05/2022
I have discussed this project with the learner in question, and I agree that it has no significant ethical implications to be brought before the Research & Ethics Committee.	☐
Name of Supervisor/Lecturer	Click or tap here to enter text.
Date	Click or tap here to enter text.