

# Remote work in the United States: a micro-survey on organizational transformation after Covid-19

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## Abstract

At the beginning of 2020, the United States introduced severe restrictions on mobility due to the unexpected outbreak of the Covid-19 pandemic. However, the United States suffered fewer negative economic consequences from the lockdown than other developed countries. Among other factors, this outcome might depend on the capability of people and organizations to move part of their work-related activities from offices to homes. In this paper, within the Socio-Technical System perspective, we provide the results of a micro-survey which explores the adaptability of about 500 American workers and organizations to the context of involuntary remote work during the pandemic phase. The preliminary results show that, in the fall of 2021, one-third of the American workers reached by the survey could benefit from place or time flexibility at work. Furthermore, about one-half of the involved American organizations established a head of remote work managing and coordinating remote workers. By means of this preliminary analysis and according to our theoretical framework, we show that new roles, work-life balance policies, and psychological support services might potentially be relevant drivers – at policy level as well – for structuralizing remote work in the long run.

**Keywords:** Covid-19, Future of work, Micro-survey, Remote work, United States

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## 1. Introduction

After the outbreak of the Covid-19 pandemic and the mobility restrictions introduced with the general lockdowns, many workers in many countries experienced, suddenly and mostly for the very first time, remote work continuously. The phenomenon of remote work was not an unknown practice before the pandemic. However, it gained an unexpected magnitude because it involved hundreds of thousands of organizations and millions of people throughout a few months of the lockdown phases.

Thus, organizations “[...] have flirted with remote work since the 1970s” (Leonardi, 2020, p. 249), when technological advancements allowed out-of-office workers to stay connected with their organization remotely: with the diffusion of computers and the Internet, the dichotomy work-office was potentially broken down for many office-based jobs (Olson, 1983).

Although both theory and practice explored many shades of alternative working arrangements in the following five decades (Cuel et al., 2022), remote work never became a systematic and diffuse tool adopted by organizations. Instead, remote work was always perceived and represented as an exception, often accompanied by a degree of suspicion mediated by mistrust (Kaplan, 2018; Parker et al., 2020). Managers usually considered workers’ physical absence from the office equivalent to lower individual productivity. By not being able to directly assess the performance of remote workers (Errichiello & Pianese, 2016), managers did not perceive remote work as a general and value-enhancing opportunity to adopt diffusely. Instead, they mainly conceived of it as an occasional practice to be activated in extraordinary circumstances. Moreover, the increased autonomy of remote workers was often perceived as reducing the importance of managers’ roles (Dambrin, 2004). In a nutshell, an aura of skepticism has surrounded remote work, limiting, for decades, its adoption among organizations and workers.

However, during the lockdown phases, remote work became a valid – and sometimes the only – alternative for many workers and organizations to continue their socio-economic activities: the choice was often between performing remotely work-related tasks or completely closing the business. For example, several countries provided schooling activities exclusively through web platforms to avoid a stop in educational services, with teachers and students sitting inside their homes. Thus, forced by the general lockdown restrictions, many managers, organizations, and workers quickly left aside the concerns and skepticism attached to remote work and massively adopted the practice to avoid total shutdowns. Given the magnitude of the phenomenon, this represented a leap into a new way of organizing work.

The quick adoption of remote work arrangements to respond to the pandemic context proves employees and organizations’ capability to rapidly adapt to exceptional and unexpected scenarios. Several studies identify individual and organizational factors – beyond technological equipment – at the basis of such a rapid adaptation process (Chatterjee et al., 2022; Tokarchuk et al., 2021; van Zoonen et al., 2021). Nevertheless, it is still unclear what will happen to remote work once the unexpected circumstances linked to the pandemic cease (Adekoya et al., 2022;

Johnson & Suskewicz, 2020). Apart from measuring if organizations and workers will discharge remote work as rapidly as they adopted it, it is essential to investigate if remote work will be internalized and structuralized within organizations as a common practice in the long run.

This paper aims to explore the transformation of some American organizations and understand whether the skepticism surrounding remote work, eroded during the pandemic phase, will resist (Aksoy et al., 2022) or whether “[...] once businesses and individuals invest[ed] in the fixed costs of remote work, including technology but perhaps more importantly in developing the necessary human capital and organizational processes, then they [will] stay with the new methods” (Brynjolfsson et al., 2020, p. 23; de Lucas Ancillo et al., 2021).

Within the Socio-Technical System perspective and through a micro-survey (Appendix), we collected about 500 responses to glimpse how American organizations transformed in November 2021, during the second wave of the pandemic and the consequent restrictions. This with the main aim to grasp how prepared these organizations might be to structuralize remote work in the long term, beyond reacting to unexpected circumstances. We decided to focus on the United States because they suffered fewer negative economic consequences from the lockdown compared to other developed countries. Moreover, they are among the countries where – after the pandemic – the planned levels of remote work from the side of employers present a considerable gap with the desired levels of remote work from the side of employees (Aksoy et al., 2022; Brynjolfsson et al., 2020).

The micro-survey was designed to capture the essential factors of organizing remote work. We centered the questions around the different shades that characterize flexible work arrangements and the new roles that emerged within organizations. We collected a sample of 504 responses among American part-time (178) and full-time (326) workers.

The results show that, in the fall of 2021, one-third of the American workers reached by the survey could benefit from place or time flexibility at work. Moreover, in the same period, one-half of the involved American organizations defined a new role entitled “head of remote work, head of agile, head of flexible work, etc.”, in charge of managing and coordinating remote workers. Nevertheless, only one-third of the organizations introduced a person in charge of promoting workers’ work-life balance, and only one-fifth established an active psychological support service for remote workers. Lastly, only one organization out of six in our sample introduced the three mentioned roles together. According to our theoretical framework, this rough percentage may represent an estimation of the number of organizations that will continue adopting hybrid forms of work in the long run, even after the pandemic emergency.

## **2. Remote work in the United States as a response to the pandemic**

At the beginning of 2020 United States, like many other countries, introduced several mobility restrictions due to the outbreak of the Covid-19 pandemic.

According to the New York Times (Mervosh et al., 2020), Covid-19-related regulations introduced across the country urged 316 million Americans (95% of the population) to stay home starting from April 2020. The mobility constraints put many American organizations in front of a crossroads: a) to completely stop their business, with a high degree of uncertainty about the time horizon the organizational activities could begin again, or b) to continue the business by transferring some immaterial work-related tasks and activities, supported by technological devices, at workers' homeplace.

Given the impossibility of predicting a plausible end of the lockdowns, many organizations adopted alternative b). Thus, in April 2020, about 50 million employees over 16 (35% of the total) suddenly experienced work at home for pay regularly as an alternative arrangement to office-based work (U.S. Bureau of Labor Statistics). Most relevantly, the majority of the involved employees, together with their organizations, experienced working from home continuously for the first time, navigating de facto an unknown land.

Remote work has affected the various economic sectors to a different extent, mainly depending on the type of performed task (Hatayama et al., 2020). Thus, according to the U.S. Bureau of Labor Statistics, only 5% of employees in transportation and material moving occupations worked from home during the 2020 wave. In contrast, the percentage exceeded 80% for those involved in education, training, and library occupations. In addition, other features at the individual level (e.g., gender, race, and income) played a relevant role in determining who could access remote work in the United States (Gaffney, 2021).

In general, this massive implementation of remote work across the country contributed at the same time to limiting both, the circulation of Covid-19 because workers were not required to commute or share office spaces and the negative economic impact due to the mobility restrictions, since employment relationships and work activities could continue. Indeed, the high number of remote workers alleviated the negative economic consequences of the lockdown measures: the Gross Domestic Product of the United States in 2020 decreased by only 3.4% compared to the previous year (OECD, 2021).

After the peak of the first pandemic wave, involuntary remote work started to fade, in conjunction with the beginning of the vaccination campaign (middle of December 2020). The restrictions were gradually lifted, and workers started returning to their usual workplaces. Thus, in November 2021, the U.S. Bureau of Labor Statistics registered 17 million remote workers (11% of the total), that is only one-third of April 2020. In June 2022, with restrictions almost entirely lifted, remote workers were slightly more than 11 million (7%).

The few numbers presented above describe the severe shocks that stressed rapid changes in about two years, proving an impressive capability of organizations and employees to adapt to unexpected emergencies and work modalities. The next challenge is understanding whether what was learned through unexpected events will be used in "expected" times and circumstances or whether remote work will be remembered only as a temporary experience (Kniffin et al., 2021). To analyze these

and other related aspects, the Socio-Technical System theories have been adopted (Section 2), and a micro-survey has been implemented (Section 3 and 4).

### **3. Theoretical framework: remote work and Socio-Technical System**

Remote work refers to the ability of employees to work outside the organization, usually at home, in coworking areas, in parks, or any other place from which workers can connect with the legacy systems of the organization, coordinate with colleagues, and perform tasks (Cuel et al., 2020; Cuel et al., 2021; Ghislieri et al., 2021; Grant & Russell, 2020; Rymkevich, 2018; Sullivan, 2003; Torre & Sarti, 2019; Yu et al., 2019). In its extended form, basic remote work is often associated with other forms of flexibility, such as time or contract (goals) flexibility, and it is used in a broader and more sophisticated sense. Therefore, seen from an overarching perspective, flexible working includes the possibility for workers to choose when, where, and for how long they engage in work-related tasks (Jeffrey Hill et al., 2008). Several studies propose conceptual frameworks that systematize various features that define and differentiate practices, such as remote, flexible, agile, hybrid, and smart working (Baptista et al., 2020; Cuel et al., 2020; Grant & Russell, 2020; Porter & Van Den Hooff, 2020). Nevertheless, they all refer to three fundamental dimensions: flexibility in terms of time, space, and contract.

In order to clear up confusion about the myriad of peculiar definitions shaped so far – especially in the pandemic context (Butera, 2020) –, we adopted a new perspective compared to the previous literature. In this study, we focused on the three constitutive elements of work flexibility mentioned above. Moreover, they do not have to be considered exclusive. Instead, the different layers of flexibility can overlap and co-exist in an actual situation (Figure 1). This can give rise, also through additional definitions and elements, to several shades of remote work, such as telework, flexible work, agile working, and so on.

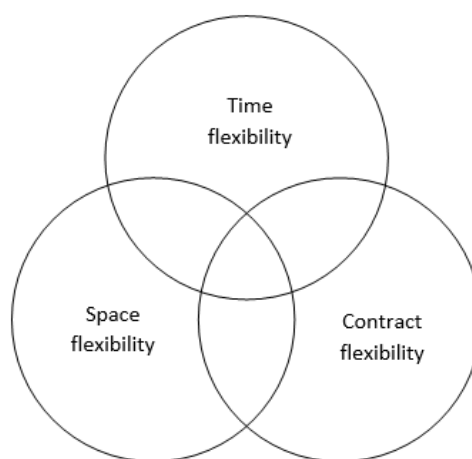
However, analyzing work flexibility from the perspective of these essential elements (Jeffrey Hill et al., 2008) should avoid any ambiguity intrinsic in nomenclature. Thus, the first part of the research investigates how on-site and off-site workers adopt flexibility in place, time, and contracts. We believe this is a better way to measure and portray the complex constellation of flexibility in work arrangements.

As Simon (1960) wrote in his futuristic vision, organizations are large and complex dynamic systems involving various sorts of man-machine and machine-machine interactions. In some way, industry 4.0, big data, and even more so remote work made concrete the vision of Simon. It is a matter of fact that remote work and, in more general, flexible work arrangements are powerfully shaped by technology that, on different levels of implementation, transforms the traditional workspace into the so-called digital workspace (Dąbrowska et al., 2022; Dery et al., 2017; Esli et al., 2022).

Consequently, the digital workspace is characterized by the continuous interaction between workers and machines, stressing the need to analyze remote

work according to both dimensions, technological and social. In this sense, the Socio-Technical System approach represents a perfectly suited compass to interpret the digital workspace transformation, boosted by the pandemic context (Pasmore et al., 2019). The technical subsystem observes the adoption of emerging solutions that affect the studies on computer interfaces, ergonomics, and humans in the loop (Baptista et al., 2020). The social subsystem observes human variables relating to the individual features of people who operate within the organizational system (qualifications, attitudes, motivation, personality).

**Figure n. 1 - Flexibility dimensions for workers and their possible interactions**



*Source: own elaboration*

As also depicted by Cuel et al. (2022), the STS can be extended not only to include remote work (Bednar & Welch, 2020; Bélanger et al., 2013; Bentley et al., 2016), but to furtherly analyze the degrees of internalization of remote work in organizations during the Covid-19 crisis. As explained, in the first period of the pandemic, the technical subsystem has been developed since much effort has been spent on adopting new technologies and tools (hardware and software) that could enable employees to perform their tasks from home. Lately, a shift of attention to people and the social subsystem has been observed. Organizations invested in filling the gap of competencies in managing work remotely, communicating online, monitoring time spent at work, measuring results, dealing with work-life balance, observing the right to disconnect, and so on. More recently, substantial attention has been given to ameliorating processes and tasks (technical subsystem). Still, little was done on organizational structures, such as introducing new organizational models, roles, and policies that exploit the benefits of remote working (social subsystem).

To investigate the preparation to structuralize remote work in organizations, the paper investigates any possible correlation between the presence of the above-



mentioned new roles with other services and policies, such as the psychological support service and the work-life balance policies.

#### **4. Micro-survey method and sample**

Information technology allows workers to stay connected with their organizations and transfer out of the office part of the work-related tasks. The diffusion of personal computers and internet networks also allows reaching everyone everywhere, even when a significant share of people is constrained behind a computer station. We took advantage of this situation to share an electronic survey (Greenwood et al., 1987) among the American working population.

After several brainstorming moments, we designed a micro-survey with eight questions (three of which were dedicated to demographic variables) that could capture the evolution of the organizational structure during the Covid-19 pandemic according to the Socio-Technical System approach presented above. The micro-survey was designed to be brief (by limiting the number of questions) but simultaneously capable of capturing the main changes happening in the social subsystem within organizations.

We used LimeSurvey, an open-source survey application, to build the micro-survey with skip-logic and branching questions (Greenwood et al., 1987). In November 2021, we shared the questionnaire a Prolific (Palan & Schitter, 2017), a platform for online surveys that includes about 40,000 American respondents, of which about 14,000 categorized as workers. We collected 504 responses, divided into two clusters: part-time workers (178 respondents) and full-time workers (326 respondents).

#### **5. Results description**

We first start presenting some demographic variables linked to the sample. Then we focus on the organizational variables. Before providing the descriptive results, we remark that they are highly sample-dependent given the small sample size.

In terms of gender distribution, out of 504 respondents, 281 were males (55.8%), 214 were females (42.4%), and nine (1.8%) respondents chose the non-binary option. As for the age distribution, the young population was overrepresented, probably due to the typical user of the Prolific platform. Thus, 324 (64.3%) respondents were 35 or younger, and only 28 subjects (5.5%) were 56 or older. Regarding the educational level, 68% of the sample achieved at least a bachelor's degree. Lastly, most of the analysis sample declared they did not have children (76%) and that no elders lived in their households (92.4%). Again, these percentages might be linked to the overrepresentation of younger Americans in the sample. This skewness of the age distribution has to be taken into consideration when interpreting the results.

Within the sample, there is an equal split of workers working in the private and public sectors, and most respondents (53.5%) declared to work for firms with 250 or more employees. Moreover, the majority of the involved respondents were employees (65.2%). Despite having acknowledged that remote work differently affected the various sectors (see Section 2), we intentionally did not investigate the field of the organization because we considered it against the micro-survey principle – the list of potential fields was too long and dispersive, therefore time-consuming for the respondent to state it.

We now turn our attention to the dimension of individual flexibility at work. In the micro-survey, we considered three possible dimensions of flexibility: space, time, and contract flexibility. As explained in the theoretical section, these dimensions are derived from the literature and might co-exist in an actual situation. Moreover, in the questionnaire, we differentiated office-based workers from off-site workers (e.g., surveyors). To study flexibility, we asked the participants the following question: “Which is your current work mode?” (Appendix). Because of the overlapping nature of different forms of flexibility, we left the possibility to tick multiple options. For example, a surveyor can work from the office and at construction sites. Table n. 1 reports the summary statistics of the different dimensions of flexibility experienced by workers.

**Table n. 1 - Flexibility dimensions of workers within American organizations<sup>4</sup>**

Form of flexibility	Office-based				Off-site/Distributed/On the field			
	place	time	contract	no forms of flexibility	place	time	contract	no forms of flexibility
place	31.1%	17.6%	5.5%		36.3%	21.4%	8.1%	
time		34.9%	6.3%			33.9%	8.5%	
contract			7.5%				10.7%	
no forms of flexibility				30.3%				20.8%

Source: own elaboration

A preliminary look at Table n. 1 seems not to highlight notable differences. However, a more careful analysis reveals that the American off-site workers of our sample enjoy a greater magnitude of flexibility. We can deduct this from the complementary share of people who stated they could not access any form of flexibility. For instance, 30.3% (20.8%) of office-based (off-site) workers have no

<sup>4</sup> Since the different forms of flexibility can overlap, the sum of the diagonals is not 100%.



flexibility at work. This means that 69.7% (79.2%) of office-based (off-site) workers can benefit from at least one of the flexibility dimensions we investigated.

From the data, we can also deduce that the different forms of flexibility are more interrelated for the off-site workers reached by the survey. In contrast, office-based workers seem to enjoy the different forms of flexibility separately – when they can access flexibility. From the sample we could also observe that female and part-time workers benefitted more from flexible work arrangements than male and full-time workers.

Our second primary focus was on the organizational dimension within which the several forms of flexibility are arranged. We asked the participant to answer the following question: “Within your organization, is there:

- a manager or an office in charge of promoting, improving, and managing agile and remote work?
- a manager or an office in charge of promoting the work-life balance?
- a psychological support service?”

The purpose of this set of questions was to understand the transformation of the involved organizations during the pandemic phase to incorporate some or all of the flexibility dimensions described above. Table n. 2 reports the summary percentages.

According to our data, one-half of the American organizations represented in our sample introduced a new role to manage remote and agile work during the pandemic phase (Cuel et al., 2022). Four out of ten activated a role or an office in charge of promoting work-life balance, and one-third introduced both dimensions.

Turning the attention to the psychological support service, which requires an expert in the field, we can observe a lower propensity or capacity to finalize it. Only three organizations out of ten in our sample implemented the service.

Eventually, only 16% of the observed organizations complemented the three offices and services (remote work, work-family balance, psychological support), whereas one organization out of five did not introduce any.

**Table n. 2 – Managing flexible work**

	<b>Head of remote work</b>	<b>Work-family balance</b>	<b>Psychological support</b>	
<b>Head of remote work</b>	49.4%			
<b>Work-family balance</b>	36.1%	43.2%		
<b>Psychological support</b>	20.8%	20.2%	32.1%	
<b>All</b>				16.6%
<b>None</b>				22.2%

Source: own elaboration

## 6. Discussion

The pandemic and the subsequent lockdowns introduced by many countries impacted workers' daily lives from multiple points of view (Kniffin et al., 2021; Tull et al., 2020). One of the areas where many people experienced drastic changes was the working environment, which unexpectedly moved from offices to homes. This remote modality changed workers' conditions, who suddenly and involuntarily had to deal with new challenges, such as digital and technological literacy or the boundaries between the work and the private life spheres (Grant & Russel, 2020).

These changes at the individual level were also parallel to changes at the organizational level because the priorities of several organizations were overturned: letting people work from home – when possible – was the only way to guarantee the business to continue. Such a forced and uncomfortable situation opened the doors to the widespread adoption of remote work practices, until then not considered strategic or fundamental for most organizations (Leonardi, 2020).

However, in the first moment of engaging with work-related tasks remotely, organizations and workers almost entirely focused on the technological equipment (e.g., laptops, smartphones, internet connections). This approach was considered necessary to keep workers and organizations connected, guaranteeing the continuation of job activities. After the technological rush, organizations started focusing on other aspects of remote work, such as task reorganization and organizational structure, which are globally seen as a priority in the development agenda. In the same vein, the emergency spurred the creation of new roles, for example, a Covid-19 manager to deal with the health security of workers in the workplace (Cuel et al., 2022; Nataloni & Pilati, 2022).

The data presented above were collected in the attempt to track the evolution and transition of some American organizations during this second phase. They can be considered a preliminary and partial proof of the capability of workers and organizations to adopt and adapt to remote work arrangements as a response to the pandemic, not only as a short-term reaction to the emergency context. In November 2021, two-thirds of the office-based workers of our sample had access to one of the three forms of flexibility. They demonstrated a new general attitude of organizations and workers towards alternatives to office-based jobs, as supported by official data as well (U.S. Bureau of Labor Statistics). This evidence of the rapid evolution of organizations to the new exogenous context, together with the willingness to reach new equilibria after the emergency phase, is accompanied also by the fact that half of the organizations within our sample developed a new role or an office in charge of promoting, improving, and managing agile and remote work. Moreover, four of these organizations out of ten appointed a person to monitor and guide employees' work-life balance.

With the due caveat, the data collected about the same set of American organizations can provide a good indication on how the different dimensions of flexibility will play a significant role in future work arrangements because: if well managed, these dimensions can improve the quality of work and life (Grant & Russel, 2020). Indeed, managing flexible work explicitly adopting work-life balance

practices does not refer to the idea that work should not interfere with private life. Instead, both elements refer to the idea that work should contribute to improving life quality. Flexible work – if well managed, as much from the individual as from the organizational point of view – can contribute to this objective. Despite a merely descriptive analysis, we consider the results of our small sample size grasping what might happen to remote forms of work once the unexpected circumstances linked to the pandemic will be definitely over. Hybrid forms of work, combining the different dimensions of flexibility, will be increasingly requested from the workers' side and accommodated from the organizations' side – even though some of the most recent literature disagrees on the latter point (Aksoy, 2022).

Indeed, from the organizational point of view, the skepticism linked to remote work arrangements should also be considered overcome. Even if, according to the data presented in Section 2, full-time remote work is being rapidly dismissed, giving the impression that it will become again a marginal practice, the data presented in Table 2 suggest that the involved organizations are now implementing several management practices to deal with flexible arrangements from an overarching perspective (Brynjolfsson et al., 2020; de Lucas Ancillo et al., 2021). In other words, the workers reached by our survey seem to be now ready to deal with intermediate forms of remote work in the future (Table 1). Therefore, the practices mentioned above can become a standard toolkit through hybrid work arrangements (Butera, 2020).

Nevertheless, it is essential to highlight that simply appointing a person as a head of remote work (Cuel et al., 2022) is not considered enough to transform remote work and its variants into a systematic practice in the long term after the pandemic is over. In fact, the higher the complexity of flexible work arrangements (Figure 1), the more sophisticated the organizational structure is expected to be. Thus, complementary roles, such as an officer in charge of promoting workers' work-life balance or active psychological support service, should be integrated into organizations adopting hybrid forms of work. Only in this way a previous "emergency backup" practice can become structural and a) better serve the organizations' objectives while b) improving workers wellbeing – avoiding that working anywhere-anytime becomes working everywhere and always (Dagnino, 2020).

## **7. Concluding remarks**

Before the Covid-19 pandemic, work and office were two sides of the same coin. The pandemic changed this paradigm because the strict lockdowns introduced in some countries constrained a relevant share of employees to work from home supported by technological devices.

We explored how some American organizations adapted to this situation because one-third of American employees unexpectedly had to perform work-related tasks from home continuously.

We collected the data through a micro-survey disseminated in November 2021. Our data show that the skepticism attached to remote work should be overcome because in the period of the micro-survey, despite only 11% of American employees working remotely full-time, about 70% of the office-based workers in our sample could access different dimensions of flexibility.

In the same way, about 80% of the involved organizations rapidly introduced new roles to manage unexpected circumstances. However, nowadays, only 16% of them seem to be prepared to deal with hybrid forms of work from a global perspective in the long term (Grant & Russel, 2020).

From a practical point of view, this, together with breaking up work flexibility into its essential elements, can contribute to advancing the best practices, for organizations and policymakers, in developing ad hoc regulations and agreements with workers.

Taking advantage of the STS approach and extending it to flexible work arrangements (Bednar & Welch, 2020; Bélanger et al., 2013; Bentley et al. 2016), we demonstrate that new roles, work-life balance policies, and psychological support services are good drivers of a more structuralized remote work organization in the long term.

Our study presents some limitations, mainly concerning the time and the sample size of our survey.

First, our sample size is very limited compared to the American working population. Despite the data collected are comparable with other similar studies on the topic during the same period (Barabaschi et al., 2021), it is not possible to generalize our results. Given also the elementary empirical analysis – mostly related to the micro-survey structure – we could provide only some intuitions consistent with the underlying theoretical framework.

Second, but somehow linked to the first point, our data portray a single moment of time. We have no comparable data during the other phases of the pandemic and considered the STS model extended to flexible work arrangements.

Third, we cannot disentangle other structural elements of the American economy and policy that possibly fostered the adaptability of workers and organizations to remote work during the pandemic.

Future research might explore several other aspects connected to this preliminary study. Now that the percentage of full-time remote workers in the United States is constantly dropping (U.S. Bureau of Labor Statistics), one possibility for is to repeat the micro-survey to double-check the results presented in this study.

A possible follow-up might also consider the preparation of another micro-survey to obtain more targeted indications concerning the structural development of organizations, according to the theoretical development proposed in the paper. It might be interesting to explore the cross-field differences.

Lastly, it would be interesting to extend the framework of this study to identify cross-country differences in the implementation of organizational factors enabling flexible work arrangements in the long term.

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## Appendix: questions used for the analysis

### 1. Gender

Female  Male  Non-binary / Prefer not to answer

### 2. Age

[number]

### 3. Education

Compulsory school  High school diploma  University degree

Master  PhD

### 4. In which sector does the organization you work for mainly operate?

Private  Public

### 5. Which is the size of the organization you work for?

Individual company  Up to 10 employees  From 11 to 50 employees

From 51 to 250 employees  More than 250 employees

### 6. Which is your role within the organization?

General manager  Middle manager  Employee

Workman  Self-employed worker

### 7. Which is your current work mode?

	With flexibility of place	With flexibility of time	With flexibility of contract	With no flexibility
From the office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Off-site / Dislocated / On the field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 8. Within your current organization, is there:

a manager or an office in charge of promoting, improving and managing agile and remote work in the long term?

Yes  No  I don't know

a manager or an office in charge of promoting the work-life balance?

Yes  No  I don't know

a psychological support service?

Yes  No  I don't know