



UNIVERSIDADE CATÓLICA PORTUGUESA

# The Influence Of The Different Support Levels On Remote Work.

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Universidade Católica Portuguesa – Abril 2024



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# The Influence Of The Different Support Levels On Remote Work.

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# Resumo

O trabalho remoto ganhou uma importância crescente, especialmente nos tempos recentes. Este estudo procura os fatores que influenciam positivamente a satisfação, bem-estar e produtividade dos colaboradores em ambiente de trabalho remoto. Com uma crescente pesquisa que destaca a importância do apoio organizacional, práticas de gestão e desenho de trabalho na formação das experiências de trabalho remoto, este estudo visa preencher uma lacuna ao identificar características específicas dentro desses fatores que contribuem de forma positiva para os resultados dos trabalhadores remotos.

O tema foi escolhido para explorar a crescente relevância do trabalho remoto nos tempos contemporâneos e desenvolver ideais para a sua implementação mais favorável. Através do uso de um questionário, este estudo fornece conceitos sobre o impacto de vários níveis de apoio em ambientes de trabalho remoto.

Diferentes níveis de apoio têm um impacto significativo nos resultados do trabalho remoto. Elevados níveis de apoio organizacional, incluindo um ambiente de trabalho propício, ferramentas essenciais e formação, levam a um aumento do envolvimento, motivação e produtividade entre os colaboradores remotos. Da mesma forma, características do trabalho como autonomia, objetivos claros e execução eficiente das tarefas influenciam positivamente a satisfação e produtividade. Além disso, práticas de gestão de apoio, como metas claras, orientação e conectividade da equipa, contribuem para níveis mais elevados de satisfação e produtividade.

Palavras-chave: Trabalho Remoto, Apoio Organizacional, Características do Design de Trabalho, Apoio da Gestão, Produtividade.

Número de palavras: 213 palavras



# Abstract

Amidst the evolving landscape of work, remote work has gained increasing prominence, especially in recent times. This study delves into the factors that positively influence employee satisfaction, well-being, and productivity in remote work setups. With a growing body of research highlighting the importance of organizational support, management practices, and job design in shaping remote work experiences, this study aims to fill a gap by identifying specific characteristics within these factors that contribute positively to remote workers' outcomes.

The theme was chosen to explore the increasing relevance of remote work in contemporary times and to develop insights into its most favorable implementation. Through the employment of a questionnaire survey, this study provides insights into the impact of several levels of support in remote work settings.

Different support levels significantly impact remote work outcomes. High levels of organizational support, including a conducive work environment, essential tools, and training, lead to increased engagement, motivation, and productivity among remote employees. Similarly, job characteristics like autonomy, clear objectives, and efficient task execution positively influence satisfaction and productivity. Furthermore, supportive management practices, such as clear goals, guidance, and team connectivity, contribute to higher levels of satisfaction and productivity.

Keywords: Remote Work, Organizational Support, Job Design, Management Support, Productivity.

Word Count: 192 words



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# Introduction

In the wake of unprecedented global events that have reshaped traditional work dynamics, the landscape of remote work has undergone significant evolution, garnering increased attention from researchers.

The substantial rise in remote work before the pandemic was largely motivated by technological advancements. By 2019, tools such as Teams, Webex, and Zoom for video conferencing, along with cloud file-sharing platforms like Box, Drive, and Dropbox, as well as collaboration software such as Asana, Gmail, and Slack, had become readily accessible. These technologies are essential components of contemporary remote work, yet they were nonexistent in the year 2000 (Barrero et al., 2023).

The motivation behind this study comes from the growing importance and attention given to the evolving landscape of remote work. With an increase in the number of papers on this topic, it is becoming clear that organizational support, management practices, and job design are pivotal factors in shaping remote work experiences. However, there is a noticeable gap in the existing research that directly connects these factors to employee satisfaction, well-being, and productivity in remote settings.

This study seeks to bridge this gap by exploring the critical role of organizational support, management support, and job design in shaping the remote work landscape. By examining the perceptions, experiences, and preferences of employees engaged in remote work arrangements, this research aims to uncover insights crucial for optimizing remote work practices and enhancing organizational outcomes.

Organizational support serves as a cornerstone in the remote work paradigm, encompassing policies, resources, and initiatives aimed at facilitating employees'

seamless transition to remote work settings. This study will examine the impact of organizational support on employee motivation, job satisfaction, and productivity to elucidate the nuanced ways in which organizational structures influence remote work experiences.

In addition to organizational support, effective management practices play a pivotal role in nurturing a cohesive and connected remote workforce. This research goal is to explore the extent to which managerial engagement, job design, and support mechanisms contribute to fostering team connectivity and productivity in remote work environments.

This study holds particular relevance and advantages for companies navigating the transition to remote work or looking to enhance their existing remote work practices. As organizations increasingly adopt remote and hybrid work models, understanding the critical factors of organizational support, management practices, and job design becomes essential for success. The insights gained from this research will provide practical guidance and strategies for companies aiming to optimize their remote work environments, leading to increased employee satisfaction, well-being, and ultimately, enhanced productivity.

# Chapter 1

## Literature review

### 1.1 Concept framework: remote work

As remote work has evolved over time, it has led to the use of different terms (table 1). Due to the wide scope of this concept, it's crucial to carefully explore the various viewpoints through which it's understood. This involves a detailed analysis of how remote work is defined and has developed over time (table 2), all aimed at helping us better understand its overall meaning.

The terminology surrounding remote work and telework can be quite diverse, with various terms used to describe the practice of working from a location other than the traditional office or company premises (Allen et al., 2015).

These concepts are closely related to the development and use of information and communication technologies (ICTs) and the locations of workplaces (International Labor Organization, 2020).

<b>Terminology</b>	<b>Definition</b>
<b>Remote Work</b>	Is a work arrangement in which an employee resides and works at a location beyond the local commuting area of the employing organization's worksite (Mokhtarian, 1991). A remote worker can be either self-employed or dependent on an employer.
<b>Telework</b>	Telework is work that is fully or partially carried out at an alternative location rather than the default place of work, and it involves the use of personal electronic devices (telecommunications) to perform the work (ILO, 2020). A teleworker can also be either self-employed or a dependent worker.
<b>Home-Based Telework</b>	Occurs at or from home using electronic devices. There are different categories, such as "permanent teleworkers" who spend more than 90% of their working time from home, "supplementary teleworkers" or "Regular teleworkers" who

	spend one full day per week working at home, and "occasional teleworkers" who have worked at or from home at least once in the last 4 weeks (ILO, 2020).
<b>Home-Based Remote Work</b>	Is carried out at or from home, but it does not involve the use of electronic devices. Workers in this category can equally work "permanently," "regularly," or "occasionally."
<b>Digital Online Telework</b>	Form of employment uses online platforms to enable individuals, teams, and organizations to access others to solve problems or provide services in exchange for payment (Berg et al., 2018).
<b>Virtual Team (VT)</b>	A group of people who work interdependently with a shared purpose across space, time, and organizational boundaries using technology (Lipnack & Stamps, 2000).

*Table 1 : Definitions on the various forms of remote work*

For the purposes of this study, remote work is defined as the practice of working from a location other than the traditional office setting.

Remote work suffered an evolution throughout the years. This evolution was accelerated by the COVID-19 pandemic, which forced companies worldwide to adopt fully remote work models for the safety of their employees.

The table below provides an analysis of the evolution of remote work from its inception to the present day.

<b>1970s</b>	<b>Remote work first appeared as a solution to alleviate traffic congestion and decrease environmental pollution by promoting adaptable work arrangements and enhancing the equilibrium between work and personal life (Nilles, 1998).</b>
<b>1975</b>	Jack Nilles, who worked at NASA, coined phrases like "remote work" and "teleworking." He used these ideas to suggest new ways of working due to resource scarcity. He also used terms like "telecommuting" as alternatives to traditional methods, similar to finding different ways of transportation (Andrei, 2022).
<b>1970s/1980s</b>	Frank Schiff echoed this idea in a Washington Post article, suggesting that working from home could curb gasoline consumption and address various societal issues (Schiff F., 1979). Furthermore, in the 1980s, when telecommunications were very basic, remote work often entailed physically transporting

	paperwork between home and office locations (Barrero et al., 2023).
<b>1995</b>	Woody Leonhard's book emphasized that work is defined by actions rather than physical locations. The importance of a virtual environment for communication and cooperation in business became evident (Woody, 1995).
<b>Early 2000s</b>	The acceptance of remote work as a feasible work arrangement gained traction, notably championed by industry pioneers like IBM, Sun Microsystems, and Cisco (Kurland & Bailey, 2020).
<b>Mid 2000s</b>	The seismic shocks of the global financial crisis in 2008 acted as significant catalysts, leading to the widespread adoption of remote work. Organizations, prompted by the goals of reducing costs, ensuring continued productivity, and prioritizing employee well-being, increasingly embraced remote work as a strategic solution (Brynjolfsson et al., 2020).
<b>Pre pandemic</b>	- The significant growth in remote work before the pandemic was primarily driven by advancements in technology. By 2019, tools such as Teams, Webex, and Zoom for video calls, cloud file-sharing platforms like Box, Drive, and Dropbox, as well as collaboration software like Asana, Gmail, and Slack had become widely available. These technologies are integral to modern remote work, yet they were nonexistent in the year 2000 (Barrero et al., 2023).
<b>COVID-19 pandemic</b>	The COVID-19 pandemic in 2020 acted as pivotal forces, propelling the widespread embrace of remote work. Organizations, driven by the imperatives of cost reduction, sustained productivity, and the well-being of their workforce, increasingly turned to remote work as a strategic solution (Brynjolfsson et al., 2020).

Table 2 : Evolution of remote work

The following table (table 3) offers a detailed exploration of the transformative journey of remote work in the last three years, especially in response to the COVID-19 pandemic. It delves into the significant evolution and impact of remote work, highlighting key findings from recent global research and trends in remote work policies and strategies. This overview aims to provide insights into how remote work has evolved, its current state, and the strategies organizations are employing to navigate this rapidly changing landscape.

Evolution of Remote Work	Remote work has transformed significantly over the last three years, becoming a crucial element of the global work landscape. Initially driven by the COVID-19 pandemic, companies rapidly adapted, reshaping the traditional office-based model (Burrows; Berners-Price, 2023).
Global Webcast Insights	Insights from a recent global webcast titled "Work from Anywhere: It's been three years" involving 580 participants from 52 countries highlighted a notable increase in remote work policies. 48% of respondents have implemented a policy, with an additional 27% planning to do so (Burrows; Berners-Price, 2023).
Drivers for Remote Work	The primary driver for remote work adoption remains employee demand for flexibility (73%). Other key drivers include improving employer attractiveness (53%), addressing talent shortages (38%), and gaining better access to skills (27%)(Burrows; Berners-Price, 2023).
Importance in Talent Strategy	CEOs prioritize remote work in talent retention and accessing diverse talent markets, viewing it as crucial for achieving organizational objectives. Remote work enhances the employee value proposition amid global skill shortages, especially in competitive sectors like Fintech (Burrows; Berners-Price, 2023).
Strategies and Approaches	Organizations vary in their approaches, with some returning to full-time office models, while others embrace long-term hybrid or remote operations. These strategies are evolving independently, with early studies suggesting remote work's positive impact on job satisfaction and productivity (Burrows; Berners-Price, 2023).
Compliance and Regulations	Standardizing regulations for cross-border remote work remains challenging, with varying treatment of remote workers by local governments. Open dialogue between businesses and authorities is essential to address compliance risks in cross-border remote working programs (Burrows; Berners-Price, 2023).
Opportunities and Challenges	The evolving remote work landscape presents both opportunities and challenges for organizations. Continued research and adaptation are crucial to fully leverage remote work's potential in the ever-changing work environment (Burrows; Berners-Price, 2023).

Table 3: Dynamics of remote work evolution and impact

Ongoing research and adaptation are crucial for organisations to fully leverage the potential of remote work in the ever-changing remote work environment. With this in mind, this study has identified organizational support, management support, and job design as focal points for further investigation. The upcoming chapters will provide an overview of the current literature on these three themes.

## 1.2. Organisational Support in Remote Work

Organizational support entails the degree to which organizations acknowledge and reward employees for their efforts, offer assistance when needed, create engaging work environments, and ensure satisfactory working conditions (Rhoades & Eisenberger, 2002). Perceived organizational support is interpreted by employees as a tangible reflection of how much the organization values their contributions and is concerned about their well-being. Employees are motivated to reciprocate favorable treatment by actively contributing to help the organization achieve its goals (Aubè et al., 2007; Eisenberger et al., 2001).

Recognizing the pivotal role of organizational support in fostering positive employee outcomes (Aubè et al., 2007; Panaccio & Vandenberghe, 2009; Riggle et al., 2009), it is imperative to extend this understanding to the context of teleworking challenges. Organizational support not only holds symbolic significance, enhancing employees' sense of value and pride in organizational affiliation but also plays a crucial role in boosting job satisfaction and creating reservoirs of resources to mitigate workplace stressors (Riggle et al., 2009; Panaccio & Vandenberghe, 2009). Beyond the fulfillment of obligations, this support fosters a positive mood, elevating enthusiasm, excitement, and willingness to assist others within the organizational framework (Eisenberger et al., 2001).

However, the transition to teleworking introduces a distinct set of challenges, amplifying worker dissatisfaction. The blurred boundaries between personal and work-life, compounded by inadequate home working arrangements and potential distractions, contribute significantly to this discontent. The inappropriate working conditions at home, often characterized by a lack of dedicated spaces and ergonomic setups, aggravate the difficulties faced by remote workers (OECD, 2020). In light of these challenges, addressing the interactions between organizational support and the distinctions of teleworking becomes imperative to enhance overall employee well-being and satisfaction.

Eisenberger et al. (1986) highlight the importance of telecommuting opportunities as a means for employees to perceive an organization's commitment to their well-being. This recognition gains significance, particularly when telecommuting is not universally applicable due to the nature of certain job roles (Jamal et al., 2021). In line with Judge and Cable (1997), organizational support fosters reciprocity, correlating with heightened commitment and performance from employees who perceive genuine concern for their well-being. Notably, during mandatory telecommuting, a management directive contributes to elevated perceived manager trust and support, as evidenced in studies during the COVID-19 pandemic (Jamal et al., 2021).

Examining organizational support through the lens of Gouldner (1960), its role in enhancing employee dedication becomes apparent. Initially, perceived organizational support instills a sense of responsibility, motivating employees to invest greater commitment and effort in achieving organizational goals (Eisenberger et al., 1986). Secondly, it strengthens commitment to fulfilling socio-emotional needs, fostering a robust relationship between employees and the company (Eisenberger et al., 1986). Thirdly, perceived organizational support cultivates a positive mindset, resulting in a sense of support and heightened affective commitment (Eisenberger et al., 2001).

The crucial role of organizational support in shaping employee well-being and satisfaction in the context of teleworking has been underscored. Organizational backing, including tangible recognition, assistance, and engaging work environments, has emerged as a key determinant of positive employee outcomes. Furthermore, the interplay between job design and individual dispositions has been discussed, emphasizing the influence of information and communication technologies (ICTs) in remote work scenarios.

### 1.3. Job design in Remote Work

For the purpose of this study, job design refers to the deliberate and systematic structuring of tasks, responsibilities, and interactions within a job role to optimize individual and collective performance. It involves the consideration of how work activities are organized, distributed, and executed to achieve specific organizational goals. Job design includes the allocation of tasks, responsibilities, and decision-making authority, as well as the integration of technological tools and systems to enhance efficiency and effectiveness. Moreover, it takes into account individual dispositions, work autonomy, and the evolving landscape of remote work, aiming to create roles that align with employee capabilities and organizational objectives. The objective of job design is to strike a balance between meeting organizational needs and providing a satisfying and productive work experience for employees. Existing literature highlights that individual dispositions and job design influence employees' inclination to seek support (Riggle et al., 2009). For instance, employees with an internal focus of control and high work autonomy are less reliant on organizational support, exhibiting lower levels of gratitude and obligation towards the organization (Aubé et al., 2007). The effectiveness of organizational support is contingent upon avoiding self-serving actions, ensuring that organizational interests do not

overshadow individual merit in reward systems organizational politics (Randall et al., 1999).

Information and communication technologies (ICTs) have become an integral aspect of the contemporary work environment (Day et al., 2012). This significance is particularly pronounced in remote working setups, where technological tools and systems serve as the primary facilitator for 'everywhere work' by enabling the gathering, storing, and transmission of information to central offices and distant colleagues (Belanger et al., 2013; Bentley et al., 2016).

This support for technology-related aspects includes providing employees with tools such as hardware, software, laptops, high-speed internet access, and cell phones. Furthermore, it involves training on working in blended workspaces, which incorporate both physical and virtual interactions, along with competencies on how to effectively utilize these tools (Baker et al., 2006; Bentley et al., 2016; Drouin & Bourgault, 2013). This integration of technology into the work environment is essential for job design, as it allows for the creation of flexible and adaptable roles that can harness the benefits of remote work setups, such as task variety, autonomy, and feedback mechanisms.

In remote work scenarios, ICT tools and systems serve dual purposes: supporting work-related functions for both individual and collective tasks and helping in relational functions essential for socio-emotional processes with remote colleagues (Al-Ani et al., 2011; Baker et al., 2006; Limburg & Jackson, 2007). Information Systems can support various control mechanisms like self-control and peer control, regardless of employees' and managers' locations (Limburg & Jackson, 2007). From a relational perspective, properly designed ICT tools and systems enable effective interactions among remote employees, crucial for fostering both personal and professional relationships (Kimble, 2011). This integration of ICTs into the work environment not only supports job design by enabling effective collaboration and communication but also ensures that remote

employees are equipped with the necessary tools and systems to perform their roles efficiently, promoting aspects of job design such as task identity, skill variety, and task significance.

The transition to teleworking, while providing flexibility, has posed challenges to the quality of communication and overall productivity within organizations. Face-to-face interactions are recognized as more effective forms of communication, attracting attention, yielding positive responses, and allowing for nuanced information exchange (OECD, 2020). Studies indicate that face-to-face requests are significantly more likely to garner positive responses compared to emails (Roghanizad & Bohns, 2017). Furthermore, personal interactions facilitate the quick exchange of information and the detection of non-verbal cues, contributing to creativity, innovation, and trust-building. These aspects of job design, particularly social interaction and communication methods are crucial for employee satisfaction and performance in remote work settings, and it is imperative that they are well designed so that there are no problems of miscommunication between teams and from their superiors.

Notably, the frequency of teleworking is correlated with worker satisfaction and productivity. Excessive teleworking, limiting personal interactions and exacerbating a sense of isolation, can negatively impact worker satisfaction, performance, and productivity. Hybrid teleworking models, providing autonomy, flexibility, and focused work, enhance satisfaction, performance, and productivity. The relationship between teleworking and productivity is proposed to follow an inverted U-shaped curve, suggesting that productivity is maximized at intermediate levels of teleworking, around two or three days a week (OECD, 2020). These discussions on teleworking frequency and its impact on worker satisfaction and productivity highlight aspects of job design such as autonomy, task variety, and social interaction, all of which play significant roles in shaping employee experiences and outcomes.

Golden and Veiga (2005) suggest that the extent to which individuals can fully reap the benefits of telecommuting depends on how their job tasks are structured and carried out. In essence, the way in which work activities are performed plays a pivotal role in determining the effectiveness of telecommuting.

The frequency of teleworking also affects worker satisfaction and productivity (OECD, 2020). Excessive teleworking can lead to reduced opportunities for face-to-face communication and increased isolation, negatively impacting worker satisfaction, performance, and productivity.

#### 1.4. Management Support in Remote Work

Supervisors, acting as organizational agents (Kurtessis et al., 2017), are perceived by employees as representatives of the organization, and their favorable orientation is construed as organizational support (Rhoades & Eisenberger, 2002). Supervisor support, reflecting a positive attitude towards employees, is highly valued (Rhoades & Eisenberger, 2002; Rhoades et al., 2001). It signifies a supervisor's caring attitude, consideration of employee well-being, and alignment with their values and goals. Supervisor support establishes mutual trust and respect, with the leader providing support and resources while the subordinate reciprocates through corresponding work effort. This fosters employees' belief that they can rely on leaders to discuss job-related problems (Kurtessis et al., 2017; Wayne et al., 1997).

For remote workers, favorable treatment from supervisors is crucial, demonstrating organizational care even when working at a distance (Bentley et al., 2016; Collins et al., 2013; Munir et al., 2016; Wiesenfeld et al., 2001). A supportive leadership style towards remote workers is paramount, involving support not only in professional aspects but also in managing the overlap between private and family roles (Kossek et al., 2006; Lautsch et al., 2009). However, remote workers exhibit diverse expectations regarding flexibility and

the desired level of work-life balance. Supervisors must consider individual needs to ensure a balance between work and private dimensions (Collins et al., 2013). In the context of remote work, supervisors need to adopt a transformational leadership style, acting as coaches to help remote workers unleash their full potential, fostering collaboration and supportive behaviors (Dambrin, 2004; Han, 2006; Kurtessis et al., 2017). This approach should be balanced with direction-giving language, providing subordinates with information about objectives and activities through formal communication (Al-Ani et al., 2011; Malhotra et al., 2007).

During the initial pandemic stages, the sudden surge in teleworking prompted spontaneous, worker-driven horizontal coordination mechanisms using ICT tools from home. Traditional managerial control methods, such as direct oversight through digital platforms, emails, or phone calls, proved inefficient in the context of widespread remote work.

As the pandemic evolved and teleworking became the norm, traditional managerial control and supervision were reinstated with changes. There was a shift from face-to-face monitoring to bureaucratic or platform-based control. Workers were required to adhere to new procedures, often involving self-certification of work through written reports or documented hours. Detailed guidelines on task execution and communication tools were introduced, leading to increased standardization and, consequently, greater routinization of work activities (Fana et al., 2020).

The remote work's decrease in personal interactions can prevent managerial oversight, particularly when control is traditionally based on workplace presence and face-to-face interactions. The absence of such oversight may lead to issues like neglect, poorer job performance, and lower productivity. Managers may attempt to compensate by increasing online meetings, emails, and phone calls, adversely affecting productivity (Fana et al., 2020).

Effective remote work relies heavily on the support and trust provided by managers, especially in contexts where remote work is extensively adopted (Bentley et al., 2016). Managerial support serves as a crucial factor in alleviating stress, reducing uncertainty, facilitating task completion, and enhancing overall job performance for remote work employees (Golden and Gajendran, 2019). Additionally, managerial support contributes to an increase of competence, relatedness, and autonomy needs, resulting in improved psychological adjustment, performance evaluations, persistence, job satisfaction, and acceptance of organizational change (Gagne and Deci, 2005).

Despite the benefits of telecommuting, the quality of communication between co-workers and managers tends to suffer compared to in-person interactions (OECD, 2020; Battistion et al., 2017; Bonet and Salvadora, 2017). Face-to-face communication is considered more effective, allowing for quick, efficient, and nuanced information exchange while also fostering trust (Baldwin, 2020). Recognizing these challenges highlights the importance of finding alternative means to maintain effective communication in teleworking arrangements.

As we go through the existing literature, a clear research gap emerges. The current knowledge lacks an understanding of how organizational support, management support, and job design collectively influence the productivity, well-being, and satisfaction of remote workers. Although the significance of these elements is widely recognized, there exists a shortage of thorough analysis and empirical evidence that goes into detail connecting these themes.

# Chapter 2

## Methodology

In this chapter it will be presented the methodological choices made. We will consider the study objectives, the sample chosen, and the investigation method will be exhibited.

This study aims to address this noticeable research gap by exploring the nuanced relationships among organizational support, management support, and job design.

### 2.1 Research Question

The research question is “How different support levels influence remote work?”

For a better interpretation of the research question, we developed the following hypothesis linking support systems to the remote work outcomes (figure 2).

H1: Organizational Support has a positive impact on Productivity and wellbeing and satisfaction

H2: Job design characteristics have a positive impact on Satisfaction and on productivity in remote work.

H2a: Higher autonomy has a positive impact on Satisfaction and on productivity in remote work.

H2b: Efficient task execution has a positive impact on Satisfaction and on productivity in remote work.

H2c: Clear objectives and goals guidance has a positive impact on Satisfaction and on productivity in remote work.

H3: Management Support has a positive impact on Wellbeing and productivity and satisfaction.

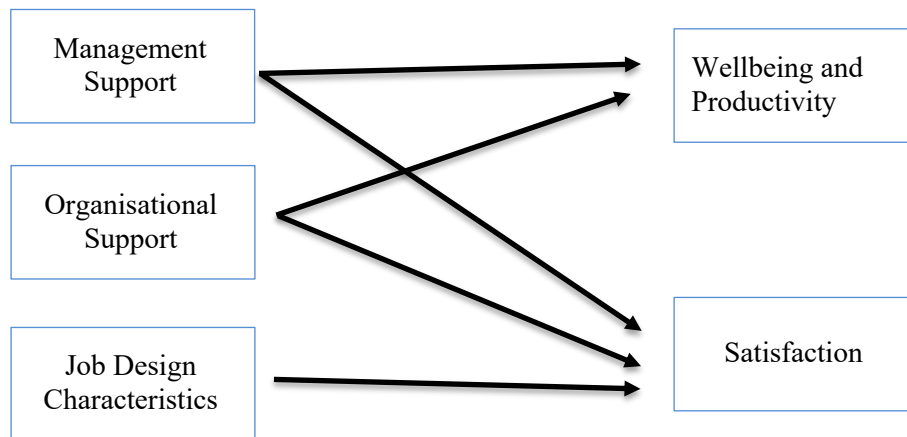


Figure 1: Research Framework

## 2.2 Method

Through empirical investigation, the research seeks to shed light on how these factors interplay and contribute to the comprehensive well-being, satisfaction, and productivity of remote workers. Bridging this gap is essential for improving our understanding of the dynamics involved in effective remote work arrangements, providing valuable insights for organizational strategies and managerial approaches.

To examine the impact of various support levels on Remote Work, the analysis focused on three distinct support categories: organizational support, job design, and managerial support. The selection of these specific support levels was determined based on the subjective judgment of the author in alignment with the research objectives.

For this study it was opted to collect and analyse primary data.

In this way, the primary data were collected by the employment of an online questionnaire survey, which allowed to collect data about the influence of the several support levels in each employee.

A questionnaire is a document comprising queries and various items intended to gather information suitable for analysis (Babbie, 1990). Its utility extends across survey research, experiments, and various observational methods. In daily life, individuals naturally ask questions to satisfy their curiosities. Whether conducted by journalists, market researchers, observers, or individuals interested in specific events, the act of asking questions is a common practice. Similarly, in research, the questionnaire serves as a structured tool designed to obtain responses related to chosen variables for subsequent analysis. The construction of research questions aims to gain insights and information pertinent to the research focus.

The questionnaire was developed following an analysis of the literature review. Each question was carefully created based on key sentences taken from the literature review (as shown in Table 5 of the annex).

Subsequently, the questions were transferred to an online survey platform and sent to the general public through various channels such as WhatsApp and LinkedIn. The questionnaire remained open for a duration of 7 days to allow for the participants to give their responses. After this period, the survey was closed for analysis.

The questionnaire used a scale ranging from "Completely Disagree" to "Completely Agree," with an additional option for respondents to choose "No Response." This method was selected for its ability to capture a spectrum of opinions and allow participants the flexibility to abstain from answering if they did not have a strong opinion on a particular question.

Additionally, a linear scale format was chosen for the questionnaire. This format was selected for its simplicity, making it easier for respondents to answer the questions without complexity. The linear scale allowed for a straightforward and intuitive response process, enhancing the overall user experience for participants.

For the data analysis, a quantitative method was used.

In quantitative research data can be quantified. As the samples are often sizable and deemed representative of the population, the results are treated as providing a general and sufficiently comprehensive view of the entire population (Martin & Bridgmon, 2012).

## 2.2. Questionnaire design

Efforts were undertaken to establish a correlation between the posed questions and their corresponding indicators, seeking alignment with the dimensions highlighted in the existing literature. This endeavor aimed to discern connections that would validate the questions by aligning them with the relevant dimensions proposed.

The table provided in Annex 2 aims to showcase the suitability by aligning the authors' arguments with the presented questions and indicators.

The questionnaire yielded a limited number of responses (94 responses); however, it is noteworthy that all respondents are engaged in remote work. Consequently, every piece of information gathered remains pertinent and directly applicable to the focus of this study.

## 2.3. Data Collection

In conducting the questionnaire survey, a non-probabilistic convenience sample was employed. This sampling approach involved selecting participants based on their convenient accessibility rather than utilizing a random or systematic method.

Convenience sampling, also referred to as Haphazard or Accidental Sampling, is a nonprobability method that involves selecting individuals from the target population based on practical considerations. These may include factors like easy

accessibility, geographical proximity, availability at a specific time, or a willingness to participate in the study (Dörnyei, 2007).

The survey distribution process was designed for ease of implementation, involving the selection of participants from a readily available pool, which included family, friends, and acquaintances. Afterward, respondents were encouraged to broaden the survey's reach by inviting additional participants from their own network of friends and acquaintances, sharing the survey link for their participation.

After describing the characteristics of the sample, the subsequent step involves providing an elucidation of the employed research methods.

Crafting an effective survey questionnaire involves crucial considerations. Firstly, aligning the questionnaire precisely with research goals is vital, emphasizing clarity, conciseness, and objectivity in inquiries. Diverse question types, such as rating scales and closed-ended questions, contribute to gathering varied responses, while error prevention measures like pretests and randomization enhance data reliability (Ikart, 2018).

Secondly, adopting the "funnel" approach in organizing questions proves beneficial. Starting with straightforward, open-ended queries captures initial interest, gradually introducing complexity. Concluding with general interest questions maintains respondent engagement. Strategic placement of sensitive questions and clear instructions further enhances survey efficacy, alongside thoughtful use of scales and minimized open-ended queries to prevent respondent fatigue (Synodinos, 2003; Ikart, 2018).

Meticulous preparation based on literature analysis ensures relevant survey content. Considering business decisions, population characteristics, and intended statistical outcomes contributes to actionable data, while tailoring questions to audience familiarity enhances survey meaning (Ikart, 2018). Maintaining a brief, targeted, and engaging survey is imperative to sustain

participant interest. Balancing questions based on typical completion rates helps predict survey limits, addressing potential disengagement issues (Ikart, 2018).

Lastly, clarity in language is critical. Avoiding jargon and enhancing readability through simple layouts, words, and visual appeal ensures participant comprehension and a visually appealing survey (Synodinos, 2003; Ikart, 2018).

The questionnaire survey (table 3) is structured into four sections:

Section	Description
1. <b>Sociodemographic Characterization</b>	Objective: To perform the sociodemographic characterization of the sample, specifically focusing on gender, age, educational level, type of employment contract, and the frequency of remote work.
2. <b>Organisational support related questions</b>	Objective: The primary aim is to explore the attitudes of respondents concerning organizational support in remote work settings. This includes a detailed investigation into the impact of various types of support provided by the organization, including technical assistance, financial incentives, environmental factors, work-life balance considerations, and provided tools. The focus is on understanding how these forms of support influence the productivity and satisfaction of remote workers.
3. <b>Job design characteristics related questions</b>	Objective: The primary goal is to delve into the perspectives of respondents regarding job design in remote work settings. This involves conducting a thorough examination of how the job is structured, assessing its flexibility, organizational efficiency, and its contribution to achieving a higher equilibrium. The emphasis is on comprehending how these aspects of job design influence the productivity, well-being, and satisfaction of workers.
4. <b>Management support related questions</b>	Objective: The primary objective is to investigate the attitudes of respondents regarding managerial support in remote work settings. This involves a thorough examination of the influence of various forms of support provided by hierarchical superiors on remote work. Specifically, the study will assess the impact of clear guidance, support in overcoming challenges, motivation, and the balance between control and autonomy on remote workers. The focus is on understanding how managerial support influences the productivity, satisfaction, and well-being of employees engaged in remote work.

Table 4: Questionnaire survey

The sample predominantly consists of women (74%) aged between 30 and 40 (38.9%), with a significant majority having attained high levels of education (91,6% with higher education). The majority of respondents have indefinite-term contracts (67,7%) and engage in remote work for 2 to 3 days per week (51%).

# Chapter 3

## Data Analysis and Discussion

In this chapter, we delve into the detailed analysis and discussion of the survey responses related to organizational support, job characteristics, and management support in remote work settings.

### 3.1. Data analysis

The survey findings will be reported in the following sequence:

1. Evaluation of questions pertaining to Organizational support.
2. Examination of questions concerning Job design.
3. Assessment of questions related to Management support.

#### 3.1.1. Organizational support

The data provided offers valuable insights into the impact of organizational support on productivity and well-being in the context of remote work.

The responses to various statements reflect a strong trend towards positive perceptions of company support (Figure 2). For instance, a significant majority (78%) of employees feel that their company has created a supportive environment that facilitates their performance in remote work. This is further reinforced by the fact that 67% of respondents believe that the support provided serves as a motivational catalyst (Figure 2), indicating that employees feel encouraged and motivated by the company's support initiatives.

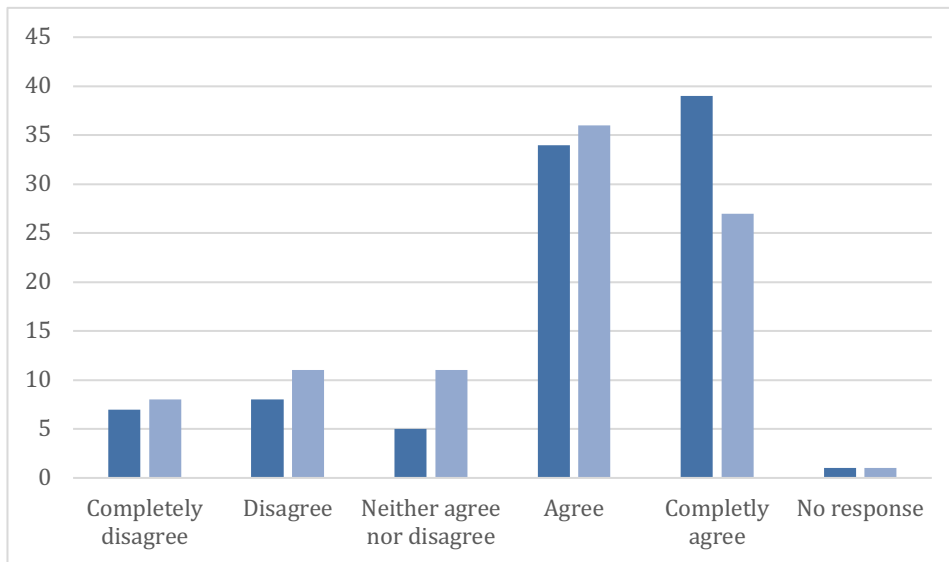


Figure 2: Company support environment which facilitates performance (blue) support provided by the company serves as a motivational catalyst (red).

When it comes to providing tools for remote work, there is a clear association with employee satisfaction and performance. A substantial 72% of respondents agree that feeling supported by the company when it provides necessary tools contributes to their satisfaction and effectiveness in remote work (figure 3). This suggests that companies that invest in the right tools for remote work are likely to see higher levels of employee engagement and productivity.

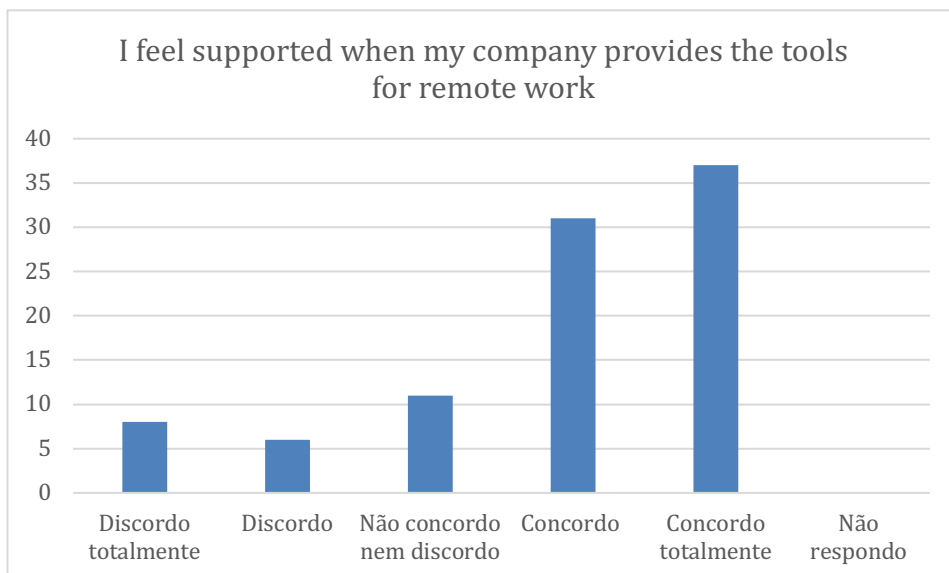


Figure 3: Feeling of support when the company provides tools for remote work.

Job satisfaction, a crucial component of employee well-being, also seems to be positively influenced by organizational support. The data shows that 68% of

employees believe that the support demonstrated by their company has contributed to a high level of job satisfaction (figure 4). This is a significant finding, as job satisfaction is often linked to retention rates and overall morale within an organization.

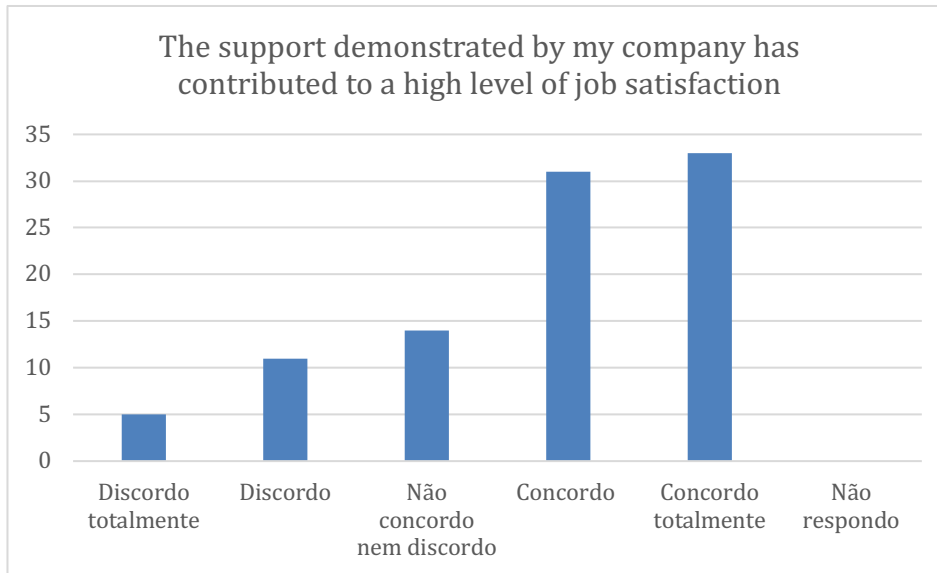


Figure 4: Support demonstrated by the company contributes to high level of job satisfaction.

A healthy work-life balance is another aspect where organizational support plays a pivotal role. The majority (68%) of respondents agree that their company promotes this balance, indicating that employees feel supported in managing their professional responsibilities alongside personal life commitments (figure 5). This support likely contributes to lower stress levels and higher overall well-being among employees.

Additionally, addressing anxiety related to remote work is crucial for employee mental health, and the data suggests that companies are actively addressing this issue. 43% of employees feel that their company provides support for managing anxiety in remote work settings (figure 5). This suggests that companies could make an additional effort to implement strategies or allocate resources to assist employees in managing the distinct challenges of remote work, thereby nurturing a healthier and more productive workforce.

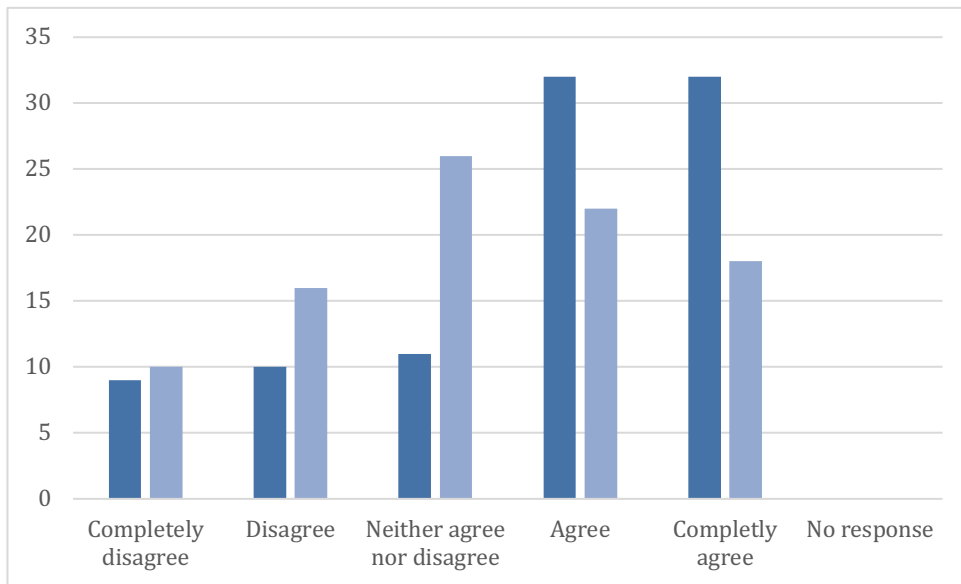


Figure 5: Promotion of balance between professional and personal life by the company (blue); Support provided for managing anxiety in remote work (red).

Training and development opportunities also emerge as a significant factor in enhancing productivity in remote work. 51% of respondents believe that the training provided by their company improves their productivity in remote work settings (figure 6). This underscores the importance of continuous learning and skill development in keeping employees engaged and efficient, especially in remote work scenarios.

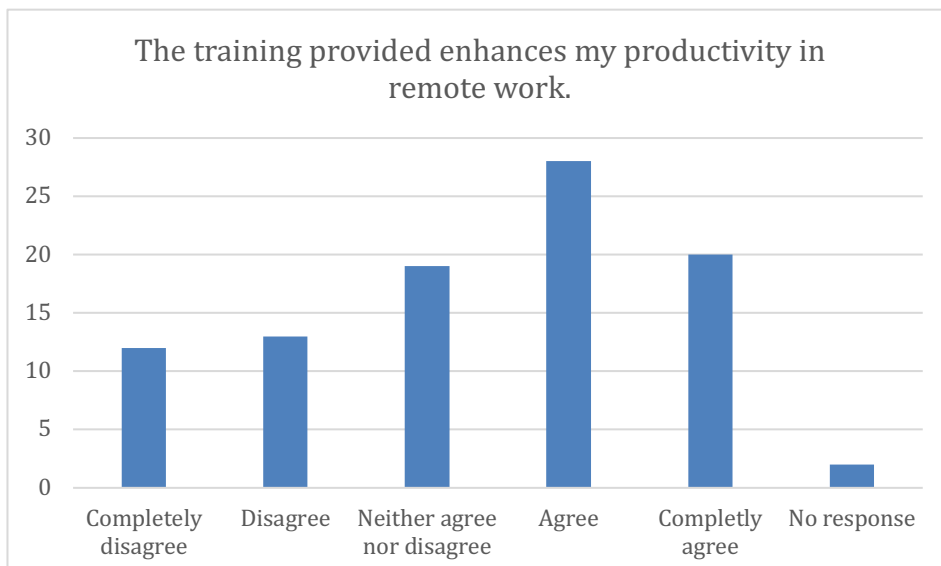


Figure 6: Training provided enhances productivity in remote work.

The availability and effectiveness of platforms and tools for remote communication and collaboration also receive positive feedback. A substantial

76% of employees find these tools effective in collaborating with colleagues (figure 7), indicating that companies are providing the necessary infrastructure for seamless remote work operations.

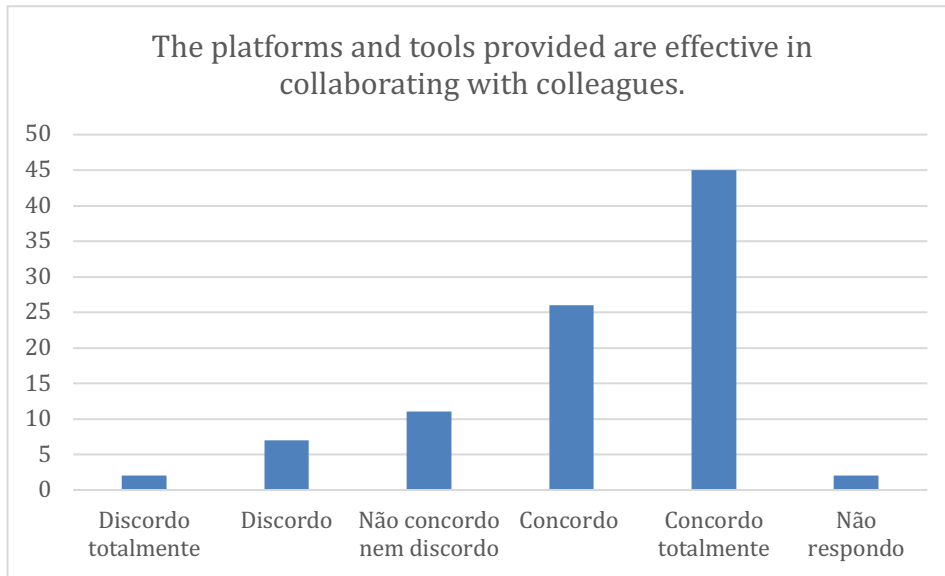


Figure 7: platform and tools provided are effective in collaborating with colleagues.

While 72% acknowledge the provision of these incentives, 28% still do not believe their companies provide them (figure 8). This indicates a potential gap in communication or implementation of these incentives within organizations. Companies may need to review and communicate their remote work support policies more effectively to ensure all employees are aware of the available incentives.

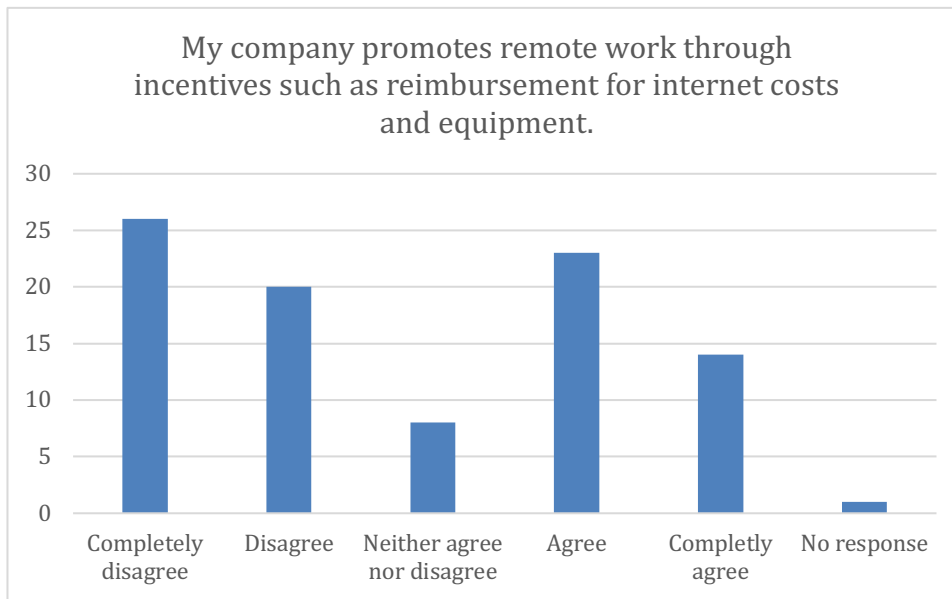


Figure 8: Promotion of remote work through incentives such as reimbursement for internet costs and equipment

Overall, the data strongly supports the hypothesis (H1) that organizational support has a positive impact on productivity, satisfaction, and well-being in remote work settings.

A supportive company environment and motivational initiatives are very important. Employees perceive their company as creating a supportive remote work environment, with the support provided serving as a motivator.

Providing essential tools for remote work is crucial. When employees feel supported by the company with the right tools, it contributes significantly to their satisfaction. Additionally, promoting a healthy work-life balance is crucial. Employees appreciate the company's efforts to support a balance between their professional and personal lives.

Training and development opportunities are seen as enhancing productivity. Employees believe that company-provided training improves their effectiveness in remote work settings. Likewise, effective platforms and tools for collaboration are essential. Employees find that the platforms and tools provided by the company are effective in facilitating collaboration with colleagues.

Through a holistic approach to organizational support in remote work settings, companies can not only improve employee satisfaction and well-being but also drive higher levels of productivity and performance.

### 3.1.2. Job design characteristics

The data provided offers valuable insights into the relationship between job characteristics and satisfaction, well-being, as well as productivity in remote work settings.

Starting with the statement "I have clear objectives and goals in the course of my activity, which facilitates remote work" (figure 9), 64% of the respondents believe that having clear objectives and goals facilitates remote work. This is a crucial characteristic of job design, as it provides employees with a roadmap for their tasks and responsibilities. When objectives are well-defined, employees are more likely to stay focused, motivated, and productive.

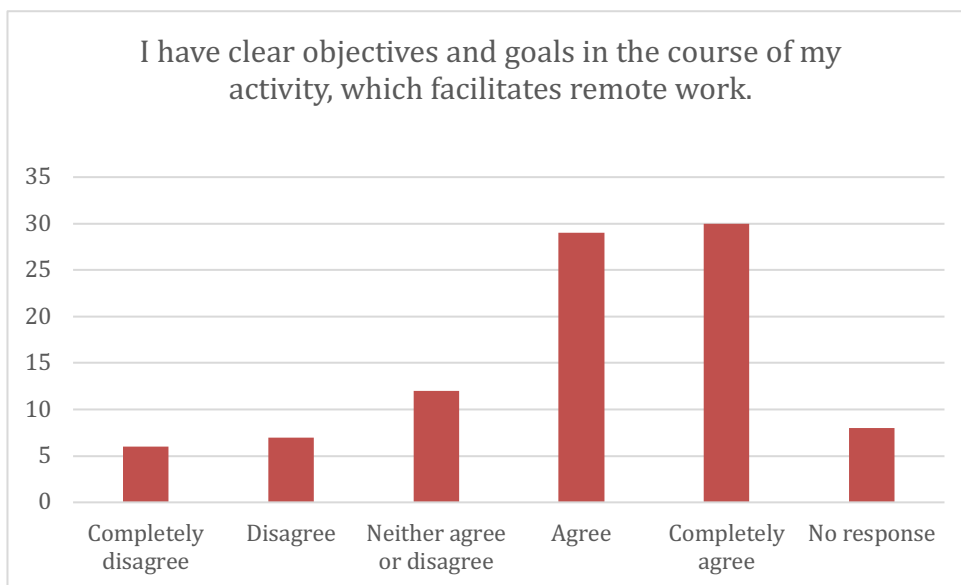


Figure 9: Promotion of clear objectives and goals

Relatively to the allocation of responsibilities, 68% (figure 10) of respondents agree that a well-defined allocation of responsibilities simplifies remote work. When individuals know exactly what is expected of them and how their tasks fit

into the bigger picture, they can work more efficiently and effectively. This clarity reduces confusion and enhances productivity.

Especially in remote work settings where team members are not physically close to each other, a well-defined allocation of responsibilities plays a crucial role. When each individual knows precisely what tasks they are responsible for, there is a significant reduction in the likelihood of duplicated efforts. This clarity ensures that everyone is aligned with the overall objectives, minimizing confusion and streamlining workflows. As a result, productivity is enhanced, and the team can operate smoothly despite the physical distance that separates them.

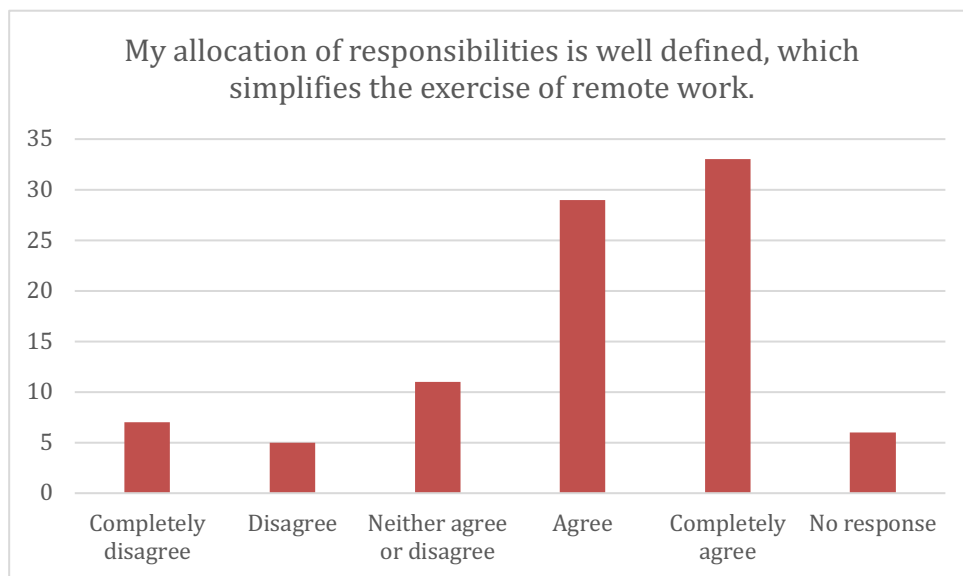


Figure 10: Allocation of responsibilities

Work-life balance is a crucial aspect of well-being, and the data suggests that remote work is perceived positively in this regard. A substantial 71% of respondents either agree or strongly agree that remote work improves the balance between personal and professional life (figure 11). This highlights the flexibility and autonomy that remote work offers, allowing employees to better manage their time and responsibilities outside of work. This positive perception of improved work-life balance is likely contributing to higher levels of overall well-being among remote workers.

The aspect of autonomy in remote work is also highlighted in the data. A significant majority (73%) either agree or strongly agree that remote work provides them with autonomy (figure 11). This autonomy allows employees to structure their workday according to their preferences, potentially leading to increased job satisfaction and productivity. When employees feel trusted to manage their tasks and time independently, they are more likely to take ownership of their work and deliver results effectively.

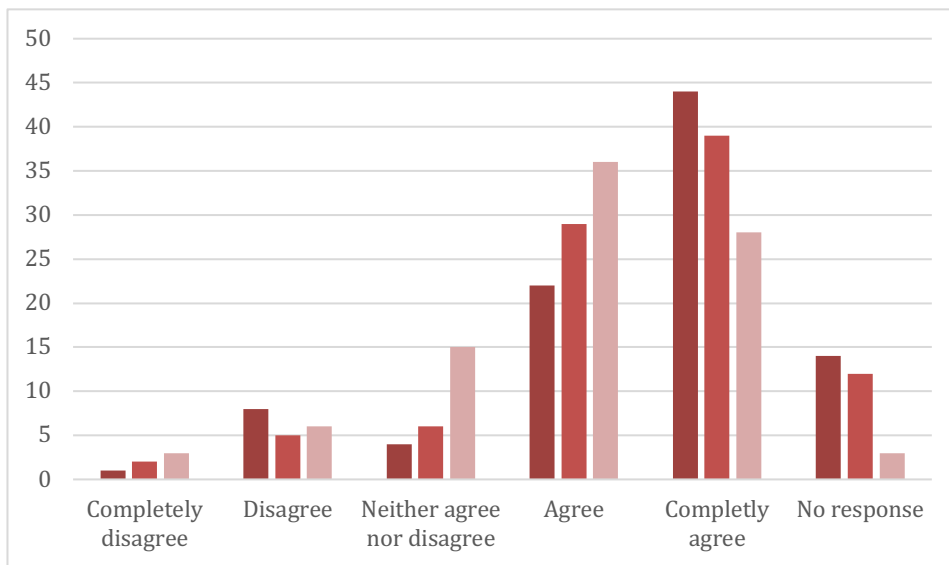


Figure 11: Personal and professional life balance in remote work (dark red); Autonomy in remote work (red); Remote work influence on job satisfaction and on lowering anxiety (light red).

Regarding the impact of remote work on satisfaction and anxiety avoidance, the data shows strong agreement. A total of 70% either agree or strongly agree that remote work increases satisfaction and helps avoid anxiety (figure 12). This indicates that employees perceive remote work as a positive contributor to their mental well-being. Factors such as reduced commuting stress, increased control over their work environment, and the ability to work in a comfortable setting all likely contribute to this perception.

The data also indicates that job characteristics such as efficient task execution and flexibility in work hours are positively perceived in remote work settings. A significant majority (69%) either agree or strongly agree that their remote work setup is designed for efficient task execution (figure 12). Additionally, 70% agree

or strongly agree that remote work allows for greater flexibility in work hours (figure 12). These characteristics contribute to improved satisfaction and productivity, as employees can optimize their work routines to suit their peak productivity hours and preferences.

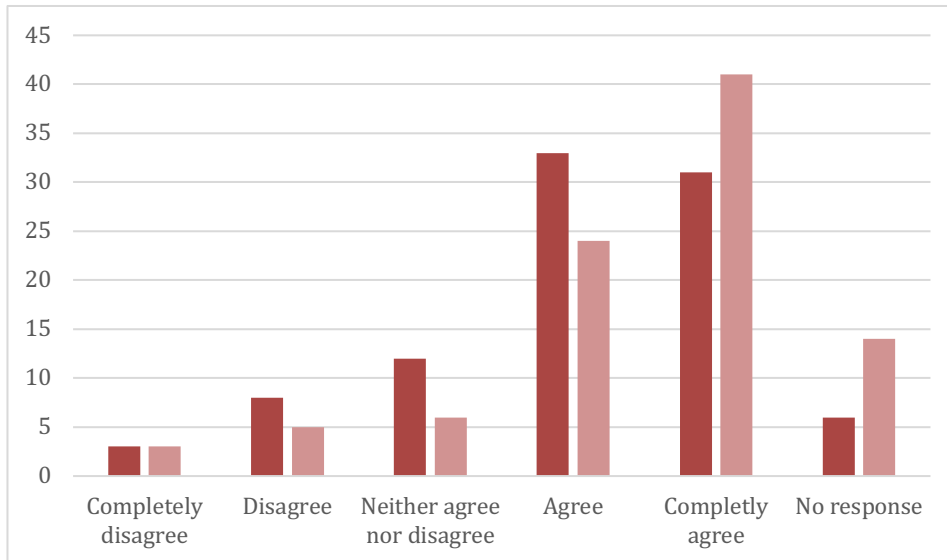


Figure 12: Task execution designed efficiently in remote work (dark red); Remote work's greater flexibility (light red).

In conclusion, the data strongly supports the hypothesis (H2).

Higher autonomy in remote work settings has a positive impact on both satisfaction and productivity (H2a). The data shows that a significant 73% of respondents agree that remote work provides them with autonomy (Figure 11). This autonomy allows employees to structure their workday according to their preferences. When individuals have the freedom to choose how, when, and where they work, they are more likely to feel satisfied with their jobs.

Additionally, autonomy enables employees to create a workspace that suits their needs, leading to increased comfort and productivity (Figure 11).

Finally, autonomy allows employees to work during their most productive hours, leading to higher efficiency and satisfaction (Figure 12).

Efficient task execution positively impacts satisfaction and productivity in remote work (H2b). The data reveals that 69% of respondents agree that their

remote work setup is designed for efficient task execution (Figure 15). When employees have the tools and resources necessary to complete tasks effectively, they are more likely to feel satisfied with their work.

Efficient task execution saves time, reducing unnecessary work hours and contributing to overall satisfaction (Figure 12).

Clear objectives and goals are essential for efficient task execution (H2c) (Figure 9). When employees know what is expected of them, they can focus on completing their tasks efficiently, leading to higher productivity and satisfaction. This clarity leads to increased focus, motivation, and ultimately, higher productivity. Remote workers who have clear goals are more likely to stay on track, and feel a sense of accomplishment when goals are achieved.

Therefore, organizations looking to enhance satisfaction and productivity in remote work settings should prioritize promoting clear objectives and goals for their employees. This not only improves individual performance but also contributes to the overall success of remote teams.

### 3.1.3. Management support

The data provided offers valuable insights into the impact of management support on satisfaction, well-being, and productivity in remote work settings.

While a majority (51%) agree or strongly agree with the statement "My direct superior promotes remote work" (figure 13), this suggests there is room for improvement. Employees perceive their direct superiors as supportive of remote work, which is crucial for creating an environment conducive to remote work success. When employees feel supported and encouraged by their superiors to work remotely, it can lead to higher job satisfaction and well-being. This indicates that managers may need to focus on further cultivating this support.

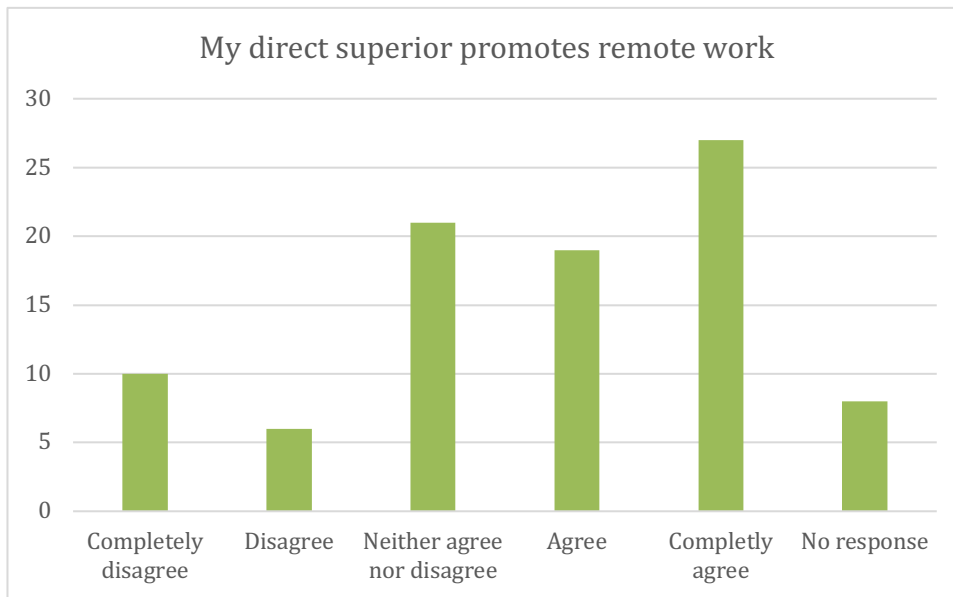


Figure 13: Remote work promoted by hierarchical superior.

Regarding the clarity of goals and expectations set by direct superiors, the data shows a positive trend. A total of 55% either agree or strongly agree that their direct superiors define clear goals and expectations (Figure 14). This clarity is essential for remote workers, as it provides a roadmap for their tasks and ensures alignment with organizational objectives. Employees who have clear direction from their superiors are likely to be more focused and productive in their remote work.

When it comes to the impact of clear guidance from direct superiors on productivity, the data indicates positive perceptions. A significant majority (60%) either agree or strongly agree that clear guidance from their superiors ensures productivity (Figure 14). This suggests that employees value the role of their superiors in providing direction and support, especially in remote work scenarios where supervision may be less direct.

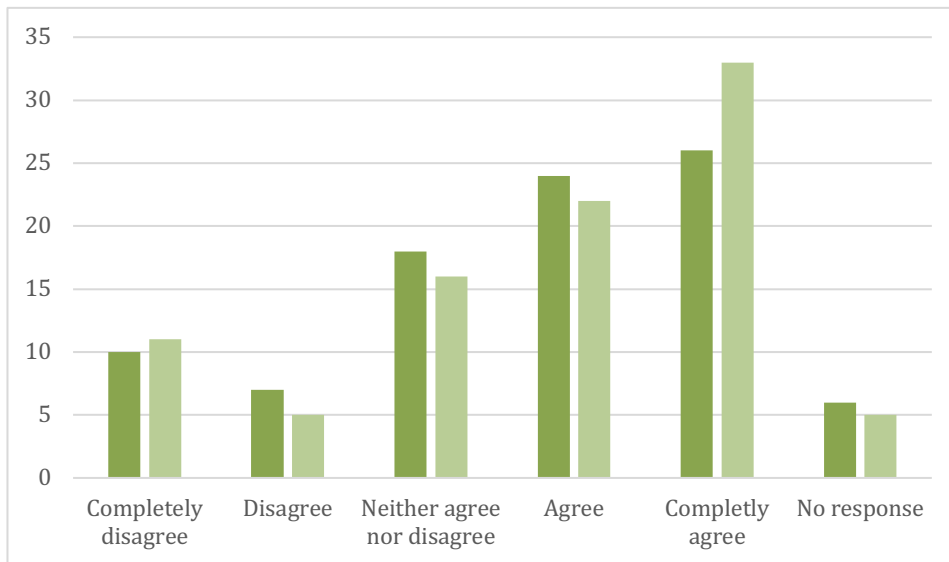


Figure 14: Direct superior defines goals and expectations (blue); Clear guidance from hierarchical superior ensures productivity (red).

Ensuring that the team stays connected and informed is another aspect where direct superiors play a crucial role. The data shows that 58% either agree or strongly agree that their direct superiors guarantee the team is always connected and informed (Figure 15). This indicates that employees appreciate efforts by their superiors to foster communication and collaboration, which are vital for maintaining team cohesion and productivity in remote work settings.

In terms of helping employees overcome obstacles and solve problems while working remotely, the data reveals positive perceptions. A total of 58% either agree or strongly agree that their direct superiors assist them in overcoming obstacles and solving problems when needed (Figure 15). This demonstrates the importance of supportive leadership in remote work environments, as employees may face unique challenges that require guidance and support from their superiors.

The data also indicates that recognition from direct superiors, regardless of physical presence, is valued by employees. A majority (62%) either agree or strongly agree that their direct superiors recognize their work, even in a remote setting (Figure 15). This recognition is essential for employee morale and

motivation, as it validates their contributions and efforts, leading to increased satisfaction and well-being.

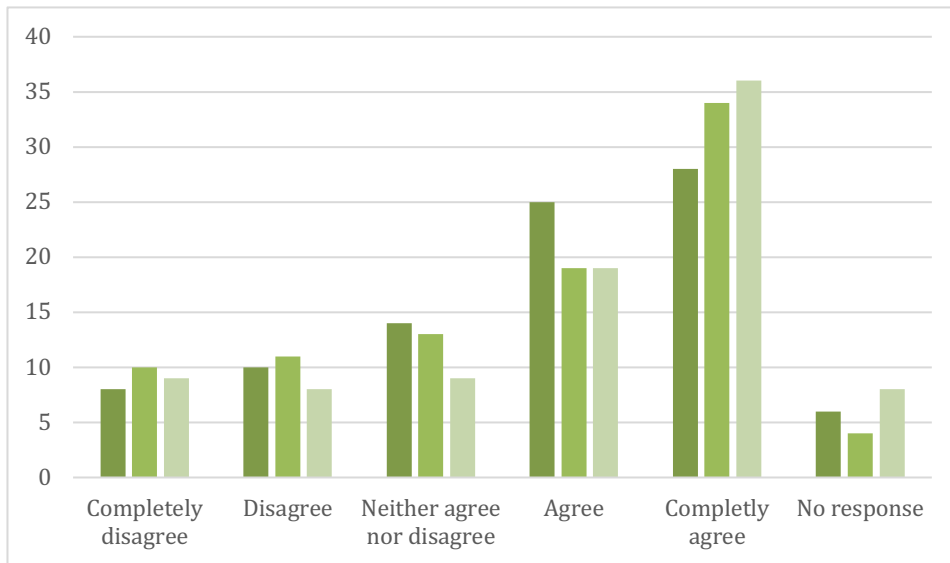


Figure 15: Hierarchical superior ensures that the team is connected and informed (dark green); Hierarchical superior helps overcome obstacles and solve problems whenever necessary (green); Hierarchical superior recognizes employees work regardless of physical presence (light green).

When it comes to providing feedback on remote work, the data shows mixed responses. While 43% either agree or strongly agree that their direct superiors provide feedback on their remote work, 26% either disagree or strongly disagree (Figure 16). This suggests that there may be room for improvement in the frequency and quality of feedback provided by superiors to remote workers.

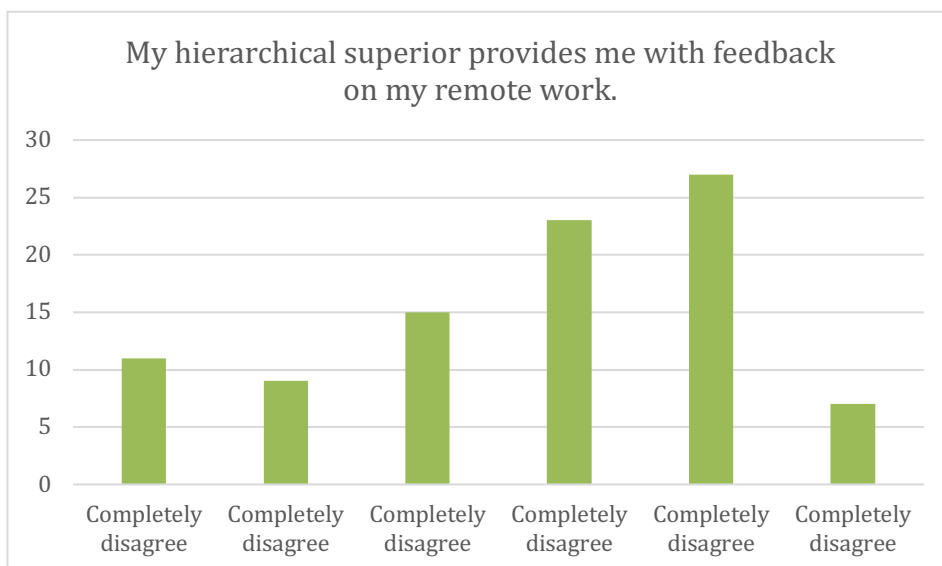


Figure 16: hierarchical superior provides feedback on remote work settings.

Direct superiors play a crucial role in promoting independence and self-management in remote work. However, the data shows a relatively low percentage, with only 23% agreeing or strongly agreeing that their direct superiors encourage autonomy (Figure 17). Considering the value employees place on autonomy in remote work settings, companies should focus on enhancing this aspect. Autonomy allows remote workers to take ownership of their tasks and schedules, ultimately leading to increased productivity and job satisfaction.

Lastly, the data suggests that a significant portion of employees (63%) disagrees or strongly disagrees with receiving increased supervision from their direct superiors when working remotely (Figure 17). This indicates that employees value autonomy and trust from their superiors, preferring a hands-off approach that allows them to manage their work independently.

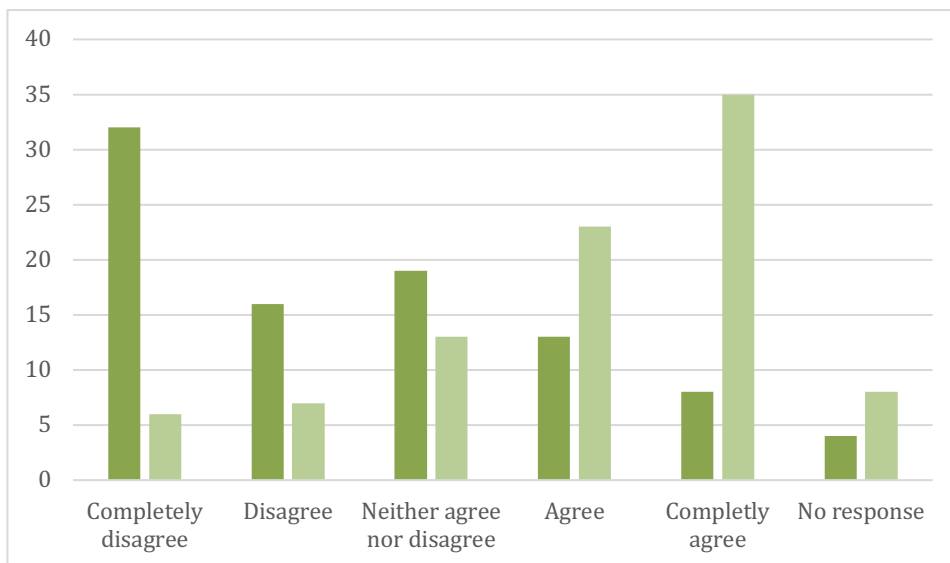


Figure 17: Increased supervision in remote work by the hierarchical supervisor (dark green); Independence and self-management promoted by the hierarchical superior (light green).

In conclusion, the data highlights several characteristics that have a positive impact on productivity, well-being, and satisfaction in remote work settings and support the hypothesis (H3). Employees who perceive their direct superiors as promoting remote work tend to have higher job satisfaction and well-being. Clear goals and expectations set by superiors contribute to increased focus and

productivity, while clear guidance ensures employees feel supported and productive. Maintaining team connectivity and communication fosters collaboration and productivity, and employees value assistance from their superiors in overcoming obstacles. Finally, recognition of work, even in a remote setting, boosts morale and overall well-being. These findings underscore the importance of supportive leadership, clear communication, and recognition in optimizing remote work experiences for both employees and organizations. Overall, supportive and effective management is crucial for creating a positive remote work environment that fosters employee engagement and success.

### 3.1.4. Areas for Improvement

Identified areas for improvement, such as addressing the perceived lack of training for remote work and potential challenges in maintaining work-hour boundaries, highlight the importance of ongoing refinement and enhancement of support structures (Figure 18).

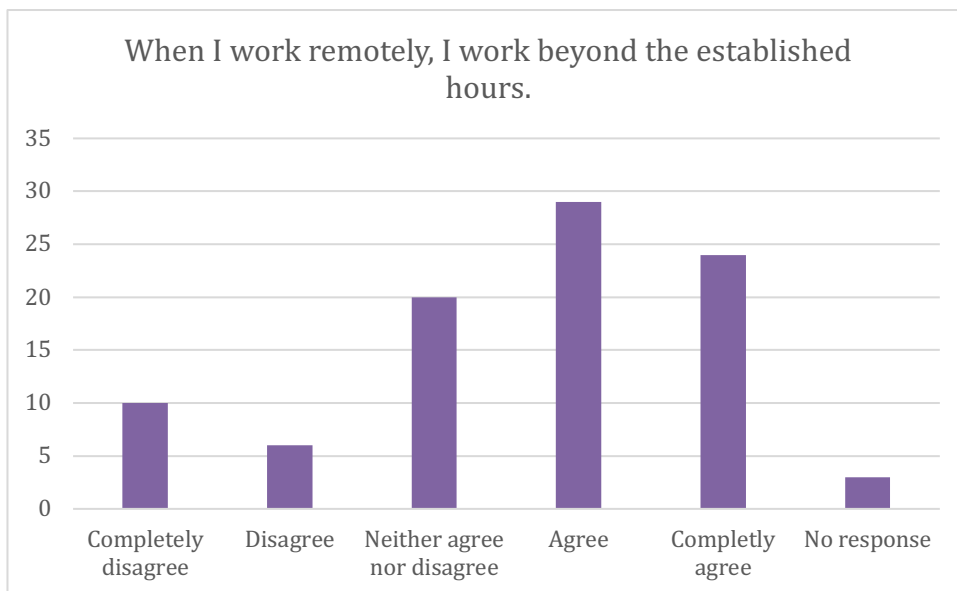


Figure 18: Remote work working schedule.

Continuous investment in training and development initiatives for remote work, as well as implementing strategies to promote work-life balance and

address work-related stress, can help optimize the positive impact of organizational support on employee wellbeing and satisfaction (Figure 19).

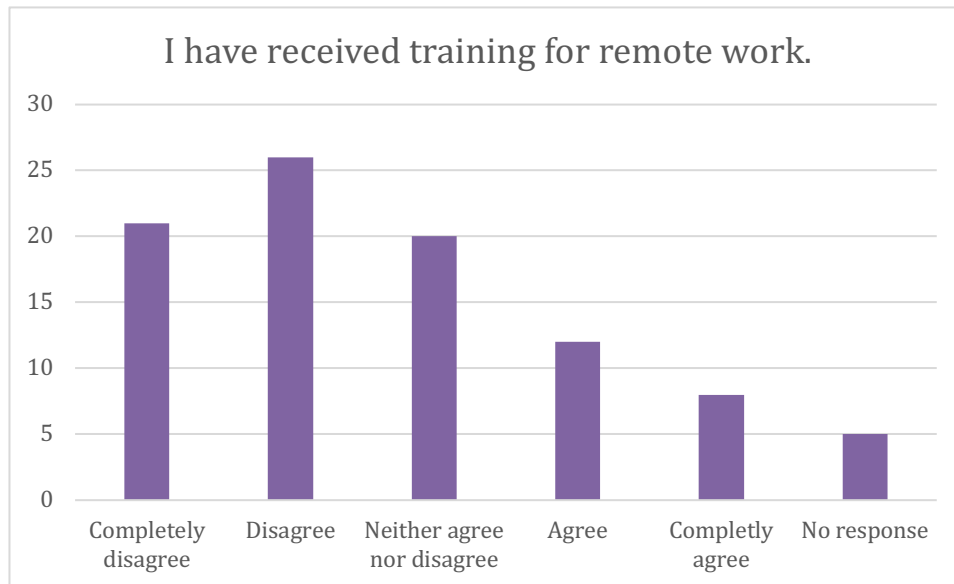


Figure 19: Remote work training.

These findings underscore the importance of proactive management and continuous improvement efforts in creating a positive and fulfilling remote work experience for employees.

In conclusion, this study illuminates the pivotal role of organizational support, management support, and job design in shaping the remote work landscape. The survey results reveal a prevalent positive sentiment towards organizational support, with an overwhelming majority of respondents recognizing their company's efforts in fostering a supportive environment for remote work. This positive perception extends to management practices, where respondents affirm the active engagement of superiors in facilitating team connectivity and providing crucial assistance, indicating a symbiotic relationship between organizational and managerial support.

# Conclusion

This thesis has explored the dynamics of remote work environments, focusing on factors such as organizational support, job design, and management support. Through data collection and analysis, this study offers concrete evidence supporting the crucial roles these factors play in shaping the remote work landscape. By conducting a comprehensive examination of survey responses, the study not only addresses its hypotheses but also identifies key areas where organizations can optimize their remote work strategies for improved outcomes.

The findings of this study strongly corroborate the hypotheses put forth. Hypothesis H1, which centers on the positive impact of organizational support on productivity and well-being, is resoundingly confirmed by the survey results. Employees who perceive robust organizational support—encompassing a conducive work environment, essential tools, training opportunities, and a focus on work-life balance—demonstrate higher levels of engagement, motivation, and productivity in their remote work settings. These findings align with previous research emphasizing the importance of organizations acknowledging and rewarding employees, providing necessary tools, offering training opportunities, and promoting work-life balance (Rhoades & Eisenberger, 2002; Aubè et al., 2007; Panaccio & Vandenberghe, 2009; Riggle et al., 2009).

Similarly, Hypothesis H2, which delves into job characteristics positively influencing satisfaction, well-being, and productivity, finds solid support in the data. Higher autonomy in remote work settings emerges as a significant factor positively impacting both satisfaction and productivity. Remote work's flexibility allows employees to structure their workday, create a personalized workspace, and operate during their most productive hours, all contributing to increased satisfaction and efficiency. Efficient task execution, facilitated by a remote work

setup tailored for productivity, not only saves time but also enhances satisfaction. Clear objectives and goals emerge as crucial for productivity, fostering focus, motivation, and a sense of accomplishment. These findings are consistent with existing literature on effective job design in remote work settings, which emphasizes aspects such as task variety, autonomy, and social interaction (Day et al., 2012; Golden and Veiga, 2005).

Furthermore, Hypothesis H3, regarding the positive impact of management support on satisfaction, well-being, and productivity, is strongly validated by the data. Employees who perceive their direct superiors as supportive of remote work—providing clear goals, offering guidance, ensuring team connectivity, and recognizing their work—indeed report higher levels of satisfaction and productivity. These findings align with prior research highlighting the importance of supportive leadership in remote work environments, where supervisors play a crucial role as organizational agents, providing support, resources, and guidance to remote employees (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017; Dambrin, 2004; Han, 2006).

Looking ahead, there are numerous avenues for future research in this field. One potential study could investigate the long-term effects of sustained remote work on employee engagement and organizational culture. Additionally, exploring the effectiveness of different management styles in remote settings could provide valuable insights into leadership practices that optimize remote team performance. Further research could also delve into the technological innovations that enhance remote collaboration and communication.

Practically, this thesis serves as a roadmap for companies looking to adopt or improve their remote work strategies. By understanding the critical importance of organizational support, job design characteristics, and supportive management practices, companies can create an environment where remote employees thrive. The actionable insights presented here, such as the need for continuous

investment in training programs and strategies to promote work-life balance, offer tangible ways for organizations to enhance their remote work cultures.

In conclusion, this study clarifies the essential characteristics of organizational support, job design characteristics, and management support in shaping successful remote work environments. By addressing the hypotheses and offering practical recommendations, this research contributes to the growing body of knowledge on remote work practices. As companies continue to navigate the evolving landscape of remote work, the insights from this thesis can guide them towards creating thriving remote work cultures that benefit both employees and organizations alike.

### Statement

During the preparation of this work, the author used:

CHATGPT to enhance the quality of writing,

The author reviewed and edited the content as needed and takes full responsibility for the content of the publication.

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# Appendices

## Appendice 1: Questionnaire survey: The Practice Of Remote Work

### - Secção 1: Caracterização Sociodemográfica

#### - Section 1: Sociodemographic characterization

What is your gender?

**Qual o seu género?**

Female

**Feminino**

Male

**Masculino**

I would rather not to say

**Prefiro não dizer**

What is your age?

**Qual a sua idade?**

18 – 23

24 – 29

30 – 40

41 – 50

51 – 60

>61

Select your level of education

**Selecione o seu nível de escolaridade:**

Basic Education / 9th Grade

**Ensino Básico / 9º ano**

Secondary Education

**Ensino secundário**

Bachelor's Degree

**Licenciatura**

Master's Degree

**Mestrado**

Doctorate

**Doutoramento**

Vocational Course

**Curso profissional**

What is your type of contract?

**Qual é o seu tipo de contrato?**

Fixed-term

**A termo certo**

Permanent

**Sem termo**

Part-time  
 Independent contractor  
**Trabalhador independente**

With what frequency do you work remotely?  
**Com que frequência trabalha remotamente?**

Never  
**Nunca**  
 Time per week  
**vez por semana**  
 2 -3 times per week  
**2-3 vezes por semana**  
 4 -5 times per week  
**4-5 vezes por semana**

Question/Questão	Completely Disagree/Discordo Totalmente	Disagree/Discordo	Neither Agree or disagree/Não concordo nem discordo	Agree/Concordo	Completely Agree/Concordo Totalmente	Do not answer/Não respondo
Section 2 /Secção 2						
My company has created a supportive environment that enhances my performance in remote work.   A minha empresa criou um ambiente de apoio que facilita o meu desempenho em trabalho remoto.						
The support provided by my company in remote work has served as a motivational catalyst.   O apoio fornecido pela minha empresa em trabalho remoto serviu como um catalisador motivacional.						
The support demonstrated by my company has contributed to high job satisfaction.   O apoio demonstrado pela minha empresa contribuiu para uma elevada satisfação no trabalho.						
My company's commitment to enabling remote work reflects its dedication to supporting my overall well-being.   O compromisso da minha empresa em permitir o trabalho remoto reflete a sua dedicação em apoiar o meu bem-estar geral.						
My company promotes work-life balance.   A minha empresa promove o equilíbrio entre vida profissional e pessoal.						
My company provides support for dealing with anxiety in remote work.   A minha empresa proporciona suporte para lidar com a ansiedade em trabalho remoto.						
I feel supported when my company provides the tools for remote work.   Sinto-me apoiado quando a minha empresa fornece as ferramentas para o trabalho remoto.						
The training support from my company boosts my skills for remote work.   O apoio de formação da minha empresa impulsiona as minhas competências para o trabalho remoto.						

Question/Questão	Completely Disagree/Discordo Totalmente	Disagree/Discordo	Neither Agree or disagree/Não concordo nem discordo	Agree/Concordo	Completely Agree/Concordo Totalmente	Do not answer/Não respondo
The training provided enhances my productivity in remote work.   A formação prestada melhora a minha produtividade no trabalho remoto.						
My company provides various platforms and tools for remote communication.   A minha empresa disponibiliza diversas plataformas e ferramentas para uma comunicação remota.						
The platforms and tools provided are effective in collaborating with colleagues.   As plataformas e ferramentas fornecidas são eficazes na colaboração com os colegas.						
My company facilitates troubleshooting technical issues in remote work.   A minha empresa facilita a resolução de problemas técnicos no trabalho remoto.						
My company promotes remote work through incentives such as reimbursement for internet costs and equipment.   A minha empresa promove o trabalho remoto através de incentivos tais como reembolso de custos de internet e equipamentos						
<b>Section 3</b>						
Remote work promotes time and money savings.   O trabalho remoto promove a economia de tempo e de dinheiro.						
Hybrid work is more advantageous than 100% remote work.   O trabalho híbrido é mais vantajoso do que trabalho 100% remoto.						
I find greater job satisfaction in remote work when provided with comfortable and productive conditions. Encontro uma maior satisfação no trabalho remoto quando são proporcionadas condições confortáveis e produtivas.						
Working remotely improves the balance between personal and professional life.   Trabalhar remotamente melhora o equilíbrio entre vida pessoal e profissional.						
Remote work provides me with autonomy.   O trabalho remoto proporciona-me autonomia.						
Remote work increases job satisfaction and prevents anxiety.   O trabalho remoto aumenta a satisfação no trabalho e evita a ansiedade.						
My remote work is designed for efficient task execution.   O meu trabalho remoto está desenhado para uma abordagem eficiente na execução de tarefas.						
Remote work allows for greater flexibility in terms of schedules.   O trabalho remoto permite maior flexibilidade em relação aos horários.						
I have received training for remote work.   Recebi formação para o trabalho remoto.						
My training and development are virtual, providing flexibility to learn from any location.   A minha formação e desenvolvimento são virtuais, proporcionando flexibilidade para aprender a partir de qualquer local.						

Question/Questão	Completely Disagree/Discordo Totalmente	Disagree/Discordo	Neither Agree or disagree/Não concordo nem discordo	Agree/Concordo	Completely Agree/Concordo Totalmente	Do not answer/Não respondo
My company allows me to choose the days I work remotely.   A minha empresa permite-me a escolha dos dias em que trabalho remotamente.						
Remote work promotes greater focus on tasks.   O trabalho remoto promove maior concentração no trabalho.						
When working remotely, I work beyond the established hours.   Quando trabalho remotamente trabalho para além do horário estabelecido.						
I have clear objectives and goals in my work, which facilitates remote work.   Tenho objetivos e metas claras no desenrolar da minha atividade o que facilita o trabalho remoto.						
My allocation of responsibilities is well defined, which simplifies remote work.   A minha alocação de responsabilidades está bem definida, o que simplifica o exercício de trabalho remoto.						
<b>Section 4/ Secção 4</b>						
My superior promotes remote work.   O meu superior hierárquico promove o trabalho remoto.						
My superior sets clear goals and expectations.   O meu superior hierárquico define metas e expectativas claras.						
The clear guidance from my superior ensures productivity.   A orientação clara do meu superior hierárquico garante a produtividade.						
My superior ensures that the team is always connected and informed.   O meu superior hierárquico garante que a equipa está sempre ligada e informada.						
My superior organizes video conferences only when relevant.   O meu superior hierárquico organiza videoconferências apenas quando é relevante.						
My superior helps me overcome obstacles and solve problems whenever necessary when I am working remotely.   O meu superior hierárquico ajuda-me a superar obstáculos e a resolver problemas sempre que necessário quando estou em trabalho remoto.						
My superior maintains the motivation and commitment of the team in remote work.   O meu superior hierárquico mantém a motivação e o empenho da equipa em trabalho remoto.						
My superior requests progress reports on established objectives when I work remotely.   O meu superior hierárquico pede relatórios de progressos nos objetivos estabelecidos quando trabalho remotamente.						
My superior recognizes my work, regardless of my physical presence.   O meu superior hierárquico reconhece o meu trabalho, independentemente da minha presença física.						
My superior provides feedback on my remote work.   O meu superior hierárquico fornece-me feedback do meu trabalho remoto.						
My superior promotes independence and self-management skills when I work remotely.   O meu superior hierárquico promove a						

Question/Questão	Completely Disagree/Discordo Totalmente	Disagree/Discordo	Neither Agree or disagree/Não concordo nem discordo	Agree/Concordo	Completely Agree/Concordo Totalmente	Do not answer/Não respondo
independência e a capacidade de autogestão quando trabalho remotamente.						
I receive increased supervision from my superior when working remotely.   Recebo uma supervisão acrescida do meu superior hierárquico quando trabalho remotamente.						

Table 5: Questionnaire survey: *The Practice Of Remote Work*

## Appendice 2: Question validation

Questions	Literature Validation
1. My company has created a supportive environment that enhances my performance in remote work.	“Organizational support entails the degree to which organizations acknowledge and reward employees for their efforts, offer assistance when needed, create engaging work environments, and ensure satisfactory working conditions (Rhoades & Eisenberger, 2002).”
2. The support provided by my company in remote work has acted as a motivational catalyst.	
3. The support demonstrated by my company has contributed to a high level of job satisfaction.	“Perceived organizational support is interpreted by employees as a tangible reflection of how much the organization values their contributions and is concerned about their well-being.”
4. My company's commitment to allowing remote work reflects its dedication to supporting my overall well-being.	

Questions	Literature Validation
5. <b>My company promotes a balance between work and personal life.</b>	“The blurred boundaries between personal and work-life, compounded by inadequate home working arrangements and potential distractions, contribute significantly to this discontent.”
6. <b>My company provides support to deal with anxiety in remote work.</b>	“Plays a crucial role in boosting job satisfaction and creating reservoirs of resources to mitigate workplace stressors.”
7. <b>I feel supported when my company provides the tools for remote work.</b>	“The inappropriate working conditions at home, often characterized by a lack of dedicated spaces and ergonomic setups, exacerbate the difficulties faced by remote workers.”
8. <b>The training support from my company enhances my skills for remote work.</b>	“Information and communication technologies (ICTs) have become an integral aspect of the contemporary work environment. This significance is particularly pronounced in remote working setups, where technological tools and systems serve as the primary facilitator for 'everywhere work.’”
9. <b>The provided training improves my productivity in remote work.</b>	“It involves training employees on working in blended workspaces, incorporating both physical and virtual interactions, including competencies on how to use these tools.”
10. <b>My company offers various platforms and tools for remote communication.</b>	“Information and communication technologies (ICTs) have become an integral aspect of the contemporary work environment. This significance is particularly pronounced in remote working setups, where technological tools and systems serve as the primary facilitator for 'everywhere work.’”
11. <b>The provided platforms and tools are effective in collaborating with colleagues.</b>	
12. <b>My company facilitates the resolution of technical issues in remote work.</b>	Organizational backing, including (...) assistance (...) has emerged as a key determinant of positive employee outcomes.
13. <b>My company promotes remote work through</b>	“The inappropriate working conditions at home, often characterized by a lack of

Questions	Literature Validation
<b>incentives such as reimbursement of internet costs and equipment.</b>	dedicated spaces and ergonomic setups, exacerbate the difficulties faced by remote workers."
<b>14. Remote work promotes time and money savings.</b>	"Organizations, prompted by the goals of reducing costs (...) increasingly embraced remote work".
<b>15. Hybrid work is more advantageous than 100% remote work.</b>	"The relationship between teleworking and productivity is proposed to follow an inverted U-shaped curve, suggesting that productivity is maximized at intermediate levels of teleworking, around two or three days a week."
<b>16. I find greater satisfaction in remote work when comfortable and productive conditions are provided.</b>	"Inadequate home working arrangements (...) contribute significantly to this discontent"
<b>17. Working remotely improves the balance between personal and professional life.</b>	"Blurred boundaries between personal and work-life (...) contribute significantly to this discontent"
<b>18. Remote work provides me with autonomy.</b>	"Hybrid teleworking models, providing autonomy."
<b>19. Remote work increases job satisfaction and prevents anxiety.</b>	"Remote work's positive impact on job satisfaction."
<b>20. My remote work is designed for an efficient task execution approach.</b>	"Individuals can fully reap the benefits of telecommuting depends on how their job tasks are structured."
<b>21. Remote work allows for greater flexibility in terms of schedules.</b>	"The primary driver for remote work adoption remains employee demand for flexibility."
<b>22. I have received training for remote work.</b>	"High levels of organizational support, including (...) training, lead to increased engagement, motivation, and productivity among remote employees."
<b>23. My training and development are virtual, providing flexibility to learn from any location.</b>	

Questions	Literature Validation
24. <b>My company allows me to choose the days I work remotely.</b>	“The importance of telecommuting opportunities as a means for employees to perceive an organization's commitment to their well-being.”
25. <b>Remote work promotes greater focus on tasks.</b>	“Potential distractions contribute significantly to this discontent.”
26. <b>When working remotely, I work beyond the established hours.</b>	“The blurred boundaries between personal and work-life (...) contribute significantly to this discontent.”
27. <b>I have clear objectives and goals in carrying out my activities, which facilitates remote work.</b>	“The extent to which individuals can fully reap the benefits of telecommuting depends on how their job tasks are structured.”
28. <b>My allocation of responsibilities is well defined, simplifying remote work.</b>	“This approach should be balanced with direction-giving language, providing subordinates with information about objectives.”
29. <b>My superior promotes remote work.</b>	“Supervisor support, reflecting a positive attitude towards employees, is highly valued.”
30. <b>My superior sets clear goals and expectations.</b>	“This approach should be balanced with direction-giving language, providing subordinates with information about objectives and activities through formal communication.”
31. <b>The clear guidance from my superior ensures productivity.</b>	“Detailed guidelines on task execution and communication tools were introduced.”
32. <b>My superior ensures that the team is always connected and informed.</b>	“Despite the benefits of telecommuting, the quality of communication between co-workers and managers tends to suffer compared to in-person interactions.”
33. <b>My superior organizes video conferences only when relevant.</b>	“Managers may attempt to compensate by increasing online meetings, emails, and phone calls, adversely affecting productivity”
34. <b>My superior helps me overcome obstacles and solve problems whenever necessary</b>	“Favorable treatment from supervisors is crucial, demonstrating organizational care even when working at a distance.”

Questions	Literature Validation
<b>when I am working remotely.</b>	
<b>35. My superior maintains the motivation and commitment of the team in remote work.</b>	“Despite the benefits of telecommuting, the quality of communication between co-workers and managers tends to suffer compared to in-person interactions.”
<b>36. My superior requests progress reports on established goals when I work remotely.</b>	“Workers were required to adhere to new procedures, often involving self-certification of work through written reports or documented hours.”
<b>37. My superior promotes team collaboration in remote work.</b>	“Despite the benefits of telecommuting, the quality of communication between co-workers and managers tends to suffer compared to in-person interactions.”
<b>38. My superior recognizes my work, regardless of my physical presence.</b>	“The remote work’s decrease in personal interactions can impede managerial oversight, particularly when control is traditionally based on workplace presence and face-to-face interactions.”
<b>39. My superior provides feedback on my remote work.</b>	“Providing subordinates with information about objectives and activities through formal communication.”
<b>40. My superior promotes independence and self-management skills when I work remotely.</b>	“Managerial support contributes to an increase of competence, relatedness, and autonomy needs, resulting in improved psychological adjustment, performance evaluations, persistence, job satisfaction, and acceptance of organizational change
<b>41. I receive increased supervision from my superior when working remotely.</b>	

Table 6: Question validation