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A comparative analysis between on-site work, hybrid work, and remote work.

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Master of Business Administration

Supervisor:

PhD Leandro Ferreira Pereira

ISCTE – Instituto Universitário de Lisboa

MBA, 2nd Cycle Degree

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Acknowledgments

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Resumo

Esta dissertação tem como objectivo fazer uma análise comparativa entre trabalhar no escritório e as novas e crescentes formas de trabalho, remoto e híbrido. O qual virou uma realidade para a maioria ao redor do mundo, após a Pandemia do Covid-19. Mesmo após a pandemia ter sido contida, muitas empresas continuam ou passaram a adotar os métodos de trabalho remoto e híbrido. Contudo, ainda existem muitas opiniões divergentes e muito pouco tempo da nova realidade, para podermos nos posicionar sobre os pontos positivos e negativos do trabalho remoto e híbrido de uma forma definitiva. Com o objetivo de comparar os modelos de trabalho esta pesquisa analisa uma vasta seleção de artigos que abordam o assunto e apresentam diferentes visões e dados sobre o mesmo. Com base na literatura selecionada e pesquisas, foram criadas hipóteses e questões de pesquisa para criar um questionário. O questionário foi feito com uma amostra de 80 indivíduos localizados em Portugal e no Brasil maioritariamente. Com base neste questionário, foi possível analisar opiniões de indivíduos no mercado de trabalho e que trabalham em diferentes modelos e suas opiniões sobre os mesmos. Com o questionário e análises dos resultados, foi possível concluir que em um quadro geral o trabalho remoto e híbrido está dominando o mercado de trabalho nas realidades dos indivíduos da amostra, os aspectos positivos são maiores que os negativos e os trabalhadores preferem maioritariamente trabalhar nos novos modelos de trabalho e acreditam que os mesmos vão ser parte do futuro.

Palavras-Chave: Pandemia, Covid-19, Trabalho remoto, Modelo Híbrido, Inovação, Flexibilidade, Adaptabilidade, Benefícios.

Classificação JEL: M1 – Administração de empresas; M10 - Geral

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Abstract

This dissertation has as its objective to make a comparative analysis between on-site work to the new and ascending work models, Remote and Hybrid. These models of work have become a reality across the world after the outburst of the Pandemic of Covid-19. Even after the Pandemic was contained, many companies around the globe kept the new models of work as a new reality. There are still a lot of divergent ideas and very little time with the new reality, to have definitive opinions about the positive and negative aspects of on-site work, Remote work, and Hybrid work models. To compare the different work models, this research analyzes a wide selection of articles that approach the subject and present different views and data about it. Based on the literature and research, hypothesis and research questions were created to build a survey. The survey was done with a sample of 80 individuals, the majority in Portugal and Brazil. Based on it, it was possible to analyze the opinion of many employees and employers that work in different models and evaluate the different opinions about them. With the questionnaire and analysis of the results, it was possible to conclude that in a general framework, remote and hybrid work is dominating the labor market in the realities of the individuals in the sample, the positive aspects are greater than the negative ones and the workers mostly prefer to work in the new work models, and believe that they will be part of the future.

Key Words: Pandemic, Covid-19, Remote work, Hybrid model, Innovation, Flexibility, Adaptability, Benefits.

JEL Classification: M1 – Business Administration; M10 – General

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Introduction

1.1 Context

The Covid-19 pandemic has shifted the world as it was. Several changes came from this event, several of which were temporary and many that became part of the world.

At the end of December 2019, a mysterious disease started to make an appearance. The outbreak was in a seafood wholesale wet market, the Huanan Seafood Wholesale located in Wuhan, Hubei, China. Around 66% of the staff was contaminated. After a very small period, the disease was already spreading to other countries. On February 6th, 2020 28.276 confirmed cases of Covid-19 were confirmed, with at least 25 countries involved (Wu *et al.*, 2020).

Due to the intensity and seriousness of the issue, The World Health Organization declared it a world Pandemic. With that scenario and the dangers of the disease and its fast and easy contamination, several things were put into action, one of them being the lockdown, in many countries, people could not leave their houses, including for work. With that, remote work became a big reality.

The COVID-19-related health crisis has practically unleashed the potential for telework across the world in 2020. The number of people who have switched to teleworking has allegedly soared within the past few months, marking a true revolution in the history of remote work. If the adoption of digital flexible working arrangements has thus far been steady and gradual, we are currently witnessing an acceleration of this phenomenon on a scale unseen before. This is why the study of remote work has never been timelier and of greater importance (Popovici, 2020).

With the pandemic, companies switched to remote work, and with time and changes in the rules and recommendations about the disease, companies started to go back to working at the offices or started implementing the hybrid model, where the working days can be split between going to the office or working from home. Not only companies did do that for safety measures but also for benefits that were detected as well as employees wanting to keep working from home.

1.2 Gap in literature

Remote work and the hybrid model became a reality for all with the Covid-19 Pandemic, but it didn't stop once the situation was getting back to normal the population was safe to go back outside and go on with their normal life, due to the vaccine and further health developed

measures. Companies and employees continue adopting remote work and hybrid work, as well as many, went back to normal in-office work.

With this being a reality and previous remote work practices from before the Covid-19 pandemic, it is possible to see that there are several positive aspects as well as negative ones of remote work and hybrid work.

In the positive aspects, COVID-19 has helped the business case for this different working experience. The months of being at home for the majority of the time have demonstrated that people can work effectively, even hiring people via MS Teams, which we would have said was a step too far before. It is gratifying to see the impact of our new working experience on younger people, particularly in these times (Summerfield, 2022).

According to Beno (2021), these models of working are characterized by flexibility and choices. Hybrid work models allow companies and organizations to recruit better talents, create value, and foster innovation.

A few of the many positive aspects are cost saving, employees save on travel time and cost, food, and other costs which are associated with daily office reporting; Increased employee efficiency and productivity- Hybrid work model helps in increased employee efficiency and productivity. Employees are not forced to come to the office from 9 am to 5 pm so they are relaxed and they save time in commuting; Effective recruitment tool- A hybrid work model can work as an effective recruitment tool as remote work gives the liberty of involving and recruiting best employee's world over (Lenka, 2021).

Remote work has indeed been proven to bring clear benefits to employees' work-life balance, enabling them to adapt their working time to their private and family-related needs. However, recent studies (Euro fund, 2020; Beauregard & Basile, 2016; Boell *et al.*, 2016; Allen *et al.*, 2015) suggest that the working conditions of workers in telework arrangements might affect their: Work-life balance, health issues such as anxiety, burnout and fatigue, and permanence, once the employee will be working from home and reasons not to work decrease or are all accepted (Popovici, 2020).

The disadvantages of remote work include management challenges, communication challenges, transparency challenges, technological challenges, lack of attendance, reduce employee engagement, and a balance between formal and informal communication and documentation.

1.3 Research problem

With Covid-19 the location and how you work changed a lot. Since the pandemic changed

the landscape of work, much attention has been given to the more visible aspects of WFH (working from home), including the challenges of managing people from a distance (including reduced trust and new power dynamics) (Edmondson & Mortensen, 2021).

The discussion about the negative and positive aspects of the models of work is extensive, and they can differ based on the type of industry, and role, among other variants. Organizations are responsible for finding a working model that yields the best remote and on-site work and provides experiences of positivity, effectiveness, and flexibility (Beno, 2021).

This thesis is a comparative analysis between on-site work, hybrid work, and remote work.

This important and very present topic nowadays has shown many positive and negative aspects, which can shift these work methods in very different directions. This Master's thesis objective is to study and get closer to a conclusion on whether remote work and hybrid work are more positive or negative than on-site work.

1.4 Implicance and relevance

After the Covid-19 pandemic, remote work and hybrid work became a reality that lived longer than the lockdown days. With this becoming a very concrete reality worldwide and forecasting its livability and increase in the future years, it is of high importance to understand and study the positive and negative aspects of it, how it can be improved based on the negatives and evolving more and more as technology moves forward. This is the future of work, for both companies and organizations, and employees.

1.5 Structure

This Master's thesis is a comparative analysis between on-site work, hybrid work, and remote work.

This dissertation will be structured in the following sections:

1st section: Research Question, Research Problem, and Introduction,

2nd Section: Literature Review, Literature Objectives, and Research Methodology,

3rd Section: Questionnaire Responses and Analysis,

4th Section: Discussion and Conclusion.

2. Literature Review

2.1 The Pandemic

In 2019 the world faced something no one could ever expect, a global pandemic. At the end of 2019, news about a new disease in China started to hit the news and media outlets everywhere. What could seem to be a controlled situation that would not spread, became a world matter, changing everyone's lives and the world dramatically as we know it, forever. It took everyone by surprise, many were already waiting for a bigger matter, but a lot of people were thinking that would pass and be over very soon, but that is not what happened. The Outbreak of COVID-19 (coronavirus disease 2019) was discovered in Wuhan, China. The newly discovered virus SARS-CoV-2 is linked to bat coronaviruses, which come from a group of viruses associated with bats, but the origin of Covid-19 is furthermore extensive. Most of the early existent cases were connected to people who had visited the Huanan Seafood Wholesale Market. It is speculated that the first case appeared on November 17th, 2018. (Wu *et al.*, 2020). After the disease spread around China, it spread around the world at a very fast pace, On one day all seemed normal and on the other, all populations were facing very scary and new realities. With today's internationalization, it wasn't long until the whole world had suspicious cases and announced cases officially. On March 11th, 2020, The World Health Organization (WHO) declared the Coronavirus (COVID-19) outbreak a global pandemic. According to World Meter, the count of Covid-cases 19 all over the world until September 15th is around 614,412,414 cases. At that point, countries were dealing differently with the issues, of lockdowns, the use of masks, and sanitizers, barriers closed for foreigners, and many more security measures. The whole world was all about Covid-19, and we were facing many differences among cities and countries regarding how Covid was being dealt with. Some countries went under total lockdown with very strict rules, and some countries were completely free to live a kind of normal life. Some countries were able to keep it very under control, with very few cases and therefore very few deaths, meanwhile, other countries were facing a very challenging situation.

After almost 2 years of Covid-19, vaccines that were being developed and deeply researched under a lot of pressure became a reality. The necessity and the urgency for this vaccine were so big that the FDA (Food and drug administration) gave emergency authorization to two vaccine companies, Pfizer-BioNTech and Moderna. Because without emergency authorization, the scenario could be very different, the process to authorize vaccines can take months or even years. In 2020 several vaccines clinical trials were ongoing. The research was based on what was learned from other vaccine studies, such as SARS-CoV, and

MERS-CoV, among other viruses, to originate the vaccine for the Covid-19 virus. (Ciotti *et al.*, 2020).

2.2 New Reality

After Covid-19 life changed severely in many ways, the world as we used to know was no longer a reality, even after Covid-19 was more under control, we saw that many changes and new ways came to stay. Pandemics change history by transforming populations, states, societies, economies, norms, and governing structures (Brannen *et al.*, 2020). With covid, the world changed in all ways and aspects possible.

Population revolution was indicated by the aging population, which was very vulnerable to the new disease. Urbanization also went through several changes and the way society had to behave and live. The pandemic transformed cities forever, and there are even more changes yet to come to make cities cleaner, safer and healthier to control diseases such as Covid-19 and others as seen throughout the world's history.

Since city governments adopted the surge of Covid-19 emergency measures for the safety and protection of the population. The outdoors and open spaces will become more and more part of our daily lives. The world is facing the reality that the spread of disease in areas with high population density is very high, and these areas are in high vulnerability to fast spreading. This is very worrying in a world scenario where the population keeps on growing, and global poverty is a huge and very serious problem, as, in 2018, 1.8 Billion people were living below \$3.2 per day.

Another indicator was migration, observed by migrant labor shortages, immigration restrictions, and a substantial decline in global remittances.

The resource revolution was indicated by severe energy, climate, and food changes. Higher demand for energy and food, labor shortages, increase in prices, and a decrease in the use of public transportation for the commute, since people were not leaving their houses for a very long time, as well as online work and online learning. As for the impacts and changes in technology.

With the whole world and every sector going through drastic changes, it would not be any different from how Covid-19 would affect working, all types of jobs, industries, and companies.

2.3 Remote work before Covid-19

After Covid-19, work, for many, was never going back to the way it used to be. The covid-19 related health crisis has practically unleashed the potential for telework across the globe as of 2020. The number of those who have switched to teleworking has allegedly soared within the past few months, making a true revolution in the history of remote work. If the adoption of digital flexible working arrangements has thus far been steady and gradual, we are currently witnessing an acceleration of this phenomenon on a scale unseen before (Popovici, 2020).

At a very fast and "sudden" pace, remote working became a reality for the majority, and that brought the chance to visualize work in a very different way. And as most things, have positive and negative aspects.

With most countries in the world going on lockdown, there was no other way to move things to the online environment. For many it was very challenging, people come from different households, financial backgrounds, access, and much more. And it became clear that for many, the new reality was either not possible or very difficult to manage. Weather for others was life-changing in a very good and positive way.

According to Ferreira *et al.* (2021), The detachment of work from a place is an undeniably important aspect of the changing nature of work in the twenty-first century.

How could things stay normal when such an aggressive virus and still very little known was and still is among us, commuting to work, spending hours in closed offices with a big number of people becoming highly irresponsible.

After a while, remote and hybrid work is no longer such a novelty, and it is something that we are used to and part of our lives. But before Covid-19, remote work was already a possibility and a reality, in a much smaller scenario.

Going back to the invention of computers in 1949 created by J. Presper Eckert and John Mauchly, the PC in 1975, and even more important the internet. All of these tools and machines that are extremely important in our work and that are now indispensable were only invented recently if we think about it. Without these inventions, globalization would not be such a reality as it is, and in the topic of remote work, it would not be possible to work remotely in several cases and jobs.

In the last 20 years, we saw situations where remote work was being adopted for different reasons, such as the events of the 9/11 tragedy, which spiked the interest in remote work after many government offices were obliged to close. In New Zealand, with earthquakes, government agencies were 100% working from home.

The official European statistics show an average of 5,4% of employed persons in the EU working from home regularly in 2019. Throughout the last decade, this number has remained constant, according to Popovici (2020).

In recent years, with the evolution of technology, we started seeing more and more people working from home all over the world. A term was given to people that would work remotely but not only from the home but from anywhere. Workers that would travel and make the world their office received the term “Digital Nomad”.

According to Thompson (2018), digital nomads are workers whose primary employment takes place on the internet. They are not required to show up in person to conduct their job, thus they are “location independent”. Digital nomads will take the location freedom to another level, often traveling, they choose their next destination based on their interests, activities, weather, leisure, and some type of lifestyle they are seeking.

The difference between Digital nomads and Telecommuters is that Digital nomads are balancing leisure and work, they are looking for adventures and lifestyles, and Telecommuters are mostly balancing family duties and daily responsibilities at home.

With the Home office being mandatory in most cases, as mentioned before, there were positive and negative sides. But working from home became very popular not only for the employees but for companies as well. Even after the restrictions were suspended and people were allowed to go back to the office, the remote work possibility was kept on, and also a new possibility has surged, the hybrid model of work.

The hybrid method, according to Beno (2021) is a mix between home office and cubicle work, working in a hybrid model combining remote and in-person work. This is similar to the situation defined by Grzegorzczuk (2021) as follows: “in a hybrid model, workers can telework for a proportion of their contracted working hours within the limits of individually or collectively negotiated work arrangements” (p. 11). A hybrid workforce can be defined as a workforce distributed partly across different locations and located partly in traditional cubicles and factory spaces.

The hybrid model features flexibility and choices. Hybrid work models will allow organizations to recruit talent better, achieve innovation and create value for all (Hilberath *et al.*, 2020).

Adopting the hybrid model brings the best in both office and home office formats. It's a well-balanced option where the employer and employee can have the perks of being at the office and the perks of having more time at home and the extra free time from the commute from home to the office.

The new reality is clear and we can see that big changes came to stay, and not necessarily in the way we have known and got acquainted, but it will keep evolving and bringing new implementations.

2.4 Remote work and Hybrid work

The detachment of work from a place is an undeniably important aspect of the changing nature of work in the twenty-first century (Ferreira et al., 2021).

Remote work generally refers to organizational work performed outside of the normal organizational confines of space and time according to Olson (1983).

Globalization, organizational growth, and more recently Covid-19 brought several challenges to working in a physical space. Companies realized that to overcome challenges, the pandemic rules and to be more competitive and attractive for employees, companies are trying to be more flexible, eclectic, and financially profitable. And as mentioned before, technology is a huge, if not the main enabler to making remote and hybrid work a reality.

Remote work is the regimen where the worker will be working from home. It allows employees to organize their days in the way it's best for work and their personal matters, as well as it's a way for companies and organizations to reduce costs and increase productivity. The topic of Remote work can add to the long-standing tension between traditionalists for whom productivity must be seen as requiring a physical presence at an office or work location, and the modernists who have been clamoring for wider acceptance of remote work and workplace flexibility, and the future of work is a complex domain indeed (Disparte & Tillemann, 2020).

Remote work brought advantages and disadvantages. Advantages such as work-life balance, increase job satisfaction, increase productivity and morale, reduce burnout, reduce overall costs, increase worker autonomy, and availability, increase growth, performance better or equal to office work, and a decrease in the possibility of workers avoiding work since they are working from home and are not commuting.

The disadvantages of remote work include management challenges, communication challenges, transparency challenges, technological challenges, lack of attendance, and a balance between formal and informal communication and documentation. (Ferreira *at al.*, 2021).

The hybrid method brings the best in both on-si and remote work. Hybrid work is when the worker has the option to work from home and also go to the office. Some companies allow

workers to decide on their own when and if they want to work from the office and when they want to work from home. Other companies will pre-define a rule of which or how many days the employee should come to the office. After Covid-19 and with life starting to normalize as much as it can, many companies adopted this method, since it will benefit both the employees and the companies. Hybrid working can help recruit and retain talent, upskill leaders and boost team working, suggests a case study from an international professional services firm Richard Summerfield (Beno, 2021).

The hybrid virtual/traditional operations introduce changes to the integration or coordination across key organizational systems, the hybrid environments are also known to encourage coordinating efforts to support adaptability and flexibility (Zeller, 2018). Hybrid working is not a case of “chaos rules,” it requires a lot of thought, a lot of buy-ins, and taking employees on a real journey. It requires lots of consultation and planning before embarking on it. Hybrid working can help recruit and retain talent, upskill leaders and boost team working, suggests a case study from an international professional services firm Richard Summerfield (2022).

In the current job market, being able to work remotely or hybrid has become a huge attraction, even as far as a non-negotiable when looking for a job. Especially young adults are seeking opportunities that will give them that option. So now not only because it's beneficial for companies but because if they want to get applications and hire, it's a benefit to have the remote work or hybrid work option. With the world getting increasingly competitive, things are changing around and this offer is getting bigger and bigger in the job market. Remote and hybrid work became a world reality with Covid-19 and will keep being a reality, more and more present in our lives. As already happened, it will keep being updated and upgraded, with a lot of changes and getting better and greater for both the employee and companies.

Remote work, work from home, or telework, however, one might call it, this practice is here to stay. More and more companies have seen the numbers of their remote workers increase during the past years and they will only continue to grow due to the uncertain context induced by the COVID-19 pandemic (Popovici, 2020).

Table 1 - Literature Review

Author, year	Main Topics	Main issues
Popovici, 2020	The acceleration of digital flexible work arrangements after Covid-19	Flexible work arrangements will continue to peak or will start decreasing back to the way it was before Covid-19?
Hilberath <i>et al.</i> , 2020	Hybrid work models foster innovation and create more value for both employees and companies	Companies will continue to agree, or the negative aspects will overtake the bigger picture?
Richard Summerfield, 2022	Hybrid work can boost and improve teamwork	Teamwork will continue to improve, or the physical distance will have a negative impact over time?
Zeller, 2018	The hybrid environments encourage coordinating efforts to support adaptability and flexibility	The flexibility given by the hybrid working model is going to present negative aspects as time goes by?
Popovici, 2020	More and more companies have seen the numbers of their remote workers increase during the past years and they will only continue to grow due to the uncertain context induced by the COVID-19 pandemic	Now that the world is no longer in a pandemic state, the number of remote workers still increasing?

Source: Own elaboration

3. Research Methodology

3.1 Research objectives

This work aims to compare the new work models: Remote work, Hybrid work, and the usual model, On-site work. One of the sources of this comparison and conclusion comes from a questionnaire, answered by X individuals' sample. With the answers from these individuals, this thesis will have further data to compare the 3 models of work and whether there are more positive or negative aspects.

The literature used in this work has shown that there are as many positive as negative aspects to the new models of work.

Main issue: If the adoption of digital flexible working arrangements has thus far been steady and gradual, we are currently witnessing an acceleration of this phenomenon on a scale unseen before (Popovici, 2020).

Research question (RQ1): How many people, and is the majority that is now working from home full time or a hybrid model?

Research objective (RO2): The objective is to know how many people from our sample are currently or had worked from home or in the hybrid model.

Main issue: The hybrid model features flexibility and choices. Hybrid work models will allow organizations to recruit talent better, achieve innovation and create value for all (Hilberath *et al.*, 2020).

Research question (RQ2): Remote work and hybrid work models foster innovation and create more value for both employees and companies.

Research objective (RO2): The objective is to understand if the new models of work can foster positivity and innovation

Main issue: Hybrid work can boost and improve teamwork (Richard Summerfield,2022).
Research question (RQ3): Do employees and employers feel like teamwork was improved after remote work and hybrid work were implemented?

Research objective (RO3): Get workers' opinions on how teamwork was improved with the new models.

Main issue: The hybrid environments are also known to encourage coordinating efforts to support adaptability and flexibility (Zeller, 2018).

Research question (RQ4): Can remote work and hybrid work support adaptability and flexibility?

Research objective (RO4): Understand how much can work from home every day or a few times a week can foster adaptability and flexibility.

Main issue: More and more companies have seen the numbers of their remote workers increase during the past years and they will only continue to grow due to the uncertain context induced by the COVID-19 pandemic (Popovici, 2020).

Research question (RQ5): Will remote work and hybrid work be something that will stay and be part of our present and future?

Research objective (RO5): To know the opinion of workers on whether remote work and hybrid work is something that will be part of the future and a reality or if it will stop being a possibility.

Main issue : Positive relations are more recognized among professionals over negative ones (Ferreira et al., 2021).

Research question (RQ6): Overall, do workers, and companies think that there are more positive or negative aspects to remote and hybrid work?

Research objective (RO6): The objective is to learn if there are more negative or positive aspects of remote/hybrid work in the eyes of people that experienced it or have experienced it at some point.

4.0 Data Analysis

4.1 Sample Analysis

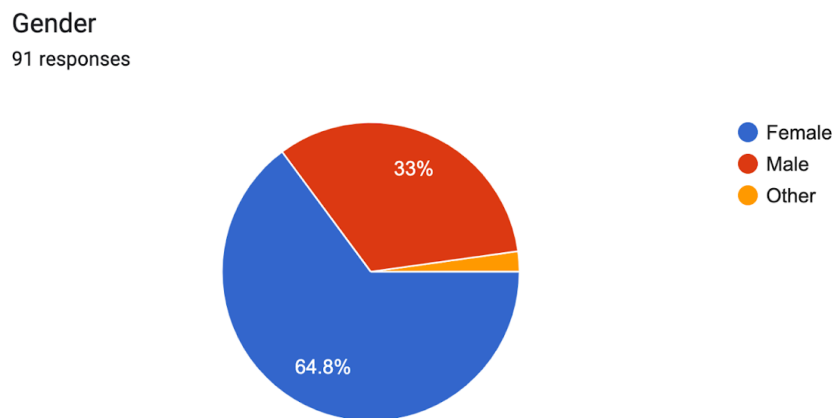
A survey with 9 questions was the research tool for this study.

The survey was done by a sample of 91 individuals. These individuals' ages range between 19 and 55 years old and are located in Portugal and Brazil mainly, containing a few other countries such as England and the United States. Their backgrounds and working models were completely random and no previous requirements were necessary to answer the survey.

1st Question

In the sample of 91 individuals, 33% identify themselves as Male, 64.8% identify as Female, and 2 as other. The survey was answered by 30 Males, 59 Females and 2 identify as other.

Graph 1 – Survey results - 1st Question



Source: author's questionnaire

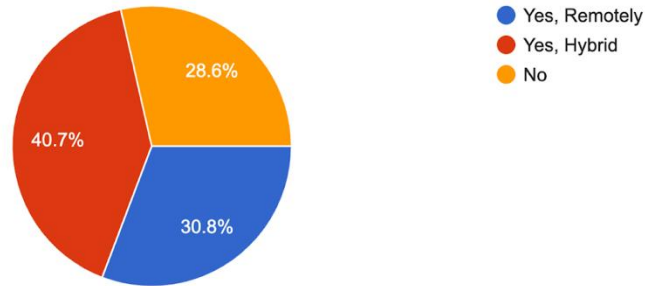
2nd Question

Of the 91 individuals in our sample, 28 individuals (30.8% of the sample) work remotely, 37 individuals (40.7%) work within the Hybrid model and 26 individuals (28.6%) don't work remotely or in the Hybrid model.

Graph 2 – Survey results - 2nd Question

Are you currently working remotely or in the hybrid model?

91 responses



Source: author's questionnaire

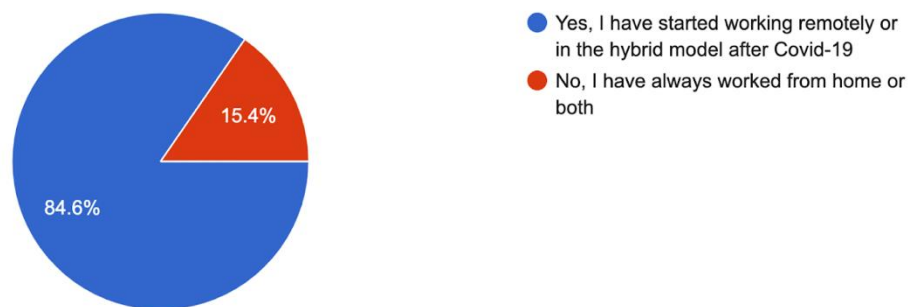
3rd Question

Of all the users that answered that are currently working remotely or in the Hybrid model (65 Individuals), 55 users, which is 84.6%, started working remotely or in Hybrid after the Covid-19 Pandemic. 10 individuals (15.4%) have always worked from home or both before Covid-19.

Graph 3 – Survey results - 3rd Question

If you answered "yes" to the question above, it started after Covid-19?

65 responses



Source: author's questionnaire

4th Question

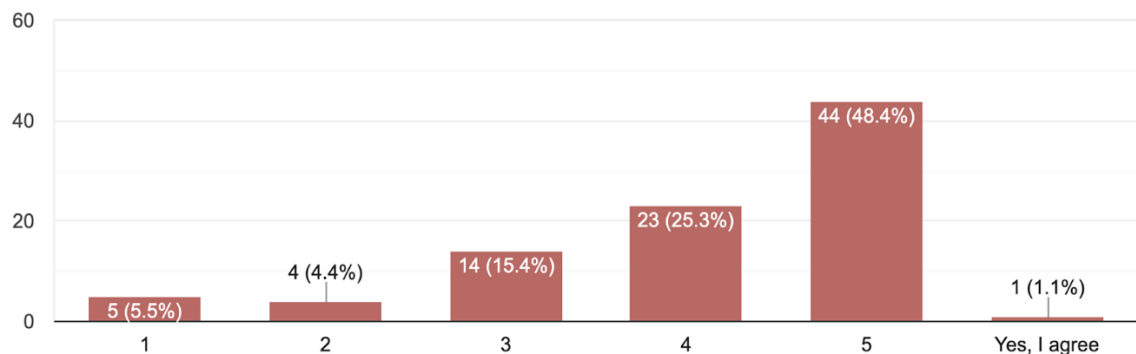
The following questions in the survey are utilizing the Likert-Type Scale Response Anchors for answering the questions.

On the Likert scale of level of agreement from 1 to 5. Where is 1-"Strongly Disagree", 2-"Disagree", 3-"Neither agree nor disagree", 4-"Agree", and 5-"Strongly agree". Individuals were asked if in their opinion, working from home is fostering innovation and creating more value for both employees and companies. The results were: 44 individuals (48.4%) "Strongly agree", 23 which is 25.3% of our sample answered they "Agree", 14 individuals (15.4%) "Neither agree nor disagree", 4 individuals (4.4%) "Disagree, and 5 which is 5.5% of our sample said they "Strongly Disagree". 1 individual typed their answer in the "Other" field, making the sum of people answering correctly equal to 90.

Graph 4 – Survey results - 4th Question

In your opinion, working from home full time or half time is fostering innovation and creating more value for both employees and companies? Please sele... to 5 in the Likert scale of level of agreement.

91 responses



Source: author's questionnaire

Following every Likert Scale question, individuals were asked to justify their previous answers.

On the topic of Innovation and value created some of the positive answers were: "Remote work constantly requires technological advances and development of new tools to meet work needs".

"More time to be creative and productive".

"The company I work for is now adopting new apps and modern ways to get organized".

"It fosters a lot of innovation to create ways to connect us".

"Compared to the beginning of the pandemic, there are many more tools to foster remote work".

Negative answers:

"Innovation needs collaboration which is weaker when working remotely".

"From home, there is no collaboration".

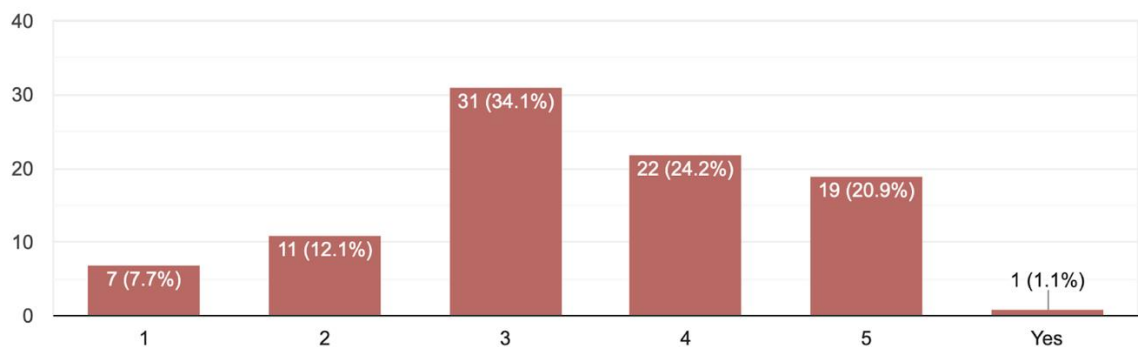
5th Question

On the Likert scale of level of agreement ranges from 1 to 5. Individuals were asked if remote or hybrid work can improve teamwork. 34.1% of the sample (31 Individuals) answered "Neither agree nor disagree", 22 individuals (24.2%) says they "Agree", 19 which is 20.9% answered "Strongly agree", and together 18 individuals (19.8%) answered either "Disagree" or "Strongly Disagree". 1 individual typed their answer in the "Other" field, making the sum of people answering correctly equal to 90.

Graph 5 – Survey results - 5th Question

In your opinion, remote and hybrid work can improve teamwork? Please select the option from 1 to 5 in the Likert scale of level of agreement.

91 responses



Source: author's questionnaire

Positive answers about teamwork in the Hybrid model and Remote work:

"We started to value the connections more when we are not face to face, we give more importance".

"With all the apps and team meetings, I think it's easy to work as a team and not lose that much".

"When the resources are limited I think people are even more motivated to go the extra mile to help each other out. I feel that working remotely has never actually been an obstacle to collaboration and teamwork".

"My team makes more efforts to bond and get to know each other".

Negative answers:

"I think this is the biggest challenge of remote work".

"Being together helps teamwork because the exchange of ideas becomes easier".

"Since we get together less, I think it can make people more distant".

"Zoom is not the same as live".

"It depends, but I believe that working face to face helps and increases the quality of communication and the bonds we establish with the team".

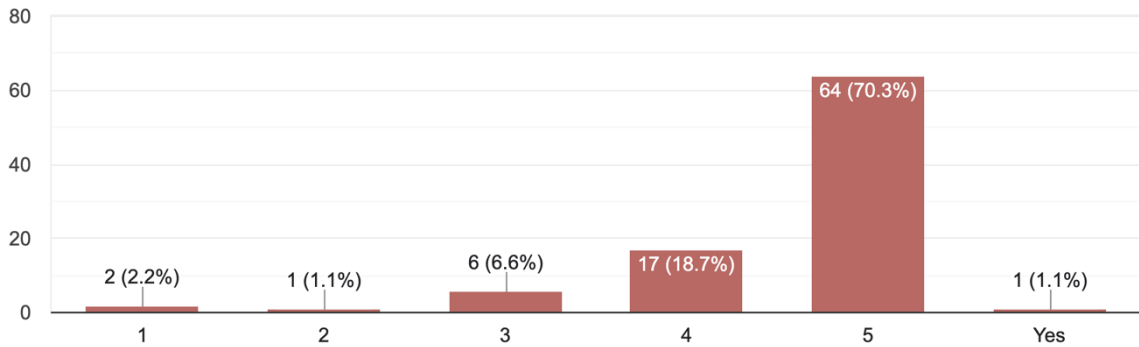
6th Question

From a sample size of 91. When asked about the hypothesis of remote work and hybrid work supporting adaptability and flexibility, 70.3% which is equal to 64 individuals, answered they "Strongly Agree", 17 individuals (18.7%) have chosen the option "Agree", 6 people (6.6%) answered "Neither agree nor disagree", and 3 people (3.3%) have chosen "Disagree" or "Strongly disagree". 1 individual typed their answer in the "Other" field, making the sum of people answering correctly equal to 90.

Graph 6 – Survey results - 6th Question

Do you think that remote work and hybrid work support adaptability and flexibility? Please select the option from 1 to 5 in the Likert scale of level of agreement.

91 responses



Source: author's questionnaire

Positive answers about adaptability and flexibility within working remotely or in the hybrid model:

"Flexible hours and open routine help the worker at the beginning".

"You have more power over your schedule".

"It gives me a lot of flexibility to do my job and have a personal life".

"the remote work brought more flexibility".

"People can set their days up in a more harmonious combination of work schedule and life schedule".

No negative answers were given to this topic. Considering that 3 individuals from the sample answered "Disagree" or "Strongly disagree", concludes that these individuals didn't justify their choice.

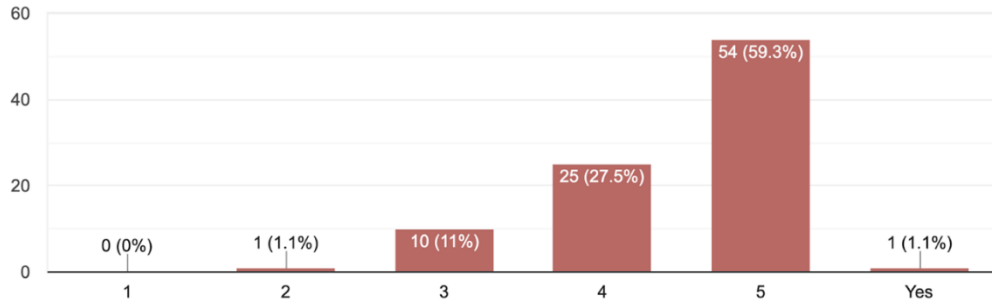
7th Question

When asked if Remote work and Hybrid work is something that will be part of the present and future, 54 individuals which is 59.3% of the sample, answered "Strongly agree" in the sample of Likert. 25 people (27.5%) answered "Agree", 10 (11%) answered "Neither agree or disagree" and 1 individual (1.1%) answered "Disagree". No one answered "Strongly disagree" to the question. 1 individual typed their answer in the "Other" field, making the sum of people answering correctly equal to 90.

Graph 7 – Survey results -7th Question

In your opinion will remote work and hybrid work be something that will stay and be part of our present and future? Please select the option from 1 to 5 in the Likert scale of level of agreement.

91 responses



Source: author's questionnaire

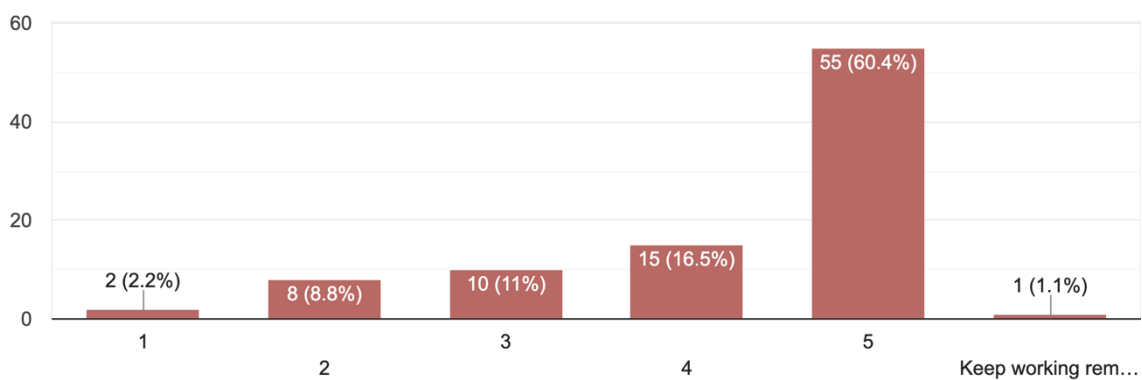
8th Question

Utilizing the Likert scale of support/opposition, individuals were asked if they would prefer to keep working remotely or in the Hybrid model. 55 people (60.4%) answered "Strongly favor". 15 people (16.5%) have chosen "Somewhat favor", 10 individuals (11%) answered "Neutral", 8.8% of the sample, 10 individuals voted "Neutral", and 10 people (10%) answered "Somewhat oppose" or "Strongly oppose". 1 individual typed their answer in the "Other" field, making the sum of people answering correctly equal to 90.

Graph 8 – Survey results-8th Question

If you could choose, would you prefer to keep working remotely or in the hybrid model. Please select the option from 1 to 5 in the Likert scale of level of support/opposition

91 responses



Source: author's questionnaire

9th Question

From 86 people from the sample, answered that they think their remote and/or hybrid have more positive or negative aspects. 86.2% of the sample, which is a total of 75 people answered that there are more positive aspects, and 12.6% of the sample, which is equals 16 people, answered that they think there are more negative aspects. 1 individual typed their answer in the "Other" field, making the sum of people answering correctly equal to 86.

4.2 Data Statistics Analysis

The first part of the Statistic analysis is exclusive for each question. For all five questions, a sample composed by 9 subjects participated. To answer the questions, using the Likert-type scale, answers ranging from one to five. The first four questions, the Likert scale of Agreement was selected, where: 1-Strongly disagree; 2-Disagree; 3-Neither agree nor disagree; 4-Agree, and 5-Strongly agree.

The last question, the Likert scale of Support/Opposition was used, also ranging from one to five. Where: 1-Strongly oppose; 2-Somewhat oppose; 3-Neutral; 4-Somewhat favor, and 5-Strongly favor.

Question 1

“In your opinion, working from home full time or half time is fostering innovation and creating more value for both employees and companies?”

Table 2 – Statistics data analysis - Question 1

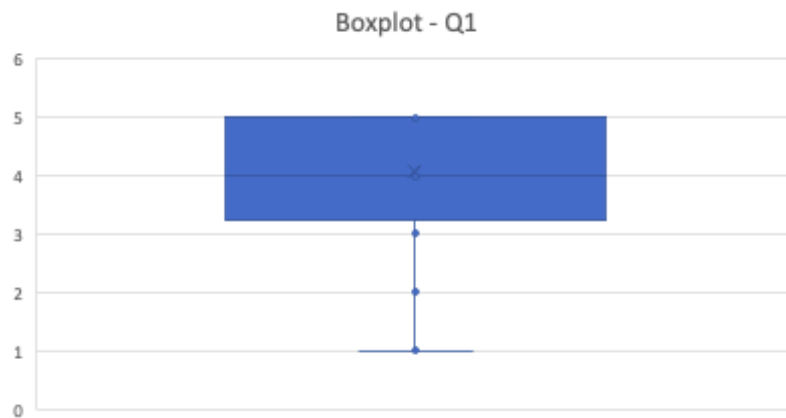
Mean	Mode	Median	Standard deviation	Variance
4,07777778	5	4	1,15367296	1,330961298

Source: author's questionnaire

From 90 subjects in the sample, the average set of values is 4.07, which means that most of the subjects answered that they “Agree” with the question proposed. The most frequent number from the results is 5: “Strongly Agree”. The value that is exactly in the middle of the ordered dataset is 4: “Agree”. The mean and median are the same, 4: “Agree”, and the mode differs, being equal to 5: “Strongly favor”, this difference is due to the way these measures are calculated.

The average amount of variability in the dataset is 1,15 which is a low standard deviation, meaning that the data are gathered around the mean. The variance equal to 1,33 indicates that the data is not very spread away from the mean, 1,33 is the actual value of how much the dataset varies from the mean.

Graph 9 – Boxplot – Question 1



Source: author’s questionnaire

The Boxplot displays the distribution of numerical data from the dataset. The center value is equal to the mean (4,07). The blue area indicated where the data is more concentrated.

Question 2

“In your opinion, remote and hybrid work can improve teamwork?”

Table 3 – Statistics Data Analysis – Question 2

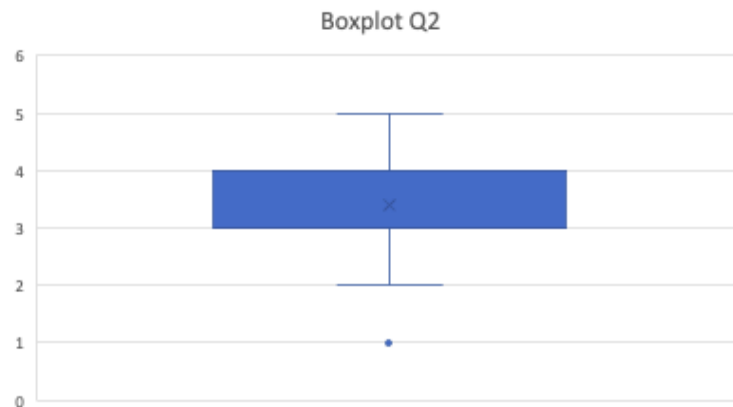
Mean	Mode	Median	Standard deviation	Variance
3,38888889	3	3	1,177451489	1,38639201

Source: author’s questionnaire

From 90 subjects in the sample, the average set of values is 3,38, which means that most of the subjects answered that they “Neither agree nor disagree” with Question 2. The most frequent number from the results is 3: “Neither agree nor disagree”. The value that is exactly in the middle of the ordered dataset is also 3: “Neither agree nor disagree”. The mean, mode, and median are the same, meaning that it’s close to perfectly symmetrical, it’s a non-skewed distribution.

The average amount of variability in the dataset is 1,17 which is a low standard deviation, meaning that the data are gathered around the mean. The variance equal to 1,38 indicates that the data is not very spread away from the mean, 1,38 is the actual value of how much the dataset varies from the mean.

Graph 10 – Boxplot – Question 2



Source: author’s questionnaire

The Boxplot displays the distribution of numerical data from the dataset. The center value is equal to the mean (3,38). The blue area indicated where the data is more concentrated.

Question 3

“Do you think that remote work and hybrid work support adaptability and flexibility?”

Table 4 – Statistics Data Analysis – Question 3

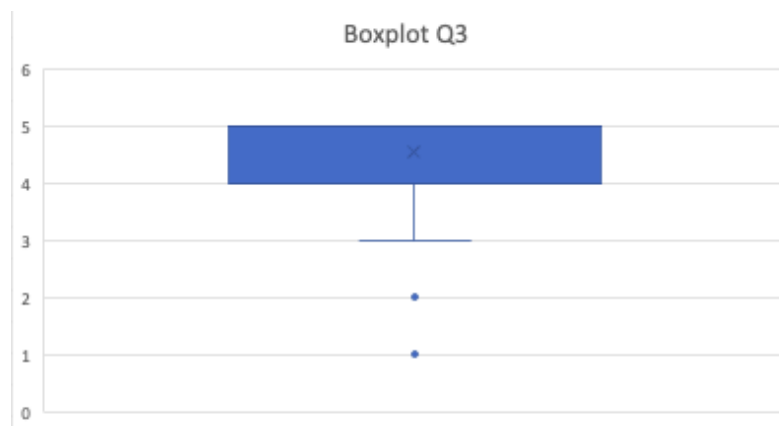
Mean	Mode	Median	Standard deviation	Variance
4,55555556	5	5	0,849469248	0,721598

Source: author's questionnaire

From 90 subjects in the sample, the average set of values is 4,55, which means that most of the subjects answered that they “Agree” with Question 3. The most frequent number from the results is 5: “Strongly Agree”. The value that is exactly in the middle of the ordered dataset is also 5: “Strongly Agree”. The mean, mode, and median are not the same, meaning that it is not a perfectly symmetrical.

The average amount of variability in the dataset is 0,84 which is a low standard deviation, meaning that the data are gathered around the mean. The variance equal to 0,72, it indicates that the data is not very spread away from the mean, 0,72 is the actual value of how much the dataset varies from the mean.

Graph 11 – Boxplot – Question 3



Source: author's questionnaire

The Boxplot displays the distribution of numerical data from the dataset. The center value is equal to the mean (4,55). The blue area indicated where the data is more concentrated.

Question 4

“In your opinion will remote work and hybrid work be something that will stay and be part of our present and future?”

Table 5 – Statistics Data Analysis – Question 4

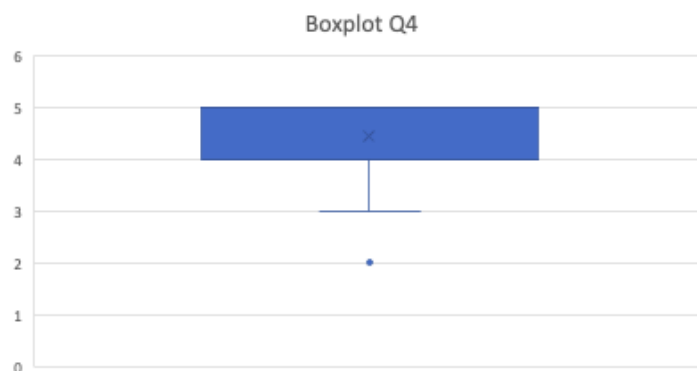
Mean	Mode	Median	Standard deviation	Variance
4,46666667	5	5	0,737441675	0,54382022

Source: author's questionnaire

In a sample with 90 subjects, the average set of values is 4,46, which means that most of the subjects answered that they “Agree” with Question 4. The most frequent number from the results is 5: “Strongly Agree”. The value that is exactly in the middle of the ordered dataset is also 5: “Strongly Agree”. The mean, mode, and median are not the same, meaning that it is not a perfectly symmetrical.

The average amount of variability in the dataset is 0,73 which is a low standard deviation, meaning that the data are gathered around the mean. The variance equal to 0,54, it indicates that the data is not very spread away from the mean, 0,54 is the actual value of how much the dataset varies from the mean.

Graph 12 – Boxplot – Question 4



Source: author's questionnaire

The Boxplot displays the distribution of numerical data from the dataset. The center value is equal to the mean (4,46). The blue area indicated where the data is more concentrated.

Question 5

“If you could choose, would you prefer to keep working remotely or in the hybrid model.”

Table 6 – Statistics Data Analysis – Question 5

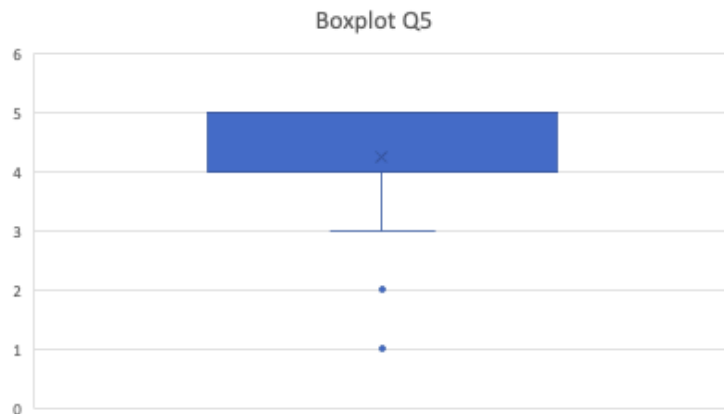
Mean	Mode	Median	Standard deviation	Variance
4,25555556	5	5	1,10729056	1,22609238

Source: author's questionnaire

From 90 subjects in the sample, the average set of values is 4,25, which means that most of the subjects answered that they “Somewhat favor” with the fifth Question. The most frequent number from the results is 5: “Strongly Favor”. The value that is exactly in the middle of the ordered dataset is also 5: “Strongly Favor”. The mean, mode, and median are not the same, meaning that it is not a perfectly symmetrical.

The average amount of variability in the dataset is 1,10 which is considered high, meaning that the data more spread from the mean. The variance equal to 1,22, it indicates that the data is spread away from the mean, 1,22 is the actual value of how much the dataset varies from the mean.

Graph 13 – Boxplot – Question 5



Source: author's questionnaire

The Boxplot displays the distribution of numerical data from the dataset. The center value is equal to the mean (4,25). The blue area indicated where the data is more concentrated.

4.3 Sample Analysis Full Data Set

The following analysis is an overview of all answers per subject in the sample.

Table 7 – Statistics Data Analysis – Full Data

	Q1 Innovation	Q2 Teamwork	Q3 Flexibility	Q4 Future	Q5 Keep or change	TOTAL
Subject 1	4	2	5	5	5	21
Subject 2	4	3	5	5	3	20
Subject 3	4	4	5	5	1	19
Subject 4	3	1	5	4	4	17
Subject 5	3	2	5	5	4	19
Subject 6	3	1	3	3	3	13
Subject 7	4	4	5	4	5	22
Subject 8	4	3	4	4	3	18
Subject 9	4	5	5	4	5	23
Subject 10	5	4	5	5	5	24
Subject 11	2	1	3	3	2	11
Subject 12	1	4	4	4	4	17
Subject 13	5	3	5	4	4	21
Subject 14	5	5	5	5	5	25
Subject 15	5	3	5	5	5	23
Subject 16	4	3	5	5	5	22
Subject 17	5	4	4	5	5	23
Subject 18	4	4	5	4	5	22
Subject 19	5	2	5	5	4	21
Subject 20	1	1	4	3	1	10
Subject 21	4	3	5	5	4	21
Subject 22	5	3	5	4	5	22
Subject 23	5	3	5	5	5	23
Subject 24	4	4	5	5	5	23
Subject 25	4	3	4	5	5	21
Subject 26	4	4	5	4	5	22
Subject 27	5	3	5	5	5	23
Subject 28	2	2	4	4	3	15
Subject 29	5	5	5	5	5	25
Subject 30	5	3	5	5	5	23
Subject 31	5	3	5	5	5	23
Subject 32	5	2	3	5	4	19
Subject 33	4	3	5	5	5	22
Subject 34	3	3	3	4	4	17
Subject 35	5	5	5	5	5	25
Subject 36	5	5	5	5	5	25

Subject 37	5	5	5	4	5	24
Subject 38	4	4	5	5	5	23
Subject 39	5	3	5	5	5	23
Subject 40	5	3	5	5	5	23
Subject 41	5	5	5	5	5	25
Subject 42	5	4	4	5	5	23
Subject 43	4	4	5	5	5	23
Subject 44	5	4	5	5	5	24
Subject 45	5	4	5	5	5	24
Subject 46	5	5	5	5	5	25
Subject 47	5	5	5	5	5	25
Subject 48	5	5	5	5	5	25
Subject 49	4	3	5	5	5	22
Subject 50	3	2	4	5	5	19
Subject 51	1	1	1	3	2	8
Subject 52	4	2	4	3	2	15
Subject 53	3	3	4	4	3	17
Subject 54	5	5	5	5	5	25
Subject 55	3	3	3	3	3	15
Subject 56	3	3	4	4	4	18
Subject 57	3	5	5	5	5	23
Subject 58	3	2	2	3	2	12
Subject 59	4	3	5	3	3	18
Subject 60	2	2	1	3	2	10
Subject 61	3	3	5	4	4	19
Subject 62	2	2	4	2	2	12
Subject 63	5	4	5	5	5	24
Subject 64	5	3	5	5	5	23
Subject 65	5	4	5	5	4	23
Subject 66	5	5	5	5	5	25
Subject 67	4	4	4	4	3	19
Subject 68	5	2	5	4	3	19
Subject 69	5	5	5	5	5	25
Subject 70	5	3	4	5	5	22
Subject 71	3	3	4	4	4	18
Subject 72	4	4	5	5	5	23
Subject 73	3	3	4	4	4	18
Subject 74	1	1	5	3	2	12
Subject 75	5	4	5	5	5	24
Subject 76	1	1	4	4	2	12
Subject 77	5	5	5	5	5	25
Subject 78	3	3	5	4	3	18

Subject 79	5	5	5	5	5	25
Subject 80	5	5	5	5	5	25
Subject 81	5	3	5	5	5	23
Subject 82	5	4	5	5	5	24
Subject 83	5	3	5	5	5	23
Subject 84	5	4	5	4	5	23
Subject 85	5	3	5	5	5	23
Subject 86	4	4	3	4	4	19
Subject 87	5	5	5	5	5	25
Subject 88	4	4	5	4	4	21
Subject 89	4	3	5	5	5	22
Subject 90	5	5	5	4	5	24

Source: author's questionnaire

The table shows the answers from all the 90 subjects in the sample used in this research, and every answer given in the Likert-Type Scale Response Anchors, from Questions 1 to Question 5 separately. With the total from all the questions together per subject participating in the research.

4.3.1 Mean, Standard Deviation and Variance

Table 8 – Statistics Data Analysis – Mean, Standard Deviation and Variance

	Question 1	Question 2	Question 3	Question 4	Question 5	Total
Mean	4,077777778	3,388888889	4,555555556	4,466666667	4,255555556	20,74444444
Standard Deviation	1,15367296	1,177451489	0,84946925	0,73744168	1,10729056	4,18279276
Variance	1,330961298	1,38639201	0,721598	0,54382022	1,226092385	17,4957553

Source: author's questionnaire

The table above shows which answers were most given by the 90 subjects in the sample on the Questions 1 to Question 5. The table contains the values of the Standard Deviation and Variance in the data from Questions 1 to 5. It gives the same measures for the total answers given by all 90 subjects in the sample.

4.3.2 Standard error

Table 9 – Statistics Data Analysis – Standard error

Standard error	0,05174627
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Source: author's questionnaire

The standard error is an indicator of how different the population mean is probably to be from a sample mean. It indicated the reliability of the mean. The standard error is equal to 0.05. A value below 1 means a low standard deviation, which indicates that the data in this dataset is clustered around the average (Mean) of the sample.

4.3.3 Covariance

Table 10 – Statistics Data Analysis - Covariance

Between	Covariance
Q1 and Q2	0,83458177
Q1 and Q3	0,55181024
Q1 and Q4	0,58127341
Q1 and Q5	0,91248439
Q2 and Q3	0,47815231
Q2 and Q4	0,44569288
Q2 and Q5	0,82084894
Q3 and Q4	0,3670412
Q3 and Q5	0,54182272
Q4 and Q5	0,60973783

Source: author's questionnaire

The covariance will determine the relationship between the movements of two random variables. When the covariance is a positive value, it indicates that two variables have the tendency to perform well at the same time, and a negative covariance indicates that they tend to move in opposite directions.

Based on the covariance values between questions 1 through 5, all the relationships have a positive value.

4.3.4 Cronbach's Alpha

Table 11 – Statistics Data Analysis – Cronbach's Alpha

Cronbach's Alpha	0,878571429
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Source: author's questionnaire

Cronbach's alpha is a measure of internal consistency. It indicates how closely related a set of items are as a group. It is a measure of scale reliability. The results can range from 0 to 1. Alpha values are described as: $\alpha \geq 0.9$ = excellent, $0.9 > \alpha \geq 0.8$ = good, $0.8 > \alpha \geq 0.7$ = acceptable, $0.7 > \alpha \geq 0.6$ = questionable, $0.6 > \alpha \geq 0.5$ = poor, $0.5 > \alpha$ = unacceptable.

Based in the qualification of the Cronbach's Alpha measures, the data in this research has the value of 0.87, which indicates a good internal consistency. Having a value higher than 0.9 would not necessary be good or better, since it might indicate redundancy in the data. A value equal or higher to 0.8 is a very good level.

5.0 Discussions and Findings

5.1 Interpretation and summary

This study has the objective to compare On-sight, Remote, and Hybrid working methods.

Six Research objectives were defined, and a survey was the tool to answer the questions.

The 1st objective, based on the literature: If the adoption of digital flexible working arrangements has thus far been steady and gradual, we are currently witnessing an acceleration of this phenomenon on a scale unseen before (Popovici, 2020), was to learn how many subjects from our sample currently is or had worked from home or hybrid. The survey showed that 28 subjects (30,8%) worked or are working remotely, 37 (40,7%) worked or are working within the hybrid model, and 26 (28,6%) never worked in these models before or now. It shows how remote work and hybrid work are very popular right now and are being kept after the Pandemic. More than 70% of the sample have or had experienced the new models. By knowing that how would the number of people working remotely or in the hybrid model change in the next few years? Would it be around the same, increase or decrease? Will companies keep improving remote and hybrid work or this will slowly decrease, and on-site work will be the normal rule again? much of the sample is working remotely or in the Hybrid model, make the research more relevant, considering that this research is focused on the new models versus the on-site work. Most subjects in the sample have experience and can speak based on it. The contribution of this information can indicate that the new models are having a longer life than only for the periods of lockdown during the pandemic and with more time of this being a reality there are more aspects to study and analyze over time. This information originates more questions, such as how would the number of people work remotely or in the hybrid model change in the next few years? Would it be around the same, increase or decrease? Will companies keep improving remote and hybrid work or this will slowly decrease, and on-site work will be the normal rule again?

The 2nd objective, based on the literature: The hybrid model features flexibility and choices. Hybrid work models will allow organizations to recruit talent better, achieve innovation and create value for all (Hilberath *et al.*, 2020), is to understand if the new models of work can foster positivity and innovation. More than 73% of the subjects answered either "Agree" or "Strongly Agree" with the new models fostering positivity and innovation. Considering that these are very new and only bloomed recently, most of the subjects already believe that this is true. Getting the opinions from the subjects can back up the affirmations from the literature in that matter. This can generate more investment and attention on the field

of innovative tools for companies in order to update and upgrade Remote and Hybrid working models. More questions on this topic can rise, as: How much can innovation be focused on remote work and hybrid work with time? What can be expected in the next few years and in the distant future if remote work and Hybrid work keep being adopted by companies?

The 3rd objective, based on the literature: Hybrid work can boost and improve teamwork (Richard Summerfield, 2022), aims to know the opinion of the subject wheatear the new models can boost and increase teamwork. The option with more votes was "Neither agree or Disagree", with 34.1%, and 45.2% answered either "Agree" or "Strongly Agree". This shows that in general the new models increase teamwork, but many still don't have a formed opinion, which is very acceptable once it's a very new reality for most workers and companies. This data shows that teamwork is not yet something that most of the workers have an opinion on it, neither positive nor negative. This can show that there are more aspects to study and understand what makes the workers to not have a final answer about this aspect or the new working models. Questions such as: What can companies do to make employees feel like teamwork has been improved and what ways to really upgrade the sense of team without being physically in the same place.

The 4th objective, based on the literature: The hybrid environment are also known to encourage coordinating efforts to support adaptability and flexibility (Zeller, 2018), is to understand how much can working from home every day or a few times a week can foster adaptability and flexibility. This was the question in the survey with the highest percentage in an option, 70% of the subjects voted that they strongly agree that working from home in any degree can increase adaptability and flexibility. Workers believe that not needing to be at the office every day gives brings these benefits to their personal and working lives. This information can be used to further understand and research how the different lifestyles and households benefit from the flexibility and adaptability in the new models. This enforces the affirmation in the literature and also generates questions, such as: Can quality of life increase overtime because of the new methods of work? Will traveling increase around the world because of the freedom workers have once they don't need to be at an office to work?

The 5th objective, based on the literature: More and more companies have seen the number of their remote workers increase during the past years and they will only continue to grow due to the uncertain context induced by the Covid-19 pandemic (Popovici, 2020), aims to learn the opinion of workers wheatear Remote and Hybrid work will be part of the present and future. Most of the sample (59,3%) answered that they "Strongly agree" that the new models will be part of the future. Only 1.1% answered that they "Disagree" that the new models

will be part of the future. The information obtained in this question, shows that most subjects believe that the new models are here to stay, and gathering other indicators from other questions, the reasons why subjects believe this, is among other possible reasons, the many positive aspects the new models bring to their personal and working lives, and other reasons such as the uncertainty the disease brought as said in the literature. This question will be able to have a certain answer in the years to come, once it is possible to confirm if the new models will stay around for the future to come.

The 6th and last objective of this research, based on the literature: Positive relations are more recognized among professionals over negative ones (Ferreira *et al.*, 2021), is to know if there are more positive or negative objectives to Remote and Hybrid working models. 87% of the subjects in the sample answered that in their opinion there are more positive than negative aspects. In addition, 60,4% answered "Strongly favor" when asked if they would like to keep working remotely or in the hybrid model. The result of this question indicates that the majority believes that there are more positive than negative aspects. This opens the discussion to learn more about these aspects and how the employees see this over time, from the early days of the new models implemented to the current time. In the next years learning if the percentage of subjects that believe there are more positive aspects over negative ones is something that will indicate a lot of the development of the new models.

The survey showed that the majority of subjects like the new models, believe that the positive negatives outcome the negative ones, and would prefer to keep working like this than to go back to working in an office.

After analyzing the survey these were the findings:

1. More than half of the subjects from the sample are working in the Remote or Hybrid model.

2. Most of the subjects in the sample believe that Remote and Hybrid work fosters positivity and innovation.

3. Is not proved or denied that teamwork was improved with the new working models.

4. The big majority of the sample believes that Remote and Hybrid work fosters adaptability and flexibility.

5. Most of the subjects believe that Remote work and Hybrid work will be part of the present and future.

6. Most of the subjects in the sample think there are more positive than negative aspects to the new working models.

Table 12 – Research Objective

Research Objective	Situation
O1: More than half of the people in the sample are working from home or had already worked remotely or in the hybrid model.	Validated
O2: Working from home fosters positivity and innovation	Validated
O3: Teamwork has improved with remote and hybrid working models	Not validated nor invalidated
O4: Working from home fosters adaptability and flexibility	Validated
O5: The opinion of the majority in the sample believe that remote work and hybrid work will be part of the future	Validated
O6: There are more positive than negative aspects to remote and hybrid work	Validated

Source: author's questionnaire

6. Conclusion

When comparing On-site work, Remote work, and Hybrid work, after Covid-19 workers and prefer working from home full time or part time.

Based on the results of this study, it is accurate to conclude that after the outburst of Covid-19, most workers and companies started to work online or in the hybrid model. Not only during the Pandemic and lockdowns but now when the situation is under control, several companies kept the option to work from home or part at home and part at the office. This study has shown that most of the sample are working away from the office and would prefer to keep working in this model than to go back to on-site working full time. This study has shown that workers believe that there is more positive aspect to the new models than negative ones.

7. Limitations

The topic of Remote work and Hybrid work in its recent proportion is very new and fresh. It's challenging to analyze and study a theme that has only been very recent studies and a very short time in action. There are many limitations to understanding and concluding something that is so recent and has no proof of negative and positive aspects, as the outcome of the new models over time.

A group of 91 individuals did the survey, most of the sample is from Portugal and Brazil, and a small number of individuals from other European countries. This is a limitation since we are only getting opinions and experiences from people in these countries, which is far from a worldwide perspective. The results are somewhat influenced by the culture of these countries too. The age groups of the individuals in the sample are between 18 and 50 years old. Some of the 91 individuals that have participated in the survey don't work in a hybrid model or remotely, which makes the sample for the subject smaller.

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