WORKING FROM WHEREVER, WHENEVER: LESSONS FROM THE COVID-19

PANDEMIC THAT ARE SHAPING THE FUTURE OF WORK

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ABSTRACT

McCauley Palmer: Working from Wherever, Whenever: Lessons From the COVID-19
Pandemic That are Shaping the Future of Work
(Under the direction of Dr. Arvind Malhotra)

The COVID-19 pandemic forced millions of workers to adapt to a remote working environment nearly overnight. This reality tested the limits of enterprise technology, making this transition uniquely remarkable. For these reasons, the early 2020s present an important time to revisit the utility of worker autonomy and job meaningfulness to prepare for a post-pandemic workplace. The purpose of my research is to explore the lessons that employers and employees have learned throughout the pandemic, and how these lessons are shaping the future of work. Through 300+ survey responses and four interviews, I investigate the perceptions of autonomy and meaningfulness in different working arrangements. My results indicate that workers generally desire increased temporal and locational autonomy, although the utility of autonomy varies depending on their circumstances. Additionally, workers seek more opportunities for socially meaningful work in a post-pandemic context, and providing these opportunities benefits multiple stakeholder groups.

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Workers fighting the good fight: Thank you for expressing your challenges and values. Thank you for speaking up and allowing me to listen. This thesis, literally, could not exist without you.

My fellow Tar Heels: Although I have only crossed paths with a fraction of you, thank you for sharing this special place with me. These years have not been easy, but they have been beautiful.

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INTRODUCTION

On March 11, 2020, the World Health Organization declared the coronavirus outbreak (COVID-19) as a global pandemic (Cucinotta & Vanelli, 2020). This unexpected and unprecedented event forced millions of workers to abruptly transition to remote work. In the words of Mayo Clinic's CIO, Cris Ross:

> Sometimes we have an expectation that if we're going to make a change, it's going to take months and months—that we have to step slowly and carefully. But with the pandemic, we were forced to make decisions in weeks or days. We've discovered that when necessity requires rapid decisions and fast action, we can do it. (McCormick, 2021)

Half of the workforce had to adapt to remote work seemingly overnight, and remarkably, 83% of employers and 71% of employees report that the transition to remote work has been a success according to a PwC (2021) survey with 1,300+ respondents (Parker et al., 2021). While most agree that the transition was successful, the survey also shows notable differences in employers' and employees' perceptions of their company's efforts to support remote work at the job-feature level. Investigating discrepancies in employer/employee perspectives helps to understand workers' priorities in modern working arrangements, and how these priorities may shape the future of work.

In this paper, I assess the state of working arrangement flexibility in a post-pandemic context. I specifically explore the role of autonomy and meaningfulness from the employee and

employer perspective and bring these observations to light in hopes of better equipping businesses for the future of work. The rest of my introduction outlines the evolution of working arrangements, categories of autonomy in working arrangements, and the relevance of autonomy and meaningfulness in the early 2020s.

The Evolution of Working Arrangements

The first law mandating constraints on working schedules was passed on May 1, 1867 (Ward & Lebowitz, 2022). The Illinois legislature made the first official (and failed) attempt at enacting an 8-hour workday (Jacobson, 2015). Two years later, President Ulysses S. Grant made a proclamation to guarantee 8-hour workdays with stable wages for all American government workers (Ward & Lebowitz, 2022). Private-sector workers would not receive the same protections until seven decades later when the Fair Labor Standards Act went into effect (Son, 2017). While the act was formally introduced in 1940, industries were heavily influenced by Henry Ford's 1926 implementation of the 8-hour workday (Jacobson, 2015). Many private companies followed in Ford's footsteps after hearing of the company's productivity and profit growth.

The original slogan of the Labor Movement, from reformist Robert Owen, was "eight hours labor, eight hours recreation, eight hours rest" (Ward, 2017). Reformists advocated for the protection of industrial workers who, at the time, were tasked with physically intensive work (Son, 2017). This traditional working arrangement was designed for a time of manual labor, which may no longer be useful for the modern private sector. Table 1 provides an overview of how working arrangements have evolved since the Fair Labor Standards Act. This table shows that working environments have developed through technological innovation and adaptation to social, natural, and economic disasters.

Table 1

The Environment and Innovation of Working Arrangements by Decade from 1950 –2022

Decade	Environment	Innovation
1950s	Physical offices inspired by factory floor layouts (Steele, 2019).	Adding machines and manual typewriters improved productivity (Hoover, 2021).
1960s	Increased focus on leisure by investing in office furniture and introducing the cubicle (Musser, 2009).	IBM became the leading workplace technology provider through the electronic typewriter (Hoover, 2021).
1970s	Rebellion against office dress codes and job insecurity with the 1975 economic bust (Westling, 2021; Winslow, 2021).	Fax machines, high-speed printers, and floppy disks entered the scene (Bellis, 2018).
1980s	Recognized the importance of company culture and the 9AM to 5PM became a common schedule (Cain, 2018).	The World Wide Web was launched and Apple's MacIntosh hit the market (Gallagher, 2022; McCracken, 2014).
1990s	Employees began to challenge the concept of company loyalty and "work-life balance" became an important employment factor (Baker, 1990).	Cell phones and email accelerated communication (Rogers, 2019), the dot-com bubble grew (Hayes, 2019), and notable tech companies went public (Brewer, 2020).
2000s	The public became aware that white-collar jobs would be in higher demand than blue-collar jobs (Lopez & Phillips, 2019).	Skype, Google, Facebook, YouTube, Twitter, and the iPhone catalyzed communication and birthed social media (Gewirtz, 2018).
2010s	The economy slowly recovered from the 2008 recession through a shift to service industries made possible by globalization (DeSilver, 2017).	Artificial intelligence became prevalent in everyday life, companies utilize workplace productivity software, cloud-based systems permit massive data and document storage (Anyoha, 2017).
Early 2020s	An unexpected pandemic uniquely affected working arrangements in different industries and geographies (Fernandes, 2020).	The rise of collaborative software (e.g., Zoom), cryptocurrency, augmented and virtual reality, and deep artificial intelligence systems (Gilbert, 2022).

The COVID-19 pandemic forced millions of workers to rapidly adapt their working

environments. This reality tested the limits of enterprise technology amid social and economic

turmoil around the world, making this transition uniquely remarkable. For these reasons, the early 2020s present the need for a critical revisit of worker autonomy, meaningfulness, and flexible working arrangements (FWA).

The Four Categories of Working Arrangement Autonomy

Researchers have discussed four broad categories of working arrangement autonomy in the modern workplace: temporal autonomy, locational autonomy, affiliative autonomy, and task autonomy (Langfred & Moye, 2004; Malhotra, 2021; Malhotra et al., 2021; Nwanzu & Babalola, 2019). In Malhotra et al.'s (2021) paper "A Future of Work and Organizations," the researchers visually depict the relationship between temporal autonomy, locational autonomy, and affiliative autonomy. Task autonomy is a separate category found to be important to workers in recent decades (Langfred & Moye, 2004; Nwanzu & Babalola, 2019). In the following sections, I describe each category, the differences between them, and how they relate to each other to contextualize the role of autonomy in modern working arrangements.

Temporal Autonomy: Control Over When Employees Work

Temporal autonomy or working-time autonomy refers to the discretion with which an employee can choose when they work. According to Malhotra et al. (2021), temporal autonomy ranges from employer-specified times to whenever workers desire. Beckmann (2016) found that temporal autonomy can improve worker productivity but can also invoke managerial concerns that employees may reduce effort or overwork themselves.

Locational Autonomy: Control Over Where Employees Work

Locational autonomy refers to the discretion with which an employee can choose where they work. Malhotra (2021) explains that workers increasingly expect locational autonomy and that this type of autonomy is associated with work-life balance. Granting employees control over their working location allows for proactive management of work tasks and well-being for knowledge workers (Spivack & Milosevic, 2018). This autonomy ranges from location-dependent to location-independent (Malhotra et al., 2021).

Affiliative Autonomy: Control Over With Whom Employees Work

Affiliative autonomy refers to the discretion with which an employee can choose the individuals, teams, or units with whom they work. This type of autonomy is ubiquitous in the gig economy, where work affiliations are gig-dependent (Malhotra et al., 2021). As knowledge work becomes more complex, so might the importance of compatible working partners. Affiliative autonomy can range from working for an organization with assigned units and teams, to working for any/multiple organizations (p. 35).

Task Autonomy: Control Over How Employees Complete Work

Hackman (1980) described *task autonomy* as how much freedom and independence an employee is granted to carry out their work assignment (as cited in Nwanzu & Babalola, 2019). At the simplest level, the absence of task autonomy is micromanagement. Langfred and Moye (2004) conclude that the effects of task autonomy are dependent on three mechanisms: the motivation behind the task, the information provided, and the structure of the task.

While all four categories are interrelated and affect employee outcomes, I primarily focus on locational and temporal autonomy in this paper. I made this decision considering the types of

autonomy most related to FWA, which has two primary components: *flextime* and *flexplace* (Allen et al., 2013). Flextime is closely associated with temporal autonomy, and flexplace is closely associated with locational autonomy. Additionally, my research is about lessons learned from COVID-19, a period where work from home policies unexpectedly changed when and where most people work.

The Relevance of Autonomy and Meaningfulness in the Early 2020s

In a recent hybrid working study of over 5,000 knowledge workers around the world, 59% of respondents reported that flexibility is more important to them than other benefits, including salary (Reisinger & Fetterer, 2021; Jabra, 2021). Further, 59% of workers report that they would not work for a company that required working in a physical office five days per week (Reisinger & Fetterer, 2021). This trend is evidenced by Apple employees' internal letter addressed to the CEO, Tim Cook, objecting to a late 2021 policy mandating employees return to the office three days per week (Schiffer, 2021). Approximately 80 Apple employees collaborated on this letter, and about 2,800 employees joined a "remote work advocates" Slack (https://www.slack.com) channel to support the message. The letter stated:

> Apple's remote/location-flexible work policy, and the communication around it, have already forced some of our colleagues to quit. Without the inclusivity that flexibility brings, many of us feel we have to choose between either a combination of our families, our well-being, and being empowered to do our best work, or being a part of Apple. (Schiffer, 2021)

Written less than a year ago, and over a year after the declaration of the pandemic, this statement reflects the collective priorities of a post-pandemic employee base. These workers take a clear stance objecting to a traditional working arrangement that they regularly complied with just two years ago. As companies begin to transition "back to normal," I hope this research sheds light on why workers' needs and wants have changed, and how these changes are shaping the future.

In addition to autonomy, the pandemic intensified employees' desire to perform meaningful work: "The crisis has made many people think more about the role work plays in their lives, including its usefulness to society and its importance to the economy" (Smith, 2020). Recent survey research from Slater and Gordon (2020) in the U.K. found that 41% of respondents were considering changing their occupation for more fulfilling work, and 47% desired to be a more valuable member of the community. Dr. Zach Mercurio (2021) refers to this unsatisfied craving as a "meaning deficit" throughout the pandemic, where disparities arise between employees' perceived value to their company and their value to society. These disparities have become salient enough for researchers to explore models of work to combat the growing concern of employees' loss of meaningfulness throughout the pandemic (Ahmed & Ismail, 2020). Aspects of my methodology pertaining to meaningfulness were inspired by these recent findings.

Pairing the relevance of autonomy and meaningfulness in a post-pandemic workplace adds to the novelty of this thesis: I occupy the niche of forward-looking research derived from COVID-19 with the integration of two heuristics that can have complementary effects for organizational stakeholders. The next section of my thesis reviews literature on the work outcomes that modern workers value, including work-life balance, job performance, and job satisfaction.

LITERATURE REVIEW

Effective work environments have been a popular research topic in management and organizational psychology for nearly half a century. One of the earliest seminal articles on worker motivation dates back to 1976 with Hackman and Oldham's job characteristics model that considers core job dimensions, critical psychological states, and personal and work outcomes. Researchers have cited this article over 13,000 times, providing a fundamental understanding of how working arrangements affect employees' personal and work lives.

Work environments continuously evolve through technological, organizational, and social innovation, while also adapting to unprecedented events (i.e., the COVID-19 pandemic). For this review, I focused on the evolution of autonomy and FWA. Researchers generally define FWA in terms of flexibility about where one works, when one works, and how much one works (Bontrager, 2021; Y. Chen & Fulmer, 2018, p. 383). Because of the pandemic's recency, there is little research on the effects of COVID-19 on worker autonomy, and the effect of this autonomy on broader business operations. My research fills this void by communicating with employees and employers about their views on worker autonomy, meaningfulness, and FWA, and how those views are affected by the pandemic.

In this section, I thematically review four categories of literature that help to contextualize the role of FWA for a post-pandemic workplace: work-life balance, job satisfaction, job performance, and the future of work.

Work-Life Balance

Work-life balance is a well-debated, often ambiguous concept (for instance, Kalliath and Brough (2008) identify six different meanings of the term). In this section, I analyze the effect of worker autonomy on five different heuristics which lend to work-life balance generally: (1) work-family conflict, (2) associations between nontraditional work schedules and well-being, (3) tradeoffs of work-life balance with schedule flexibility, (4) asymmetries between work-life segmentation, and (5) boundary violations.

Work-Family Conflict

Firms offer FWA as a tool to alleviate work-family conflict, a large component of work-life balance (Allen et al., 2013; Kelly et al., 2011; Spell et al., 2009). Researchers define work-family conflict as "a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985, p. 77). Consider a single parent that is called to pick up their sick child during the workday, this event compromises the compatibility of the work and family domains. More broadly, these conflicts occur when a tradeoff emerges between the resources needed to fulfill each role (Grandey & Cropanzano, 1999; Greenhaus & Beutell, 1985). Autonomy and flexibility seemingly ease the friction between roles by increasing employees' control over time, attention, and energy resources (Allen et al., 2013, p. 349).

Although flextime and flexplace are generally paired under the broader notion of autonomy, they are worth differentiating because the two constructs have different effects on work-life balance, job satisfaction, and job performance (Allen et al., 2013, p. 351). The results of Allen et al. (2013) show that type, availability, and use of flexibility matter. The researchers

found that flexplace use had a stronger effect on work interference with family than flexplace availability, and that flextime availability was more negatively associated with this interference than was flextime use (p. 361). Allen's group concluded that the psychological effects of just the availability of FWA may be the driver of reduced work-family conflict, rather than the actual use of FWA, which I further explore in this research.

Nontraditional Work Schedules and Well-Being

Studies show that nontraditional working arrangements such as extended work availability (EWA) and schedule instability can have negative effects on workers' well-being (Dettmers et al., 2016; Schneider & Harknett, 2019). Dettmers and colleagues (2016) found an association between impaired physical and mental well-being and EWA, with less opportunity for mental and physical recovery. Further, participants of this study reported less control over nonwork activities, and a decreased ability to psychologically detach from work on nonworking days. This impairment occurs because, "Under conditions of EWA, competing demands from the work and the home domains may cause role conflicts" (Greenhaus & Beutell, 1985, as cited in Dettmers et al., 2016, p. 106). Similarly, Schneider and Harknett (2019) assess how temporal instability in working schedules affects workers' health and well-being with 28,000 survey responses. The researchers discover associations between scheduling instability and psychological distress, worse sleep quality, and unhappiness. The physiological effects of temporal instability deserve consideration because workers can choose similar, nontraditional working arrangements with FWA. However, these associations are not directly transferable to FWA because in these cases, EWA and schedule instability were expected of workers, rather than chosen by workers.

FWA and EWA differ in that FWA signal a degree of autonomy, providing employees some discretion over when they work while EWA refers to an expectation of extended accessibility on work-related matters. Offering employees opportunities to work outside of their regular hours may result in increased workloads or longer working hours for an organization (Towers et al., 2005). This increased responsibility is reinforced by the accessibility of mobile technology where employees can be contacted at any time (Dettmers et al., 2016, p. 105). EWA, in contrast to FWA, inherently permeates work and family boundaries and offers less control and predictability over those boundaries (p. 106).

Tradeoffs Between Work-Life Balance and Schedule Flexibility

Despite the negative effects of obligatory nontraditional work schedules, ter Hoeven and van Zoonen (2015) argue that flexible work designs have both benefits and challenges to employee well-being. Their results indicate that work-life balance, autonomy, and effective communication are benefits of increased flexibility, but that increased interruptions impede employee well-being. Contrary to their hypothesis that parallels the findings of Schneider and Harknett (2019) and Dettmers et al. (2016), ter Hoeven and van Zoonen found a positive association between schedule unpredictability and employee well-being. The researchers propose that "Unpredictability could offer employees the chance to thrive, excel, and even surpass their peers by exceeding their job descriptions. Handling unforeseen tasks can increase confidence and lead to satisfactory job performance evaluations and assessments of well-being" (ter Hoeven & Zoonen, 2015, p. 250). In this research, flexible work designs serve as a voluntary tool, suggesting greater net benefits to optional nontraditional schedules (dissimilar to the Monday through Friday, 9AM–5PM office schedule) compared to mandatory nontraditional schedules.

Asymmetries in Work-Home and Work-Family Segmentation

Asymmetries in individuals' segmentation of work and home domains, and the directional boundary conflicts between these domains, are popular topics throughout work-life balance research. Kreiner (2006) investigates the interactions between individuals' work-home conflict and work-home segmentation preference and the perceived segmentation of their employer. Kreiner provides an understanding of the asymmetries in work-home segmentation, challenges previous findings in the field, and has accumulated nearly 800 citations. Allen et al. (2013) also identified asymmetries in the directionality of boundary conflicts with FWA in finding that work interferes with family at a greater magnitude than family interferes with work. This article articulates the relationship between FWA and work-family conflict through a meta-analysis and concludes, "Flexibility may not have the intended effect of reducing work-family conflict due to increased exposure to work-family role blurring" (p. 360).

Boundary Violations

Work-life boundary violations include having conversations with family members on the clock or receiving off-hours work calls that interrupt personal time. In some cases, when the work and personal domains unexpectedly intersect, effectiveness and satisfaction decrease, and goal obstruction increases. For example, Hirschi et al. (2019) provide mitigation strategies for these violations. Other studies show that these violations are not necessarily negative; Hunter et al. (2019) found that the flexibility between work and family life could improve employees' loyalty to the firm and goal achievement (p. 1304). Consider a worker taking a break to put their toddler down for a nap, allowing for a more productive work session—the role transition can have an overall positive effect on goal achievement. Role transitions are "psychological

movements between roles (e.g., roles of employee and parent), which cross socially constructed boundaries around role-relevant domains" (p. 1288). Boundary violations are a type of role transition where "behaviors, events, or episodes either breach or neglect the desired work-home boundary" (Kreiner et al., 2009, p. 704).

Taken together, the literature in this section indicates that worker autonomy over scheduling may have both positive and negative effects on work-life balance and that these effects are context-specific. Kossek and Michel (2011) found that firms can benefit from attentiveness to employees' need to balance work and family demands, as employees are likely to improve their job attitudes with work-life balance. Before COVID-19, organizational tactics to promote work-family balance included flextime, on-site daycare, telecommuting, and more (Hunter et al., 2019, p. 1303). According to Hunter's research group, employees benefit from boundary management strategies that minimize goal obstruction. These researchers provide the example of blocking a portion of the workday specifically for personal obligations such as communicating with loved ones. Conversely, employees can implement at-home strategies such as setting limits on smartphone usage during evening and weekend hours. These systems help employees relieve anxiety through balancing work and family obligations (p. 1304).

Job Satisfaction

Similar to notions of work-life balance, job satisfaction is a subjective concept that differs greatly by individual, even when employees have identical experiences. Given the highly personal nature of job satisfaction, the organizational features that contribute to more satisfied workers are nuanced. In this section, I focus on the relationships between autonomy, meaningfulness, and job satisfaction, rather than the metrics of job satisfaction. I review

literature that discusses (1) characteristics of motivating work, (2) perceptions of control and autonomy, (3) components of satisfying work environments, and (4) opportunities for meaningful work.

Characteristics of Motivating Work

Hackman and Oldham's (1976) seminal piece "Motivation Through the Design of Work: A Test of a Theory," proposes and statistically validates a job characteristics model that is widely cited in organizational fields. The model provides five core job dimensions that contribute to three critical psychological states, which lead to four general personal and work outcomes (see Figure 1). The three psychological states serve as the core of the model and are (1) experienced meaningfulness of the work, (2) experienced responsibility for the outcomes of the work, and (3) knowledge of the results of work activities.

Figure 1

Hackman and Oldham's (1976) Job Characteristics Model
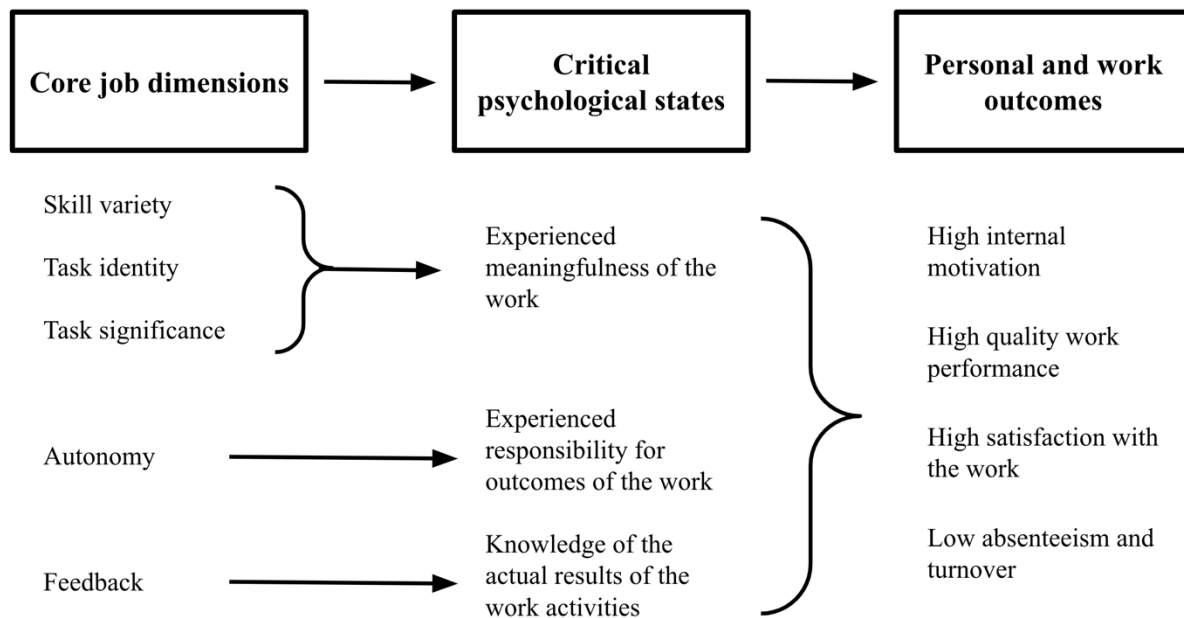
Note. Adapted from Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance, 16*(2), 250–279. https://doi.org/10.1016/0030-5073(76)90016-7

Theoretically, employees should be most self-motivated when all three psychological states of Hackman and Oldham's (1976) job characteristics model are experienced. Even when employees perform poorly, they are more likely self-motivated to improve when the job characteristic model dimensions are evident in their role (p. 256). If employees feel responsible for the work and it is meaningful to them, but they do not know their performance level, then they are not as motivated as they could be. Similarly, if employees know they are performing well on meaningful work, but are not given credit, their motivation is likely unsustainable. The model also suggests that to be meaningful, work must include (1) skill variety, (2) task identity, and (3) task significance. To exercise responsibility, the employees must have autonomy and feedback for knowledge of their results. Through these inputs, employees will experience personal and work outcomes of (1) high internal work motivation, (2) high-quality work

performance, (3) high satisfaction with the work, and (4) low absenteeism and turnover (p. 256). To summarize, the job characteristics model demonstrates that the overall "motivating potential" of a job is greatest when a job provides meaningfulness through skill variety, skill identity, or task significance with autonomy, and substantial feedback (p. 258).

Perceptions of Control and Autonomy

Researchers have studied the link between control, autonomy, and job satisfaction for decades, generally finding that employees are more satisfied when they feel in command of their schedule (Y. Chen & Fulmer, 2018; Spector, 1986). Spector (1986), cited over 2,000 times, conducted a meta-analysis on perceived control by employees, focusing specifically on autonomy and participation. He found that high levels of perceived control are associated with high levels of job satisfaction, involvement, commitment, motivation, and performance. Similarly, Y. Chen and Fulmer (2018) explored three aspects of employees' experience with FWA: perceived availability of the number of FWA, different types of FWA, and actual use of FWA. They find a correlation between perceived availability of FWA and job satisfaction and organizational commitment, and that the perception of FWA contributes more to job satisfaction and organizational commitment than the actual use of FWA. Both the older and more recent articles suggest that the perception of control and autonomy has benefits to job satisfaction, which may transfer to firm performance when considering Hackman and Oldham's (1976) job characteristics model.

Components of Satisfying Work Environments

Employees value a broad range of indicators when it comes to the rewards of their job.

The satisfaction that workers receive from quantifiable rewards (e.g., pay and benefits) is often augmented by less tangible rewards in their work environment (Y. Chen & Fulmer, 2018, p. 383). The perception of FWA availability alone has a positive effect on employees' job attitudes (i.e., satisfaction and commitment), regardless of the intended usage (p. 390). The researchers suggest that FWA indicate to employees that they are valued by an organization, which can lead to more positive work outcomes (p. 382). This signaling creates a positive feedback loop as employees are more satisfied by their work, they feel an obligation to reciprocate commitment to the organization (Y. Chen & Fulmer, 2018, p. 382; Rhoades & Eisenberger, 2002). The perceived value of FWA offerings to an individual employee may be affected by their awareness of the FWA offered to all employees (e.g., aware that another group of workers is offered an increased level of autonomy over their working arrangement; Y. Chen & Fulmer, 2018, p. 382).

Y. Chen and Fulmer (2018) argue that flexplace is perceived as less valuable than flextime because of work-family conflict. The researchers dissolved part of this argument with the conclusion that this statement is true only for job satisfaction, discovering that autonomy over when to work had a stronger positive correlation with job satisfaction than autonomy over where to work and how many hours to work (p. 392). Interestingly, Y. Chen and Fulmer found that job satisfaction and organizational commitment were higher in employees that perceived flextime availability but did not use it, versus those that used flextime arrangements. Similar to work-life balance, job satisfaction has nuanced environmental inputs. This literature emphasizes that control, autonomy, and value signaling are generally present in satisfying work environments.

Opportunities for Meaningful Work

Many researchers have been interested in the contribution of public service, volunteerism, socially meaningful work, and broadly, altruism to employees' job satisfaction (Andersen et al., 2012; Homberg et al., 2015; Jensen et al., 2017; Kjeldsen & Hansen, 2016; Rothausen & Henderson, 2019; Steger & Dik, 2009). Homberg et al. (2015) found a direct relationship between public service motivation and job satisfaction (p. 717). Interestingly, the researchers explain that the propensity for a job to offer public service opportunities can moderate the effect of public service motivation on job satisfaction (p. 712). Although this article is focused on the public sector, Homberg's group builds upon the widely-found notion that the better aligned an employees' attitudes, values, and preferences are with their job, the higher job satisfaction is likely to be (Kristof-Brown et al., 2005; Steger & Dik, 2009; Taylor 2007).

Steger and Dik (2009) discover individual and organizational benefits to engaging in meaningful work that is inspired by individuals' need to serve the greater good (p. 135). The researchers propose a model of work as meaning, where successfully achieving work comprehension and work purpose helps people to transcend their self-interest to serve the greater good. See Figure 2, an adapted version of their model, to see the components of work comprehension and work purpose. From their extensive literature review, Steger and Dik posit that:

> Employees driven by a sense of self-transcendence (i.e., who are working to address salient social needs) will desire to use their organization as a source of support and a facilitator of that work. Successfully working toward a greater social good will deepen comprehension about self, organization, and organizational fit, and thus transcendence would seem to deepen both comprehension and sense of purpose. (p.136)

Further, meaningful work at the individual level correlates to greater organizational commitment, socialization, efficiency, greater time spent at work, and more effective teamwork. Collectively,

these individual benefits can extend to organizational benefits such as increased productivity, morale, performance, and lower turnover (Steger & Dik, 2009, p. 137). The connection between socially meaningful work (serving the greater good) and job satisfaction is important to consider in a post-pandemic context, where workers may feel more physically detached from their organization or society at large.

Figure 2

Steger and Dik's (2009) Model of Work as Meaning
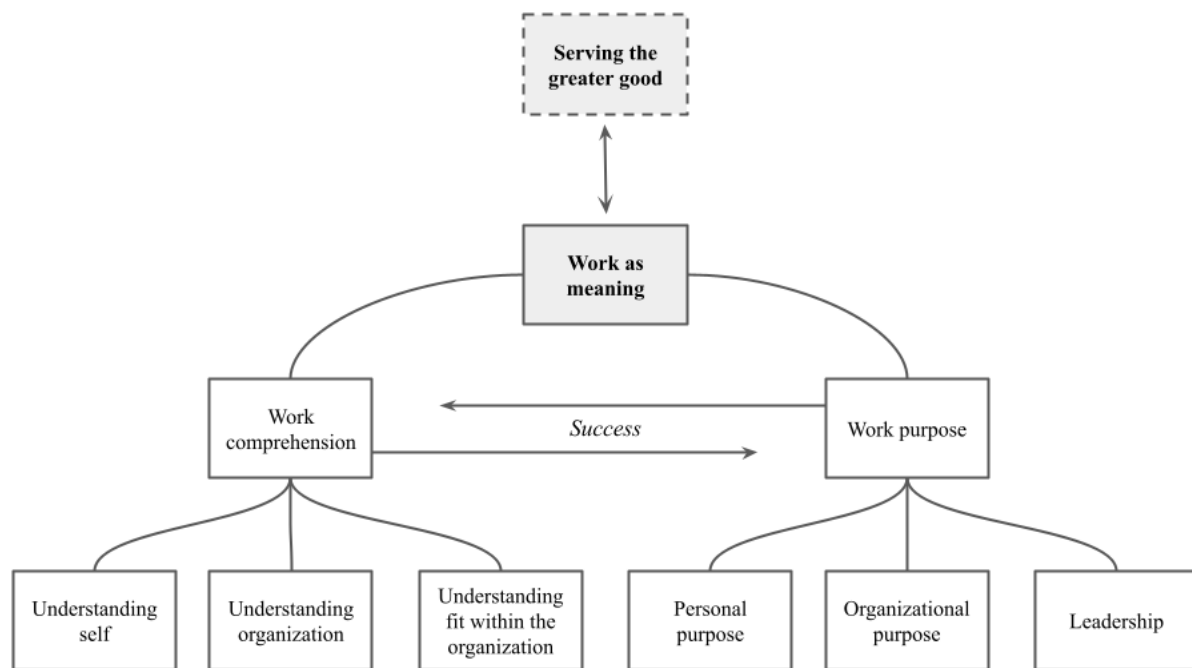
Note. Adapted from Steger, M. F., & Dik, B. J. (2009). Work as Meaning: Individual and Organizational Benefits of Engaging in Meaningful Work. *Oxford Handbooks Online*. https://doi.org/10.1093/OXFORDHB/9780195335446.013.0011

Job Performance

The concept of job performance can be more measurable than work-life balance or job satisfaction because of the clear, observable metrics that managers use to gauge performance.

However, recognizing job performance as a function of job satisfaction and work-life balance helps to better understand the role of autonomy in a post-pandemic work environment. I discuss (1) mindfulness in the workplace, (2) productivity in nonstandard work schedules, and (3) the linkages between family-friendly work practices and firm performance in this section.

Mindfulness in the Workplace

Philosophical concepts are rarely associated with business management; however, mindfulness has become more salient in the last decade throughout management and organizational literature. As organizational behavior professor Erik Dane states, "Owing to its longstanding reputation as a topic best suited for philosophical, as opposed to scientific, investigation, mindfulness has remained outside the purview of many disciplines, including management" (Dane, 2011, p. 1013). Inspired by this gap, Dane (2011) investigates mindfulness and other concepts related to awareness to develop a theory on the cost and benefits of mindfulness on task performance. He interestingly found that mindfulness can have tradeoffs to performance in certain task environments. Ten years later, Malhotra (2021) anticipates that mindfulness will be a key aspect of the future of work.

Productivity in Nonstandard Work Schedules

Obligatory nontraditional work schedules show some negative effects on employee well-being, though less common in voluntary schedule types. Bolino et al., (2021) reviewed literature to explore how nonstandard work shifts affect well-being pertaining to one's work, health, and family. Through 150 articles published in the fields of management, organizational behavior, occupational and environmental health, family studies, and sociology, they identify eight types of nonstandard schedules (p. 190), coupled with individual, work context, and schedule factors

that influence their work-related, health-related, and personal or family-related outcomes. Of the eight schedule types, flextime is the most applicable for my research because the schedule integrates autonomy. The researchers discovered that although the benefits of flextime typically diminish over time, flextime improves productivity (Baltes et al., 1999; Bolino et al., 2021). More specifically, flextime tends to benefit the productivity of frontline workers more than managers and is most effective when used in moderation (Baltes et al., 1999; Bolino et al., 2021; Spieler et al., 2017). In terms of attendance and turnover, Bolino and colleagues' review found that flextime helps minimize the use of unpaid absences for employees (Kim & Campagna, 1981), reduces turnover and intention to quit (W. Chen et al., 2018), and particularly for mothers, reduces absenteeism and likeliness of quitting (Chung and Van der Horst, 2018; Krausz & Freidbach, 1983).

Family-Friendly Work Practices and Firm Performance

Family-friendly workplace practices (FFWP) help workers effectively combine their work and family lives, which contributes to their work-life balance and job performance. Bloom et al. (2011) explored correlations of a family-friendly workplace to firm performance and found that increased provision of FFWP is positively correlated with better firm performance when omitting the quality of management. Although Bloom's research group did not find that FFWP creates economic value or acts as a lever for existing resources, they conclude that there is not a financial consequence to offering FFWP (p. 359). Their work implies that offering FFWP is a tactic for retaining talent, "Given the positive relationship between the provision of FFWP and actual work-life balance, our results show that although providing FFWP may not increase profits, they at least pay for themselves" (p. 360). Ostensibly, if employees' well-being and work-life balance are connected, they will be better off with FFWP, and investors will not be

worse off. Refuting that FFWP detracts from profits can appeal to the broader stakeholders of a firm (p. 360). This implication is not directly transferable to FWA, because FFWP does not necessarily grant autonomy. This finding is significant for reinvestigating tradeoffs between FWA and firm performance, given that FFWP provides workers more flexibility.

Future of Work

The purpose of this research is to provide updated knowledge on the role of autonomy in a post-pandemic workplace to better equip business leaders for the future. I reviewed decades-old literature and very recent literature to identify trends that could influence the future of work. This section ties together aspects of work-life balance, job satisfaction, and job performance from forward-looking research on the evolution of workers' values. I consider findings on (1) managerial and social influence on FWA use, (2) algocratic governance, (3) a culture of mindfulness and meaningfulness, and (4) an outcome-driven future.

Managerial and Social Influence

Over twenty years ago, Kossek et al. (1999) found social motivations behind the individual use of flexible schedules. Their evidence suggests that managerial use of flexible schedules has a favorable social influence on lower-level employees' flexible schedule use, and that gender and peer use are considerable predictors of alternative work schedule intentions and decisions. This research was among the first to suggest that traditional organizations should turn to managers to lead in flexible schedule use which could inadvertently encourage lower-level employees to do the same. This approach is thought to decrease the stigma or social barriers around flexible scheduling. However, Kossek and colleagues' findings are in the context of an older, more managerial-dominated workplace (p. 41).

According to the research of Kossek et al. (1999), flextime sparks the most managerial concern regarding productivity, followed by temporary leaves of absence and part-time work (p. 42). The researchers suggest that productivity concerns are significantly less for part-time working schedules because of reduced income and payroll expenses. Because managers are typically concerned with outputs in respect to business inputs, managers expect proportionally less from part-time workers, although the researchers reference other studies showing that two part-time workers often accomplish more than one full-time worker (p. 42). Kossek's research group also adds that productivity concerns are highest with flextime arrangements potentially because of an inherent "psychological contract" that employees can use in their favor to put personal needs ahead of work needs for the same rewards. Additionally, managers may perceive a greater accountability barrier with flextime, making their management more strenuous (p. 43). Understanding the influential social factors that shaped working arrangements in recent decades is vital for preparing for the future of work.

Algocratic Governance

Algocratic governance is the mode of workplace operations where algorithms allocate work, make decisions, and provide motivation and rewards (Kellogg et al., 2020; Malhotra, 2021, p. 1098). These algorithms can introduce intentional or unintentional restrictions on temporal and locational discretion for employees. The future of work requires algocratic organizations to understand that efficient management methods may undermine workers' autonomy (Malhotra, 2021, p. 1099). Malhotra anticipates a future of work built with customer communities, open-source development, and crowd work. The dispersed nature of the future of work may require more reliance on algorithmic management, due to its ability to efficiently match, monitor, and compensate employees for their work (p. 1092). Although, algocratic

transactions are sometimes perceived as transactional and impersonal, provoking less favorable work outcomes (p. 1093).

Culture of Mindfulness and Meaningfulness

A pressing organizational concern in the future of work is maintaining a positive and productive culture when employees work at different times and places (Malhotra, 2021, p. 1091). As the future of work becomes more temporally and locationally scattered, work outcomes become increasingly dependent on the intrinsic motivation of employees (p. 1094). Further, as employees desire more autonomy, the extrinsic motivations of fair pay and benefits may become less relevant.

Researchers propose mindfulness and meaningfulness as key design factors in the future of work (Good et al., 2016; Malhotra, 2021, p. 1095). Meaningfulness occurs when workers perceive an alignment of work purpose and work comprehension (Steger & Dik, 2009), and employees experience mindfulness through cognitive engagement with work that elicits positive behavior from a broad, psychological, neuroscientific, and medical perspective (Good et al., 2016). In a post-pandemic context, Hougaard et al. (2020) present mindfulness as a tactic for overcoming anxiety at work. These work factors are relevant because of the focus on mental health throughout the pandemic; recent studies found that screen time, isolation, and uncertainty about the future increased for many during quarantine (Pandya & Lodha, 2021; Wagner et al., 2021). Balancing interpersonal collaboration with constant exposure to technology is central to mindful work (Malhotra, 2021, p. 1095).

An Outcome-Driven Future

After a surge of flextime autonomy throughout the pandemic, where workers were primarily assessed on work outcomes, workers may desire increased levels of autonomy in different working arrangement aspects. They may want more discretion over when they work, where they work, and what they work on (Malhotra, 2021, p. 1096). Overall, the future of work is signaling a shift in productivity management, from quantifying hours worked, to quantifying outcomes realized (p. 1096). The 9-to-5 work hour structure, inspired by the United States Fair Labor Standards Act in 1940 (Bolino et al., 2021, p. 201), may have been more advantageous for a process-driven workplace, rather than an outcome-driven future.

Finally, the flexibility to work anywhere at any time affords the opportunity of working everywhere, all the time, which Malhotra (2021) refers to as the "autonomy paradox" (p. 1097–1098). Considering this paradox, meaningfulness and mindfulness are even more salient for maintaining a productive culture in a post-pandemic, algorithm-driven workplace.

Conclusion

This literature review reveals that increased flexibility in working arrangements can have positive and negative effects on employees' work-life balance, job satisfaction, and job performance. Additionally, flexibility and autonomy have different effects on employees that use discretionary compared to mandatory nontraditional schedules. These findings, although ambiguous, help shape the future of work for a post-pandemic workforce that prioritizes meaningfulness and mindfulness. Offering autonomy and meaningfulness in employees' working arrangements may be a key benefit for firms to foster a strong culture and succeed in an outcome-driven environment.

METHODOLOGY

My research analyzed two demographics' perspectives on post-pandemic working arrangements: 21 to 25-year-olds with a bachelor's degree, who are currently employed (demographic A), and human resource professionals in the corporate workforce (demographic B). I conducted this research through a mixed methods research design with a quantitative survey component and qualitative interview and open-ended survey components (see Figure 3). This design allowed me to investigate the congruities, or lack thereof, between employees' preferences and the working arrangement flexibility that employers offer. The following section of my thesis explains the prerequisites of the methodology, details the quantitative and qualitative logistics of the research, and concludes with study limitations.

Figure 3

Mixed Methods Research Design Including Demographics A and B

Mixed methods research design

Quantitative component: 300+ Qualtrics survey responses from **demographic A**

Qualitative component: Four long-form semi-structured interviews from **demographic B;** 300+ open-ended Qualtrics survey responses from **demographic A**
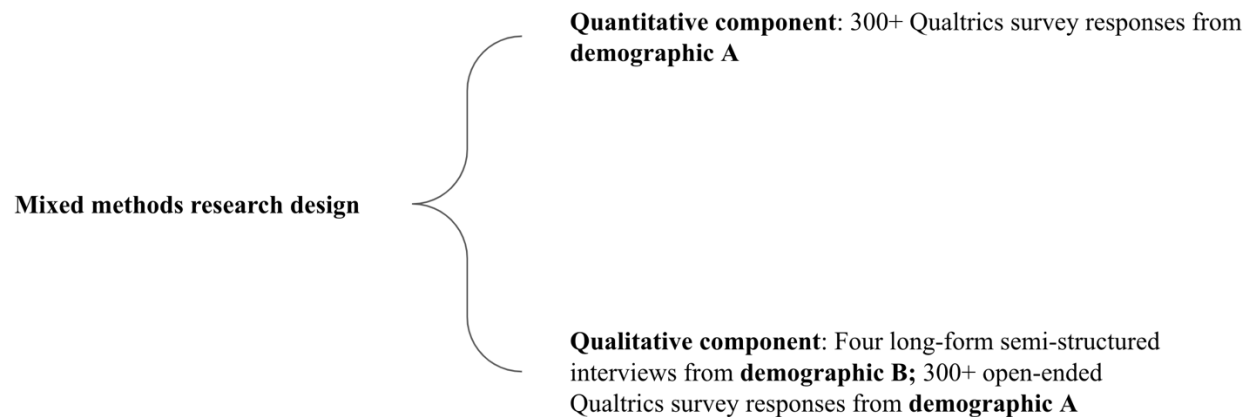
Note. Demographic A refers to 21 to 25-year-olds with a bachelor's degree who are currently employed. Demographic B refers to human resource professionals in the corporate workforce.

Methodology Prerequisites

IRB Approval

Both components of my research involved interaction with human subjects and therefore required compliance with the University of North Carolina at Chapel Hill's Institutional Review Board (IRB) before interacting with my participants. The IRB awards exempt status to studies that pose minimal risk to participants' physical, psychological, social, and economic well-being. UNC's IRB determined this study to be exempt, and the letter of confirmation is provided in Appendix A.

Funding

This methodology would not have been possible without gracious funding from two sources. First, the Kenan Institute for Private Enterprise provided a research grant the Kenan

Scholars' Exploratory Fund. Second, my research advisor, Dr. Arvind Malhotra, generously

contributed funding for this study. I used this funding to purchase 300+ survey responses with

Qualtrics' online panel (https://www.qualtrics.com).

Quantitative Component: Qualtrics Survey

The quantitative component of my methodology is a Qualtrics survey for demographic A.

With over 300 responses, the survey identified potential trends and gaps between workers'

perceptions, expectations, satisfaction, and preferences of various working arrangement features.

The survey contains 45 questions in multiple-choice, Likert scale, and qualitative, open-

ended formats. Generally, the questions related to employees' perceptions of their job features,

autonomy, and meaningfulness. Additionally, the survey asks about the benefits and preferences

of different working arrangements. Finally, I incorporated open-ended questions on ideal

working arrangement, work-life balance, meaningful work, and the future of work to identify

qualitative themes which is a surveying tactic validated by Story and Tait (2019).

Operationalization

This survey was intentionally designed to capture variances and relationships in workers'

perceptions of working arrangements. An important part of the design process was creating

questions that satisfied variables used in my quantitative and qualitative analysis. In general, the

respondents' working arrangement groups served as independent categorical variables, and I

incorporated control variables of gender, age, and tenure for all regression analyses. Table 2

categorizes and describes the other variables derived from survey responses.

I developed dependent variables considering the likely interests of employers, as they are

the primary audience of this research. The five primary dependent variables were: job

satisfaction, intention to continue, job search activity, recommendation level, and reacceptance choice. Each variable has implications for the future of work. The following questions were asked in the survey to assess these variables:

1. How satisfied are you with your job? (Respondents select satisfaction level on a scale of 1-7, 1 being not at all satisfied, 7 being very satisfied.)

2. Do you intend to continue working in your job? (Respondents select intention level on a scale of 1-7, 1 being no intention, 7 being strong intention.)

3. How actively are you seeking other job opportunities? (Respondents select activity level on a scale of 1-7, 1 being not seeking, 7 being very actively seeking.)

4. Would you recommend your job to peers? (Respondents select recommendation level on a scale of 1-7, 1 being not at all, 7 being strongly recommend.)

5. Would you choose to accept this job again? (Respondents select acceptance level on a scale of 1-7, 1 being would not consider, 7 being confidently accept.)

Responses to these questions, in relation to the variables in Table 2, reveal aspects of work that contribute to future job satisfaction, the likelihood of employee turnover, if employees would recommend the job to others, or accept the same job in the future.

Table 2

Variables Derived from Survey Responses

Category	Description
Job Features	Salary
	Benefits (health care and vacation days)
	The work culture at the company
	Your team members
	The scope of your job
	The flexibility of scoping your job to suit your skills
	Ability to increase your learning opportunities
	Engaging in activities to make a social/societal impact
Autonomy Perception	Perceived locational control
	Perceived temporal control
	Perceived responsibility control
	Perceived affiliative control
	Perceived work-life balance
Meaning Perception	Perceived company impact
	Perceived society impact
Autonomy Expectation	Expected locational control
	Expected temporal control
	Expected responsibility control
	Expected affiliative control
	Expected work-life balance
Meaning Expectation	Expected company impact
	Expected society impact
Working Arrangement Benefits	Timing flexibility
	Control over the pacing of work
	Better work-life balance
	More learning opportunities
	Higher productivity
	Better working conditions
	Actively engage in discussions with team members
	Mentorship by your leader/bosses

Note. The Autonomy Perception and Autonomy Expectation variables that include "control" do not serve as control variables for the model, the controls are gender, age, tenure, and major.

Survey Development

I created this survey with Qualtrics, a popular surveying platform in academia. The development process involved many iterations following my conversations with experienced researchers (the final survey is provided in Appendix B). The survey was designed to conduct the following analyses:

- Linear regressions with dependent variables

- Analyses of variance (ANOVAs) between workers' perceptions and expectations

- Charts of temporal and locational preferences

- Qualitative analysis (discussed later in this section)

To ensure the survey provided applicable data for these analyses, respondents were asked questions related to:

- Feelings regarding their current role

- Importance and satisfaction levels of job features

- Perceptions and expectations of autonomy in their current working arrangement

- Perceptions and expectations of meaningfulness in their current working arrangement

- Perceptions and expectations of work-life balance in their current working arrangement

- Future of work trends

- Temporal and locational working arrangement preferences

- Benefits of three types of working arrangements

Distribution Strategy

I distributed the survey through Qualtrics' online panel, a tool for recruiting respondents. The sample size (300+) for the survey was intentionally larger than the qualitative component, to analyze a broader perspective of working arrangement perceptions. For this sample, Qualtrics identified respondents that fit the demographic A inclusion criteria noted in Figure 3. This demographic has experience working in corporate jobs that were likely affected by COVID-19 precautions. Further, this age group, theoretically, faces the longest future in the workforce. This demographic may have especially applicable insights for longer-term working preferences and sustainable working arrangements.

After identifying potential respondents, Qualtrics then distributed the survey to a pool of these respondents that mirrored the U.S. census demographic proportions. To be certain that the survey respondents met the inclusion criteria, I added three screening questions: (1) "How old are you?", (2) "Have you obtained a bachelor's degree?", and (3) "Are you currently employed?" If the respondents did not select 21–25 to question (1) or answered no to questions (2) or (3), their entries were terminated and not counted towards the final survey sample. I then utilized the company's private, cloud-based capabilities to maintain the security and integrity of my data. I know how to preserve the anonymity of participants through the CITI IRB training, which emphasizes the importance of respect for persons, beneficence, and justice in practicing ethical research.

The distribution occurred in two phases, a soft launch and a hard launch. For quality assurance, Qualtrics' initially performs a soft launch of client surveys, reaching roughly 10% of responses, so the client can examine the data and make any necessary changes before the hard launch. I made two changes to the survey between the launches. First, I set a minimum

requirement of 100 characters for each open-ended question, to mitigate the inconclusively of short responses. Second, I added a question related to automated processes in the workplace. These changes create a discrepancy in the number of responses included in different analyses of this research. In general, each analysis in the results section of this research includes 310–340 responses.

Statistical Analysis Plan

I conducted a variety of analyses to answer my research question including regressions, ANOVAs, post hoc variance tests, and graphic visualization. In this section, I explain why and how I used these tools in my research. In the results section, I present most quantitative analyses by comparing data across the three working arrangement groups: remote, hybrid (i.e., a proportion of remote and office work), and office work.

First, I used linear regressions to understand the effect of different work aspects on the dependent variables. I conducted separate regressions with 14 categorical and independent variables for each of the five dependent variables. Regressions benefitted my research by providing insight into the significance of pertinent work aspects for a post-pandemic workplace.

I used ANOVA to identify mean differences between working arrangement groups for all autonomy and meaningfulness variables. ANOVA is useful for identifying whether a group of variables has significantly different means, but it fails to identify which groups contain the difference. Because I used three groups for each ANOVA (remote, hybrid, and office working arrangements), I needed to perform a post hoc test to identify the occurrence and direction of the mean differences. I first performed a Levene's Test to find whether two groups had equality of variance, which was necessary for the Bonferroni-Holm Test. The Levene's Test result was then used for a t-test that provided a p-value comparable to the Bonferroni-Holm Correction. If the t-

test p-value was less than the Bonferroni-Holm Correction, the two groups had significant mean differences for that variable. This analysis helped determine which working arrangements are conducive to different types of autonomy and meaningfulness.

I used graphic visualization as the final mode of quantitative analysis. To visually depict the temporal and locational preferences of different working arrangement groups, I included bar charts and pie charts in the results section. These figures provide a helpful view of post-pandemic working preferences.

Qualitative Component: Interviews and Open-Ended Survey Questions

My qualitative interviews contributed essential knowledge from the firm perspective and exposed the nuances of a post-pandemic work context. I conducted four interviews in a long-form semi-structured format to foster a flexible and spontaneous conversation. The interviews focused on demographic B's strategies for promoting autonomy, meaningfulness, and work-life balance in their company's recruiting and management tactics. Paired with open-ended survey responses, these conversations revealed lessons and challenges from COVID-19 that are shaping the future of work.

Data Gathering

I gathered this data by documenting interviewee responses to my questions. More specifically, all interviews were conducted and recorded (with consent) on Zoom (https://zoom.us). This arrangement allowed me to participate fully in conversation. I used a systematic coding and transcribing method to analyze the audio recordings. See Appendix C for a timeline of these interviews.

Participant Selection

I interviewed human resource professionals from diverse industries (marketing, technology, energy, and healthcare), that have varying working arrangement experiences. I recruited interviewees by leveraging my own, and my advisor's connections to human resource professionals at a variety of companies. The interviewees are deidentified throughout this paper and I refer to them as "Interviewee 1", "Interviewee 2", "Interviewee 3", and "Interviewee 4".

Interview Topics

Interviews with demographic B included questions relating to:

- Learnings from the employer perspective of the work-from-home (COVID-19) period
- Company offerings on flexible working arrangements
- Company preferences on flexible working arrangements
- Employee trends in the work-from-home (COVID-19) period
- Company culture and socially meaningful work
- Trends and expectations for the future of work

Please see Appendix D for the full list of interview questions.

Open-Ended Survey Responses

The operationalization, development, and distribution strategies of this portion of the survey followed those of the quantitative portion. This section explains my qualitative analysis process.

The four open-ended survey questions were:

1. What would your ideal working situation be? Please elaborate on the types of flexibility, responsibilities, and control you would like to have.

2. How do you wish your current job helped you maintain a work-life balance? Please elaborate on what work-life balance means to you.

3. Describe at least three ways your job could be made more meaningful.

4. Please describe what you expect your work situation will be like in 2027? Please elaborate on the types of flexibility, responsibilities, and control you expect to have.

First, I examined the quality of responses to all open-ended questions, which included soft launch data. I eliminated 28 responses from the original 339 because the soft launch did not have the same validation requirements as the hard launch, leaving room for some nonsensical or inconclusive text responses. I also removed entire responses that did not seem to be addressing the open-ended questions in any way (copy/paste text from elsewhere), or if they were gibberish characters. This process left a sample size of 311 quality responses to each question.

Next, I manually coded each response based on the topics the respondent discussed. For example, consider a respondent answered the second question with, "I would like to have more time in the morning to spend with my children. This would give me more energy to engage with my team throughout the workday, and I would probably be in a better mood." I would code this response as "family time", "engagement", "team members", and "job attitude". I followed this protocol for each response.

After coding the responses, I used visualization tools to depict the magnitude of job benefits, job features, types of autonomy, types of meaning, and work trends on each of the four questions. These figures are provided in the results section.

Notable Limitations

My study has three notable limitations. First, I have minimal formal experience as a researcher or interviewer. Therefore, I risk introducing unintentional bias in my conversations

and analysis. I combatted this risk by revisiting my IRB training modules and a recent implicit bias training I completed. Second, I have a limited sample size. Because I opted to do longer interviews and survey a specific demographic, I conducted four interviews and aimed for 300 survey respondents. This limitation affects the comprehensiveness of my study as the smaller groups might not accurately reflect the feelings and perceptions of the larger groups they represent. Third, I conducted this research during a very unprecedented and unique time in history. My findings have nuances for a society that is exiting a pandemic, risking the relevancy of my findings as the world returns to normal.

RESULTS

This section of my thesis presents the results of my methodology beginning with a visual depiction of my sample, followed by my quantitative and qualitative analyses.

Sample Depiction

The data sample used for quantitative analyses was 339 responses. This total includes soft and hard launch responses, with six responses being eliminated because many of their entries were inconclusive.

Figures 4–8 visually depict the demographic segmentation of this sample. Figure 4 shows that roughly two-thirds of respondents identify as female, and the remaining respondents identify as male or non-binary. Figures 5 and 6 indicate that the most popular age of respondents was 25, and the most popular tenure of current role was less than one year. The educational background of the sample is relatively diverse, but STEM-related undergraduate majors comprise over one-third of the sample, shown in Figure 7. Finally, the working arrangement perspective of the responses is 17% from fully remote workers, 41% from hybrid workers, and 42% from full-time office workers (Figure 8). Given that this study is conducted two years after the declaration of COVID-19, this is a logical reflection of the broader workforce's current working arrangement

Figure 4

Gender of Respondents

Gender of Respondents

■ Male ■ Female ■ Non-binary/non-conforming

5%

28%

67%
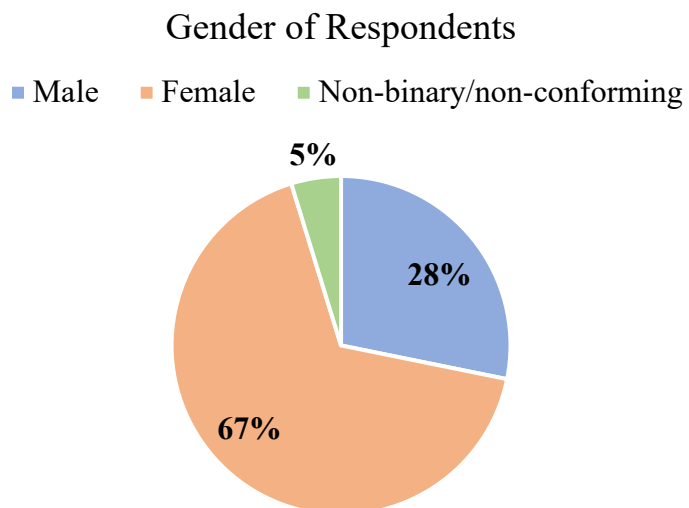
Figure 5

Age of Respondents

Age of Respondents

53, 63, 68, 61, 91, 1

Number of Respondents

Years of Age

21   22   23   24   25   prefer not to answer
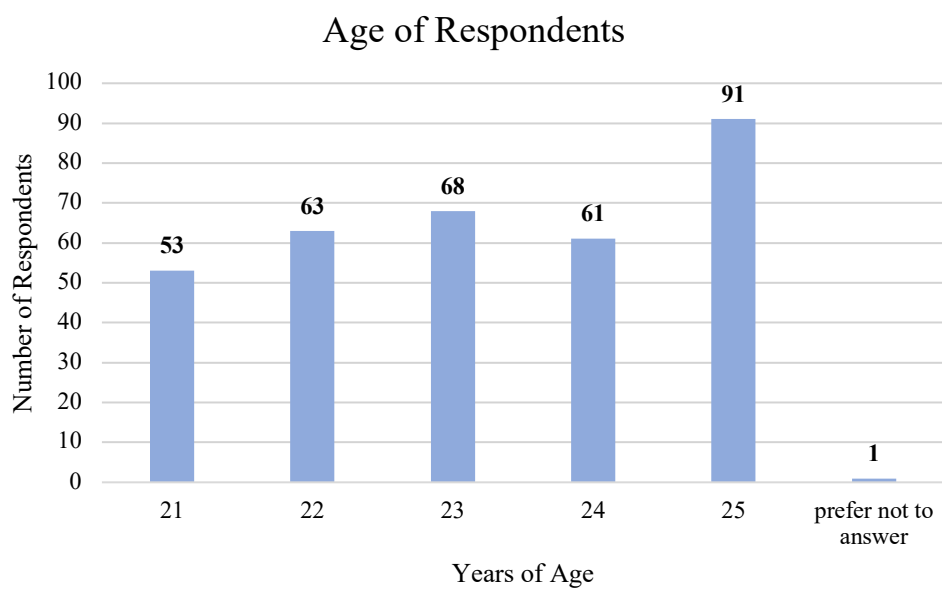
Figure 6

Respondents' Tenure in Current Role

Respondents' Tenure in Current Role
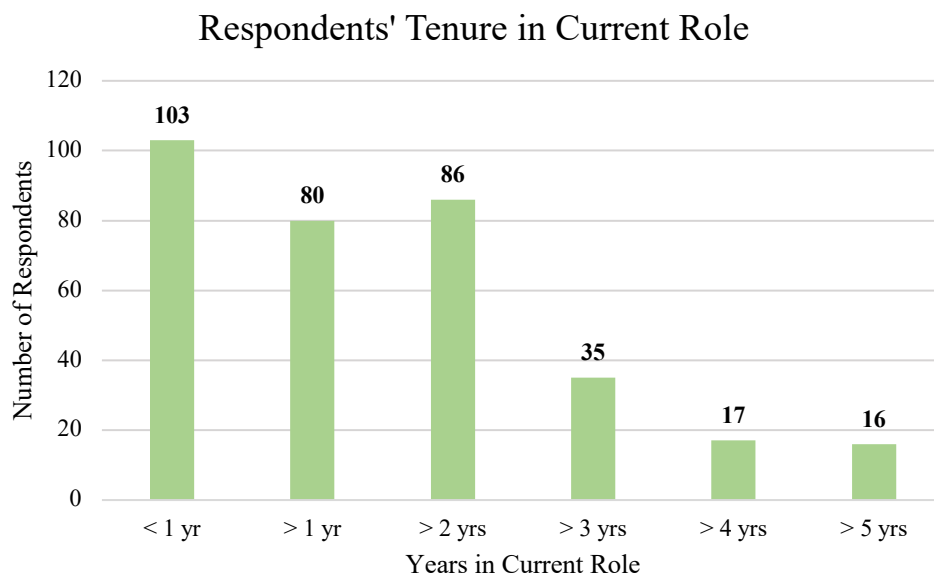
Figure 7

Undergraduate Major of Respondents

Undergraduate Major of Respondents
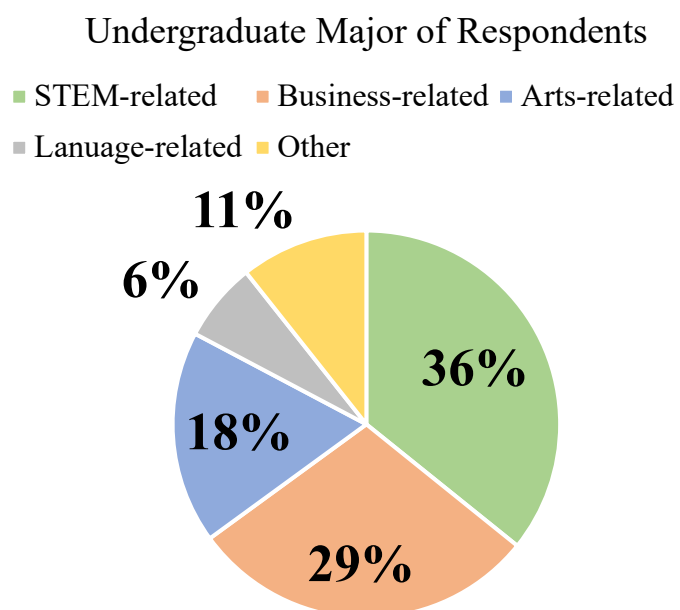
Figure 8

Working Arrangement of Respondents

Working Arrangement of Respondents

- Entirely Remote
- Hybrid (some remote and some in physical office)
- Full-time office-based work

17%

42%

41%
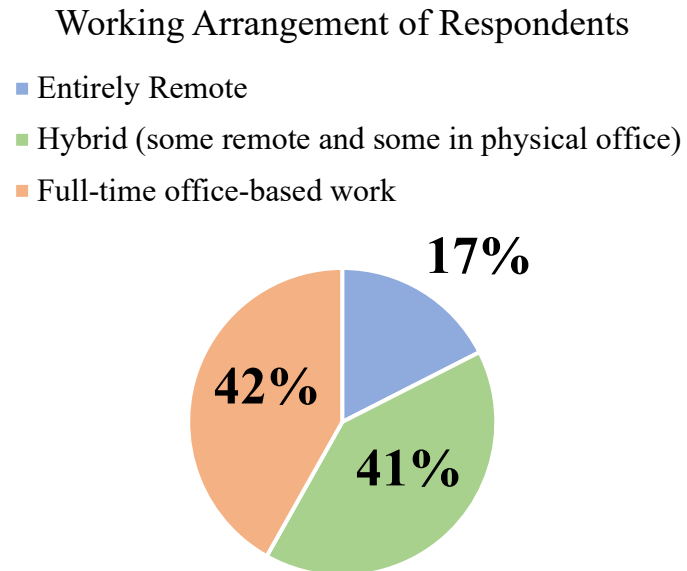
Quantitative Results

I present the quantitative results of this research in three steps. First, I provide a summary of the regression outcomes, followed by a comparison of the group means of working arrangement groups, and conclude with graphs that provide a visual of workers' locational and temporal preferences.

Regressions: Effects of Working Arrangement Aspects

I conducted regressions with 14 independent and categorical control variables to investigate which working arrangement aspects had a significant effect on each of the five dependent variables. I found that perceived autonomy has a significant positive effect on all dependent variables, perceived meaningfulness has a significant positive effect on all dependent variables except job search activity, and perceived work-life balance has a significant positive effect on recommendation level (see Appendix E for the detailed output of each regression).

I present these findings first to validate the relevance of autonomy, meaningfulness, and work-life balance across working arrangements post-COVID-19. The only counterintuitive result was perceived autonomy having a significant positive effect on job search activity, meaning that workers more actively search for jobs when perceiving marginally more autonomy. These relationships are shown in Table 3 to provide a foundation for the analyses that follow.[1]

Table 3

Statistically Significant Perceptions of Work Aspects on Dependent Variables

Dependent Variable	Perceived Autonomy		Perceived Meaningfulness		Perceived Work-Life Balance	
	β coefficient	*p* value	β coefficient	*p* value	β coefficient	*p* value
Job Satisfaction	0.375	*0.000*****	0.251	*0.000*****	0.092	0.070
Intention to Continue	0.333	*0.000*****	0.305	*0.000*****	0.030	0.670
Job Search Activity	0.220	*0.029**	-0.090	0.374	-0.012	0.895
Recommendation Level	0.405	*0.000*****	0.200	*0.002***	0.131	*0.028**
Reacceptance Choice	0.300	*0.000*****	0.261	*0.000****	0.110	0.096

Note. The symbol "*" indicates a p-value of less than .05, "**" less than .01, "***" less than .001, and "****" less than .0001.

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[1] After finding the significance of variables across the entire sample, I repeated the regression process for each working arrangement, separately. This approach resulted in ambiguous findings that do not provide clear implications for the future of work. However, the ambiguity in perceptions at the working arrangement level is obscure, so I further explore this outcome in the discussion section. The summary of regression outputs for each working arrangement is presented in Appendix F, followed by the detailed results in Appendix G.

ANOVA: Dependent Variables

I began my quantitative analysis by performing ANOVAs on each dependent variable across the working arrangement groups (see Appendix H for the detailed results). I did not find a significant difference in the job satisfaction, intention to continue, job search activity, recommendation level, or reacceptance choice between the groups. This result reflects the significance of perceived autonomy and meaningfulness across the entire sample found in Table 3. Table 4 contains the group means and ANOVA significance level, and Figure 9 graphically displays the similarity in perceptions. This finding implies that working arrangement is not a significant factor in workers' perceptions of these variables. I postulate why this homogeneity may exist in the discussion section.

Table 4

ANOVAs of Dependent Variables Across Working Arrangement Groups

Dependent variable	Remote means	Hybrid means	Office means	ANOVA p value	Pairwise significance
Job satisfaction	5.119	5.226	5.206	0.876	*ns*
Intention to continue	5.322	5.270	5.092	0.559	*ns*
Job search activity	4.305	3.832	3.801	0.212	*ns*
Recommendation level	5.017	4.905	4.986	0.860	*ns*
Reacceptance choice	5.339	5.234	5.348	0.819	*ns*

Note. The symbol "*ns*" indicates that no significant difference was found.

Figure 9

Average Perceptions of Dependent Variables Across Working Arrangement Groups

Average Perceptions of Dependent Variables Across Working Arrangements
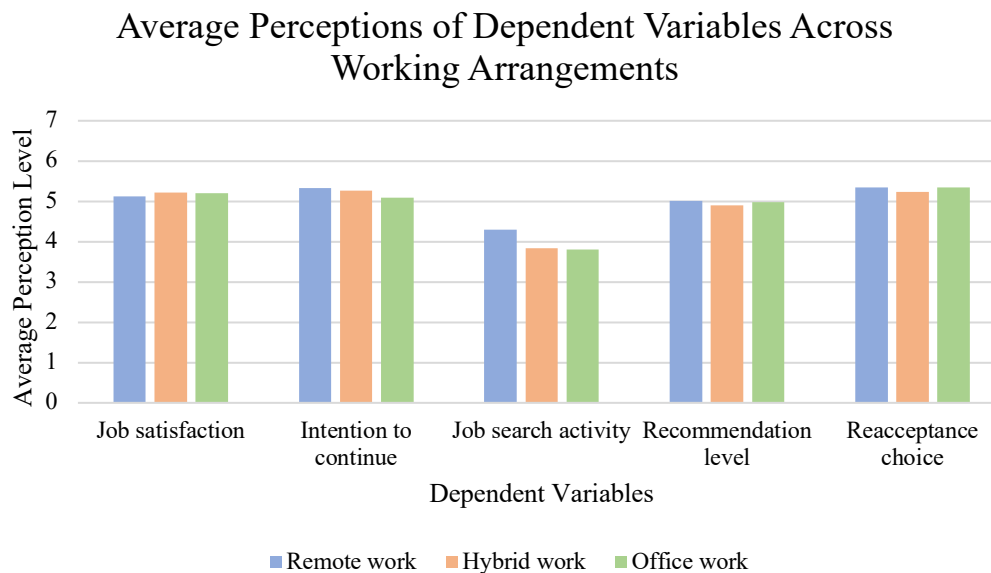
ANOVA: Perception Variables

Unlike the dependent variables, I found significant differences in the perceived autonomy of different working arrangement groups (see Appendix I for a summary and interpretation of these results, and Appendix J for the detailed results). The perceived locational control, perceived temporal control, and perceived affiliative control had a statistically significant ANOVA p-value, indicating a difference of means. The post hoc analyses revealed that remote workers have a higher perception of locational and affiliative control than both hybrid and office workers, and a higher perceived temporal control than just hybrid workers (see Appendix K). Table 5 provides the pairwise significance of these relationships, and Figure 10 serves to emphasize these differences. Overall, remote workers appear to feel considerably more control over where, when, and with whom they work.

Table 5

ANOVAs of Autonomy Variables Across Working Arrangement Groups

Autonomy variable	Remote means	Hybrid means	Office means	ANOVA p value	Pairwise significance
Perceived locational control	5.322	4.628	4.388	**0.001****	(Remote μ > Hybrid μ)** (Remote μ > Office μ)***
Perceived temporal control	5.017	4.255	4.468	**0.016***	(Remote μ >Hybrid μ)**
Perceived responsibility control	5.254	4.737	4.765	0.081	*ns*
Perceived affiliative control	4.898	4.000	3.930	**0.001****	(Remote μ > Hybrid μ)** (Remote μ > Office μ)**

Note. The symbol "*ns*" indicates that no significant difference was found, the symbol "μ" represents the population mean, the symbol "**" indicates a p-value of less than .01, and the symbol "***" indicates a p-value of less than .001.

Figure 10

Average Perceptions of Autonomy Across Working Arrangements

Average Perceptions of Autonomy Across Working Arrangements
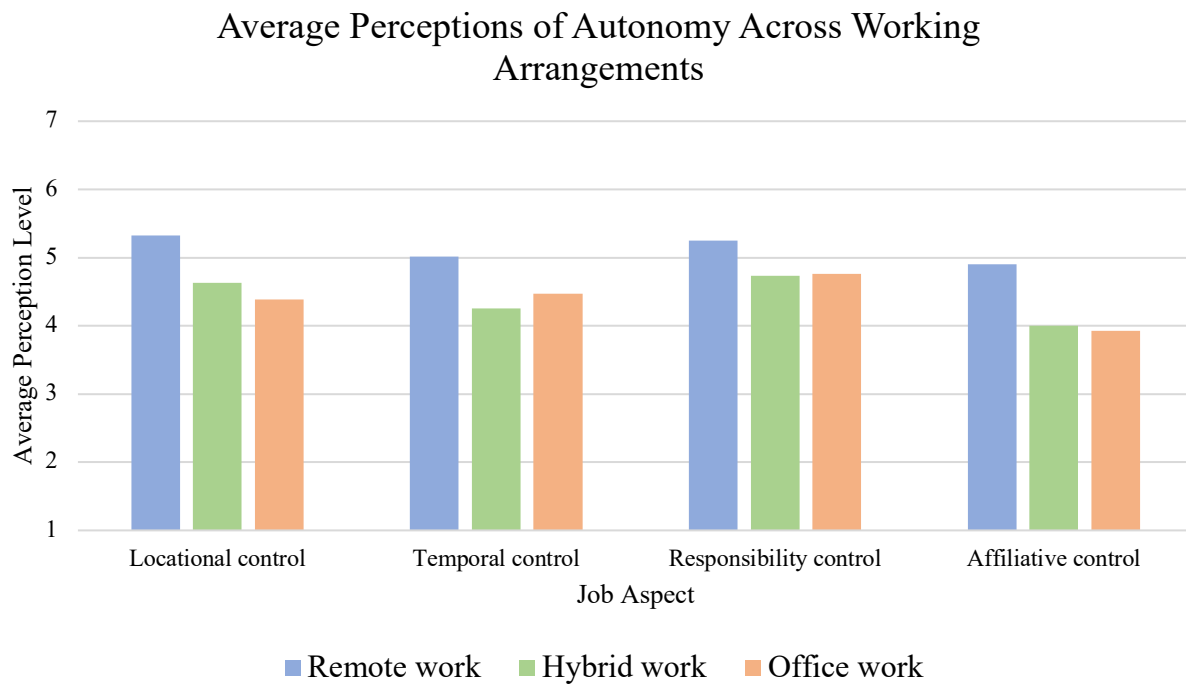
I did not find a statistically significant difference in the perceptions of either

meaningfulness variable between working arrangements (shown in Table 6 and Figure 11). This

finding is useful because it verifies the generalizability of other findings related to

meaningfulness. Put simply, working arrangement is not a significant factor in workers'

perception of their company or social impact, implying that the inputs and outputs of meaningful

work are broadly applicable.

Table 6

ANOVAs of Meaningfulness Variables Across Working Arrangement Groups

Meaningfulness variable	Remote means	Hybrid means	Office means	ANOVA p value	Pairwise significance
Perceived company impact	5.237	4.956	5.106	0.453	*ns*
Perceived society impact	4.898	4.934	4.985	0.933	*ns*

Note. The symbol "*ns*" indicates that no significant difference was found.

Figure 11

Average Perceptions of Meaningfulness Across Working Arrangements

Average Perceptions of Meaningfulness Across Working Arrangements
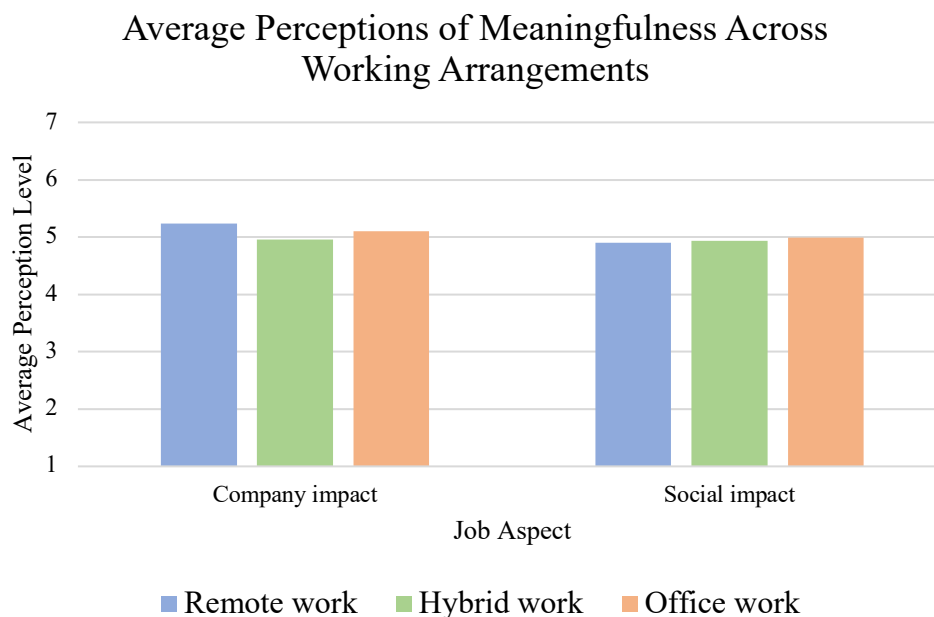
I found no significant variation in work-life balance perception between groups, indicating that working arrangement is not a telling factor in this perception (see Table 7 and Figure 12). This finding aligns with Kalliath & Brough's (2008) study that establishes work-life balance as an equivocal concept. The ambiguity of this heuristic lends itself to qualitative analysis, which I provide in my conversations with interviewees.

Table 7

ANOVA of Work-Life Balance Across Working Arrangement Groups

Variable	Remote mean	Hybrid mean	Office mean	ANOVA p value	Pairwise significance
Work-life balance	5.153	4.912	4.844	0.411	*ns*

Note. The symbol "*ns*" indicates that no significant difference was found.

Figure 12

Average Perception of Work-Life Balance Across Working Arrangements
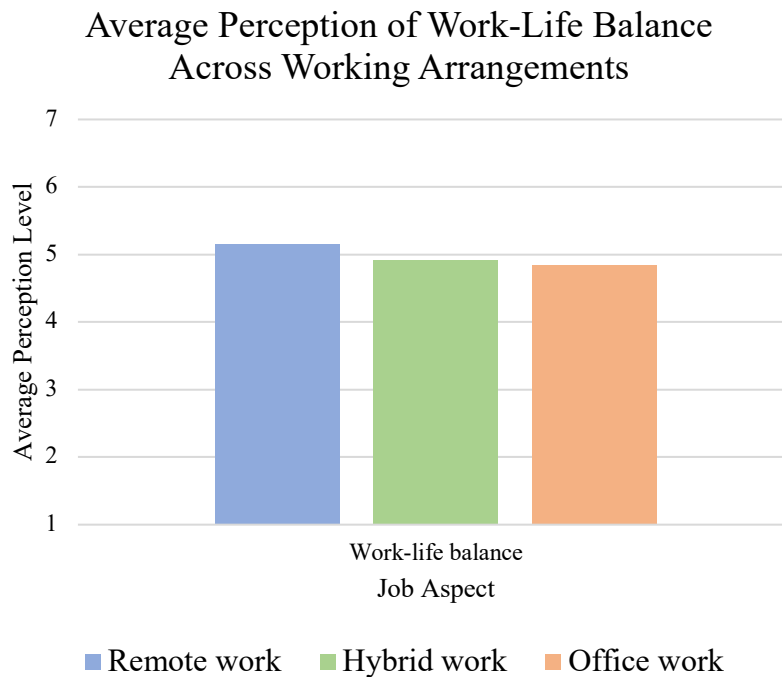
Average Perception of Work-Life Balance Across Working Arrangements

This section presents figures to comparatively illustrate the locational preferences of the entire survey sample by working arrangement. Figure 13 is a proportional bar chart showing the location segmentation preferences of each working arrangement group. This chart captures workers' preferences when given the autonomy to choose the percentage of time spent working at home, and the percentage spent in the office. From this composite view, it is apparent that all workers prefer some segmentation of hybrid work. Most notably, office workers would like to work remotely 42% of the time, on average.

Figure 13

Preferred Remote/Office Segmentation by Working Arrangement Group
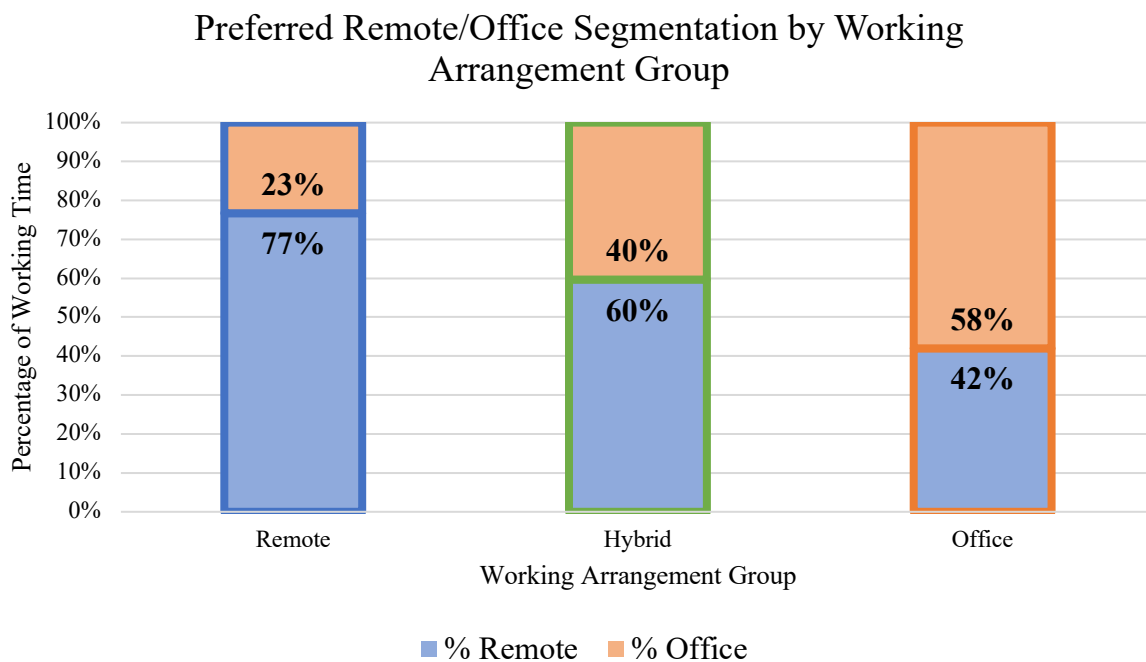
Part of the survey asked respondents to choose the locations where they experience certain positive and negative work feelings. Figure 14 shows a count of where each working arrangement group feels the most satisfied, most productive, and feels they perform their best. In

general, the positive feelings appear to be strongest in their current working arrangement location (i.e., remote workers' positive feelings are strongest in a remote setting). However, hybrid workers are most satisfied and productive in a remote environment but feel they perform better in an office. Figure 15 contrasts with Figure 14 in showing the corresponding negative work feelings for the working arrangement groups (least satisfied, least productive, and worse performance). These results indicate that workers' negative feelings are strongest in the location that differs from their current working arrangement.

Figure 14

Positive Work Feelings by Location Across Working Arrangement Groups
Positive Work Feelings by Location Across WA Groups

Respondent group	Selection	Most satisfied		Most productive		Best performance	
Remote workers	Remote	36		31		30	
	Hybrid	12		9		9	
	Office	10		19		20	
Hybrid workers	Remote	54		57		39	
	Hybrid	47		38		42	
	Office	36		42		56	
Office workers	Remote	35		27		30	
	Hybrid	28		26		28	
	Office	78		88		83	

Figure 15

Negative Work Feelings by Location Across Working Arrangement Groups
Negative Work Feelings by Location Across WA Groups

Respondent group	Selection	Least satisfied		Least productive		Worse performance	
Remote workers	Remote		14		14		18
	Hybrid		15		14		13
	Office		30		31		28
Hybrid workers	Remote		34		48		48
	Hybrid		19		25		28
	Office		84		64		61
Office workers	Remote		59		79		63
	Hybrid		27		15		26
	Office		55		47		52

Graphic Visualization: Temporal Preferences

This section contains visuals that depict the temporal preferences of respondents by their working arrangement groups. The survey assessed respondents' preferences in multiple ways, including their preferred start and stop times of the workday, all else being equal. Figure 16 displays their responses by respective group proportions. From this analysis, I found that the traditional mid-morning to afternoon (e.g., 9AM–5PM) schedule represented the largest percentage of hybrid and office workers' preferences. However, early morning (5AM–8AM) was the most popular start time for office workers, indicating a deviation from the traditional 9AM–5PM schedule.

Figure 16

Preferred Start and Stop Time by Percentage of Working Arrangement Group

Preferred Start and Stop Time by Percentage of Working Arrangement Group
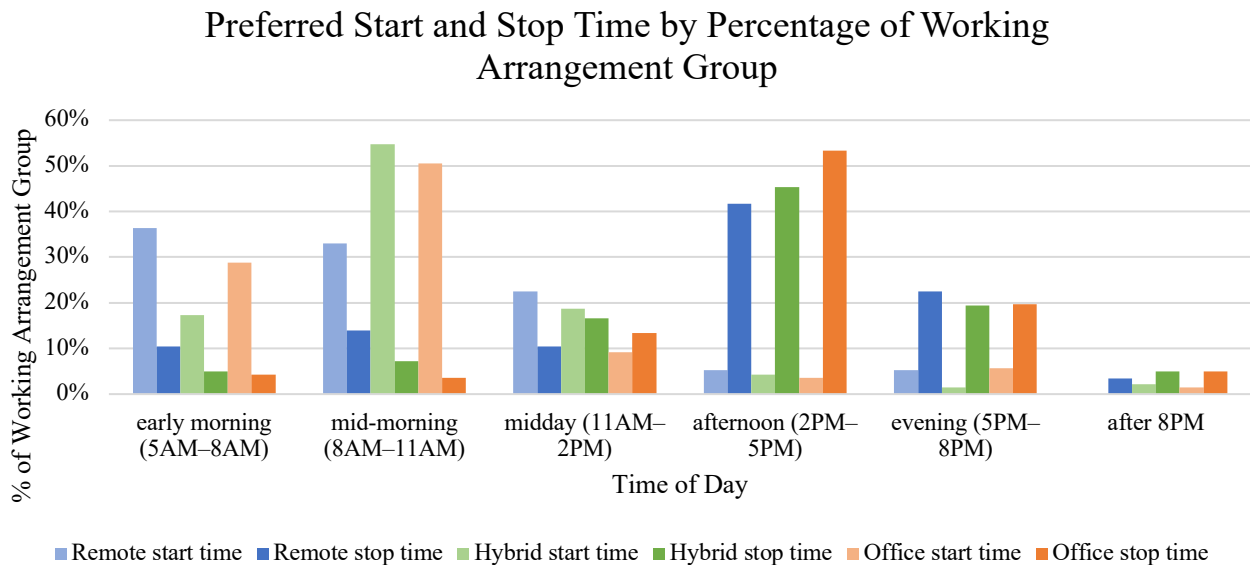
To capture the temporal preferences of the different working arrangement groups, the survey also asked respondents to choose the times of day they felt positive and negative work feelings. Figure 17 displays the positive work feelings from early in the morning to late in the

evening. At a high level, each of the working arrangement groups is more satisfied, productive, and performs better earlier in the day. Similar to Figure 15, Figure 18 shows the same information for corresponding negative work feelings. The respondents tend to feel least productive and least satisfied early in the morning, and their performance declines in the afternoon.

Figure 17

Positive Work Feelings by Time of Day Across Working Arrangement Groups

Respondent group	Selection	Most satisfied		Most productive		Best performance	
Remote workers	early morning (5AM–8AM)	16		11		10	
	(8AM–11AM)	19		17		17	
	midday (11AM–2PM)	11		16		16	
	afternoon (2PM–5PM)	11		9		12	
	evening (5PM–8PM)	1		5		3	
	after 8PM	1		1		1	
Hybrid workers	early morning (5AM–8AM)	24		12		13	
	(8AM–11AM)	58		50		38	
	midday (11AM–2PM)	43		46		42	
	afternoon (2PM–5PM)	6		17		32	
	evening (5PM–8PM)	1		6		10	
	after 8PM	5		6		2	
Office workers	early morning (5AM–8AM)	34		31		29	
	(8AM–11AM)	56		46		44	
	midday (11AM–2PM)	30		41		41	
	afternoon (2PM–5PM)	9		13		13	
	evening (5PM–8PM)	9		6		12	
	after 8PM	3		4		2	

Figure 18

Negative Work Feelings by Time of Day Across Working Arrangement Groups

Respondent group	Selection	Least satisfied	Least productive	Worse performance
Remote workers	early morning (5AM–8AM)	15	12	10
	mid-morning (8AM–11AM)	8	5	9
	midday (11AM–2PM)	11	15	10
	afternoon (2PM–5PM)	10	15	14
	evening (5PM–8PM)	10	6	11
	after 8PM	5	6	5
Hybrid workers	early morning (5AM–8AM)	39	35	17
	mid-morning (8AM–11AM)	14	10	12
	midday (11AM–2PM)	19	17	18
	afternoon (2PM–5PM)	23	30	41
	evening (5PM–8PM)	29	30	32
	after 8PM	13	15	17
Office workers	early morning (5AM–8AM)	36	27	17
	mid-morning (8AM–11AM)	6	15	6
	midday (11AM–2PM)	16	11	22
	afternoon (2PM–5PM)	24	26	38
	evening (5PM–8PM)	34	33	29
	after 8PM	25	29	29

Graphic Visualization: Future of Work Trends

Because this research intends to inform the future of work, I asked respondents how beneficial they felt emerging work trends would be to their current role. Namely, I asked them about no-meeting days, 4-day workweeks, and internal job boards. For reference, no-meeting days are days where workers have complete control over the cadence of their work because they have no meetings. I did not specify the four days of the week for the 4-day workweek question. I refer to internal job boards as a platform where an organization can post jobs to have current employees see them and be able to apply for new opportunities internally. Figure 19 shows the average benefit levels of each trend to the different working arrangement groups. I did not find a significant difference between these averages, but 4-day workweeks have a slightly higher

benefit level than the other two trends. Additionally, office workers selected the highest benefit for 4-day workweeks, while benefitting the least from no-meeting days and internal job boards.

Figure 19

Average Benefit of Work Trends Across Working Arrangement Groups

Average Benefit of Work Trends Across Working Arrangement Groups
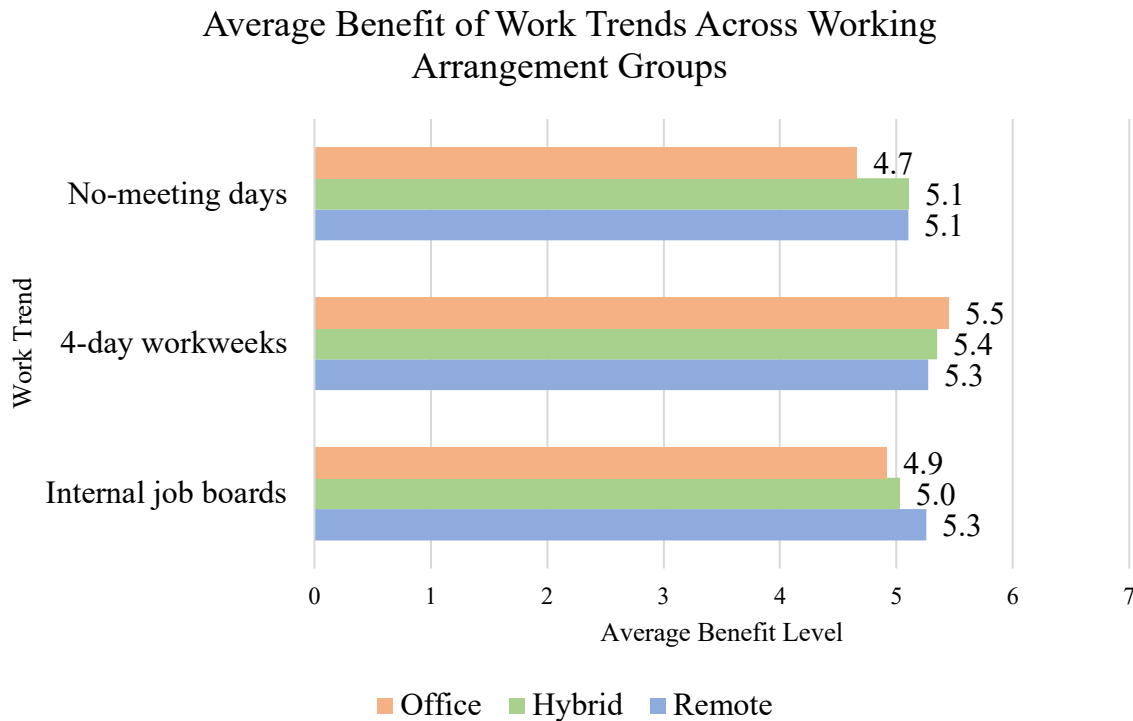
Qualitative Results

This section of my results is divided into two large parts, my interview findings, and my qualitative survey findings from four open-ended questions. The qualitative analysis affords some explanation for the quantitative results discussed above.

Interview Findings

As previously explained, I interviewed a diverse group of human resource professionals in terms of industry, experience, and role. Because of this diversity, some questions in my

interview question list were more applicable than others. The semi-structured nature of these interviews lends itself to robust findings, but not necessarily comparable findings. For this reason, I organized the insights of my interviews into four categories that correspond with the literature review. In the following sections, I provide the interviewees' perspectives on (1) work-life balance, (2) job satisfaction, (3) job performance, and (4) the future of work, to offer a post-pandemic perspective on the literature presented earlier. Because of the timing of these conversations (March 2022), their insights may not apply to the pre-pandemic era.

Work-Life Balance

A common topic in the realm of work-life balance was family/childcare. As a parent, Interviewee 2 explained the hardship of accessing childcare throughout the pandemic. Particularly at the beginning of COVID-19, finding, let alone affording childcare was a heavy burden on work-life balance.

Beyond family and childcare, Interviewee 3 described the uniqueness of challenges individuals faces amid the pandemic. For some it is childcare, for others, it is office space, a compromised immune system, reliable internet service, and the list continues. In navigating the spectrum of challenges, Interviewee 2 has seen employees' priorities change. People have been forced to realize that other life aspects may matter more than work (e.g., wellness, family, community, etc.). As workers reprioritize their lives, work may fall in rank.

From a global perspective, Interviewee 4 found that more population-dense regions were struggling to work remotely due to being in close quarters with their entire family at home. They noticed that the Asia-Pacific region, in particular, sought to return to the office more than other regions because they felt less productive at home. In Europe, roughly half of the employee base for this company wanted to return to the office, and the other half preferred remote work. In the

United States, there was comparatively more reluctance to return to the office, and Interviewee 4 assumes that this was partly due to less population density.

Dynamic working policies were a crucial aspect of navigating the diversity of needs and challenges employees faced throughout the pandemic, according to Interviewees 2, 3, and 4. Because Interviewee 1's organization is entirely remote, their working arrangement practices did not face any changes. Interviewee 4 explained their approach to accountability for this period was to provide a lot more flexibility and have honest conversations about what individual employees can and cannot handle in a remote work environment. Similarly, Interviewee 3 found leaders to be more compassionate and flexible about circumstances that warrant working from home. Interviewee 2 added that leaders should think from the perspective of workers when instituting policies that affect workers' personal lives and that it is important that leaders make decisions based on data from those affected by their decisions.

Job Satisfaction

Common topics related to job satisfaction throughout the interviews were employee engagement, sustaining company culture, and socially meaningful work.

Interviewee 4 found that certain teams and roles have a more intense need for in-person engagement than others. For example, they found that their company's sales teams would go to greater lengths to collaborate in person than other teams, and this is perhaps due to the high level of engagement sales roles entail. Additionally, they saw a struggle for new employees to get acclimated to the company without an in-person onboarding experience. From the interviewee's perspective, new hires needed more mentorship and connection to feel part of their team. For the future, Interviewee 4 posed the question: How do we help new employees become assimilated, productive, and effective while retaining flexibility?

Sustaining company culture in a hybrid working environment was an important issue to Interviewees 2, 3, and 4. Interviewee 1 leads a mission-driven organization that provides a lot of space for creativity, flexibility, and autonomy, and because it is a remote organization, this culture was not jeopardized throughout the pandemic. Interviewee 1 stated, "Because we have people who have a vested interest in this work and it aligns with who they are personally, we don't have a great deal of accountability issues." They have found that recruits care primarily about the organization's work and values. But, offering autonomy in addition to a culture alignment is a compelling factor for recruitment. This organization does, however, have an annual conference that is typically in person. The interviewee acknowledged that "Working with others in-person facilitates an intellectual curiosity that you just can't demonstrate in an online environment, in general." To provide some of this connection in a virtual environment, Interviewee 4 proposed a tactic to journey map important moments that provide fulfillment for workers in a physical environment. After identifying these moments, organizations can be creative about recreating the specialty of fulfilling moments in their virtual environment. Another tactic explained by Interviewee 1 was a knowledge share program. The interviewee designed this program to unlock employees' tacit knowledge and foster a more dynamic exchange of information across the organization. They are Pomodoro-style sessions, of three, 20-minute interactions. The first session is an icebreaker, focused on connecting remote workers, the second session is focused on organizational values and information sharing across different functions, and the last session is a small group or Q&A discussion to embed the shared knowledge. The interviewee shared that this program has strengthened the culture of their organization in the absence of an in-person annual conference.

All interviewees expressed that offering employees opportunities for socially meaningful work is positively received by their employees. Interviewee 1 believes that positively impacting society is especially valued by younger workforce entrants. This belief is reinforced by the quote, "Millennials really do want to make a difference in the world. To use your intellectual abilities and make cutting edge analysis to make an impact is the cherry on top for younger generations." Interviewee 2 has seen varying perceptions of socially meaningful work across their organization. They explained that some leaders feel if workers are already busy, asking them to volunteer or do other socially meaningful work outside of their job scope may amplify employees' fatigue and that employees have even lower energy levels amid a pandemic. Therefore, opportunities for socially meaningful work are dependent on managers. If a leader values socially meaningful work, those employees are likely to have more of these opportunities. Interviewee 2 feels employers could benefit from revisiting the role of team engagement and volunteering, and how to provide that time for people, because altruism may energize some workers and strengthen teams. Because Interviewee 3 is in the healthcare industry, the organization's work is innately meaningful to society, so passion and satisfaction tend to be embedded in employees' work. However, because the pandemic limited direct patient interaction, they noticed more executive leaders "rolling up their sleeves" and helping in unconventional ways to have social impact. Interviewee 4's company was providing opportunities for socially meaningful work before the pandemic and has found it challenging to continue providing those same opportunities throughout the pandemic. In general, these opportunities have been positively received, even in a virtual environment.

Job Performance

The general insight across the interviews, in terms of job performance, is that their organization's performance does not seem to be negatively affected by COVID-19-related changes. The interviewees' employees adapted generally well to the remote transition, and flexibility played a role in this success. Because Interviewee 1's organization is remote, they expressed that their only real challenge was combatting the lack of physical connection at their annual conference. Interviewee 1 noticed that different geographies have become more siloed in their operations because of fewer tacit knowledge exchanges, which are most conducive in spontaneous in-person environments. Other than this challenge, workers have complete temporal and task autonomy, so long as the desired team outcomes are met by their project deadline. The interviewee added that this working arrangement does not work well for everyone. Workers that are uncomfortable working autonomously and independently tend to feel less satisfied with their performance. The organization includes the remote working arrangement in their recruitment advertising because they believe it attracts more talent.

From an inclusion and diversity perspective, Interviewee 2 found the overarching lesson learned throughout COVID-19 is to give each employee the flexibility to choose the working arrangement that works best for them. Further, a one-size-fits-all autonomy policy is not inclusive in a post-pandemic context; the pandemic exposed that people with extenuating circumstances are affected by, and perform differently under temporal and locational policies. Interviewee 2's insight is that people are more likely to perform better when they have the flexibility to design a working arrangement that best fits their needs.

Interviewee 3 highlighted a different challenge regarding job performance throughout the pandemic: a lack of technological processes. Their organization had been heavily paper-driven,

which is not ideal for a rapid transition to remote work. Because the organization had been more reactive than proactive with technology, they found increased communication barriers at the onset of the pandemic. Interviewee 3 learned that technology is crucial to support team performance in a remote environment. Another challenge was that a small, customer-facing team has a stronger staffing imperative than a larger internal team. In a hybrid environment, staffing is less predictable for this type of team and can affect performance if not properly mitigated. Interviewee 2 feels that regardless of circumstance, people want and need flexibility in their working arrangements, which is the benefit of hybrid arrangements. They shared that people tend to be happier with flexibility, and when people are happier, they are generally more engaged and perform better work.

From a performance standpoint, Interviewee 4 found that their company was resilient enough to perform work at the level they normally would, even amid the transition to remote work. The interviewee believes this success was due to initial business continuity evaluations to identify operations that were falling through the cracks as the transition progressed. Through these meetings, they found that some people were lacking resources at home to work effectively, particularly internet bandwidth, video quality, and a physical workspace. Identifying this need early on helped to prevent potential performance declines. These meetings also helped the company to reprioritize its operations because not all existing processes would be as beneficial in a remote or hybrid environment. For example, the company delegated working arrangement decisions to regional and functional teams because workers' circumstances varied greatly around the world. They encouraged teams to define their "team-best" in terms of when, where, and how a specific team works. Some teams decided they perform better with some degree of in-person collaboration, so those teams decided which days were best to work in the office, together. This

team autonomy also shifted the company's perspective on accountability to a degree. Teams began thinking more critically about what the team needed to accomplish and how they would accomplish it together.

The Future of Work

I asked each interviewee about three recent work trends that may become more prevalent in the future of work: no-meeting days, 4-day workweeks, and internal job boards. I paired these responses with employees' reported benefit levels of the same trends in the discussion section.

The organizations of interviewees 1, 2, and 3 have a rendition of no-meeting days. The consensus is that they are effective when executed properly, but it is very difficult for leaders to keep their calendars clear for an entire day regularly. Interviewee 1's organization has no-meeting days, but they are unsure how sustainable the policy is for a globally remote organization that is especially dependent on virtual communication. The interviewee has found that decreasing interaction in this way can hinder cross-functional teamwork. At Interviewee 2's company, employees are generally happy with no-meeting days, but the effectiveness of the practice depends on leaders' adherence to the policy. At this company, no-meeting days were introduced to combat the surge of meetings throughout COVID-19; people were scheduling more meetings out of convenience. This interviewee has also found that managers struggle to adhere to this policy. Interviewee 3's organization has "leader block days" once a month where leaders are encouraged to take a break from all meetings. The leaders find the block days useful if they can keep their calendars clear.

The idea of 4-day workweeks spawned more diverse insights than no-meeting days. Interviewee 1 did not oppose 4-day workweeks; however, they anticipate that the policy would have a negligible impact on workers. When workers are highly motivated by work that is in

alignment with their values, they would likely work as much as a project requires, regardless of the policy. Interviewee 2 expressed that 4-day workweeks are a steppingstone to the full flexibility that workers desire. So, while the policy is favorable, the idea should be to give workers the flexibility to choose when and how much they work and let their outcomes speak for themselves. Interviewee 2 felt that if set goals are achieved, the duration and frequency of work should not matter. Interviewee 3 was in favor of 4-day workweeks and has had discussions with peers about the possibility of this policy, but their organization does not yet have adequate systems in place to support this change. Finally, Interviewee 4's organization did not have 4-day workweeks due to logistical constraints, but they surfaced a similar concept referred to as "recharge days". The entire organization could completely shut down (including email) once a quarter so that every person in the organization can take a day off without having extra work pile up.

Internal job boards are not a new phenomenon in the workplace, but they are becoming more popular as workers increasingly seek mobility throughout an organization. Interviewee 1's organization is in the process of implementing an internal job board for its employees. Career succession is a high priority in this organization, so leaders are in favor of internal job boards. This tool is widely used in Interviewee 2's company and they do not anticipate internal job boards being a differentiator in the future of work. Similarly, Interviewees 3 and 4 shared that internal job boards are heavily used by their employees.

Survey Findings

The qualitative survey results reflect 311 responses to four open-ended questions. The following sections break down the frequency of job features, job benefits job autonomy, job meaning, and work trends discussed in the open-ended responses.

Job Benefits

Table 8 provides a count of different job benefits mentioned in open-ended responses to each question. Flexibility was the most discussed benefit in ideal working arrangements. Excluding the benefit of work-life balance in work-life balance responses, family time was the most discussed benefit. Engagement was the most present benefit discussed for meaningful work, and workers most often expected flexibility to be a benefit of their 2027 work situation. Overall, flexibility was the most popular benefit, so the Sankey diagram (Figure 20) highlights the magnitude of the relationships between flexibility and each of the questions.

Table 8

Count of Job Benefits Mentioned in Open-Ended Question Topics

	Ideal working arrangement	Work-life balance	Meaningful work	2027 Work situation
Work-life balance	13	77	9	9
Engagement	15	11	54	4
Family time	10	43	10	26
Flexibility	73	17	11	46
Job attitude	9	16	19	15
Job satisfaction	1	2	2	3
Mentorship	3	0	7	1
Pacing	6	3	3	2
Productivity	4	8	10	3
Recognition	6	2	28	1
Wellness	11	35	23	11

Figure 20

Sankey Diagram of Open-Ended Questions and Job Benefits

Magnitude of Relationships Between Job Benefits and Open-Ended Response Topics

Job Features

Table 9 provides a count of different job benefits mentioned in open-ended responses to each question. For this category, I chose to generalize benefits as a feature of working arrangements. Pay/salary was the most discussed feature across all questions except meaningful work. Social impact was far more heavily mentioned in response to meaningful work than the other features. Following compensation, job scope was the second-most present feature of ideal working arrangements and expected 2027 working situations. Additionally, benefits and social impact were tied for the second-most prevalent features for work-life balance. The Sankey diagram (Figure 21) highlights the magnitude of the relationships between social impact, the second-most discussed feature overall, and each of the questions.

Table 9

Count of Job Features Mentioned in Open-Ended Question Topics

	Ideal working arrangement	Work-life balance	Meaningful work	2027 Work situation
Benefits	24	26	24	19
Culture	29	4	34	10
Job scope	36	1	11	42
Learning opportunities	17	11	52	22
Pay/salary	43	33	63	58
Skill scope	5	2	6	6
Team members	33	7	43	13
Social impact	18	26	106	14

Figure 21

Sankey Diagram of Open-Ended Questions and Job Features
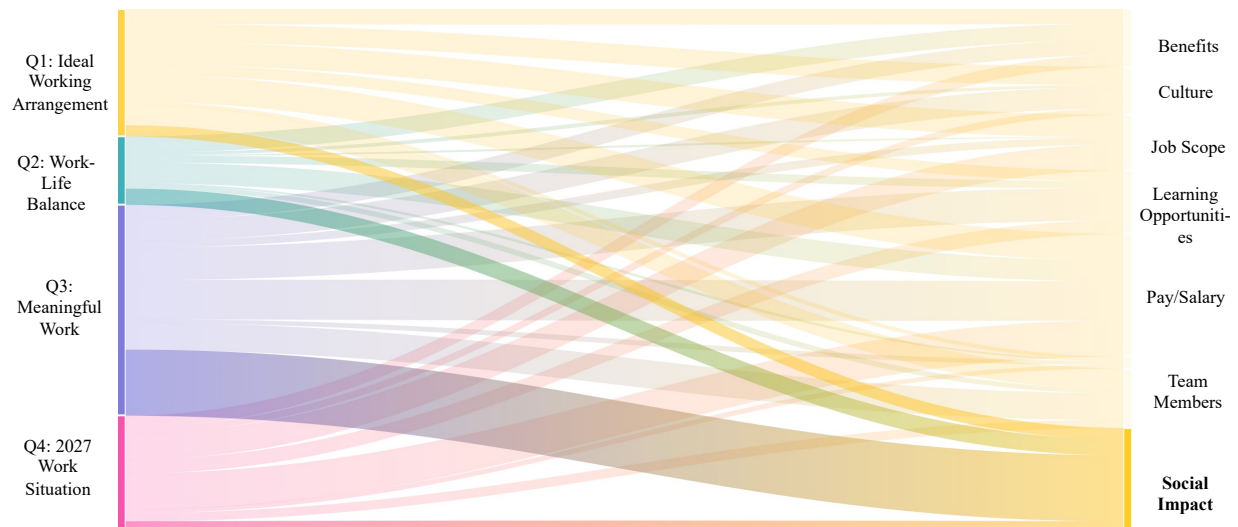
Magnitude of Relationships Between Job Features and Open-Ended Response Topics

Job Autonomy

Table 10 provides a count of different types of autonomy mentioned in open-ended responses to each question. Temporal control was the most discussed type of autonomy across all four questions. Control over responsibilities was the second-most mentioned type for ideal working arrangements, meaningful work, and expected 2027 work situations. Locational control was the second-most popular type for work-life balance. The magnitude of relationships between temporal autonomy and the four questions is highlighted in Figure 22.

Table 10

Count of Autonomy Types Mentioned in Open-Ended Question Topics

	Ideal working arrangement	Work-life balance	Meaningful work	2027 Work situation
Affiliative control	14	3	10	9
Locational control	48	32	3	30
Responsibilities control	52	6	20	53
Temporal control	121	131	44	76

Figure 22

Sankey Diagram of Open-Ended Questions and Autonomy Types

Magnitude of Relationships Between Job Autonomy and Open-Ended Response Topics
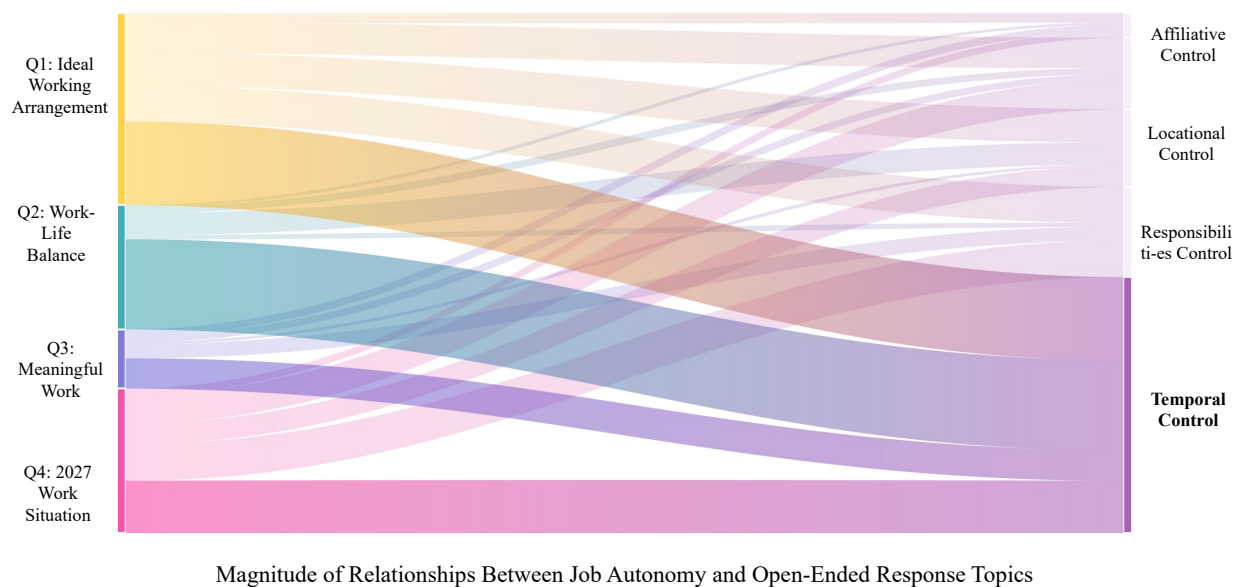
Job Meaning

Table 11 provides a count of company impact and social impact mentioned in open-ended responses to each question. Overall, social impact was discussed more than company impact across all questions, and Figure 23 highlights the magnitude of relationships between social impact and each question.

Table 11

Count of Meaning Types Mentioned in Open-Ended Question Topics

	Ideal working arrangement	Work-life balance	Meaningful work	2027 Work situation
Company impact	3	3	16	1
Social impact	18	26	106	14

Figure 23

Sankey Diagram of Open-Ended Questions and Meaning Types

Magnitude of Relationships Between Job Meaning and Open-Ended Response Topics
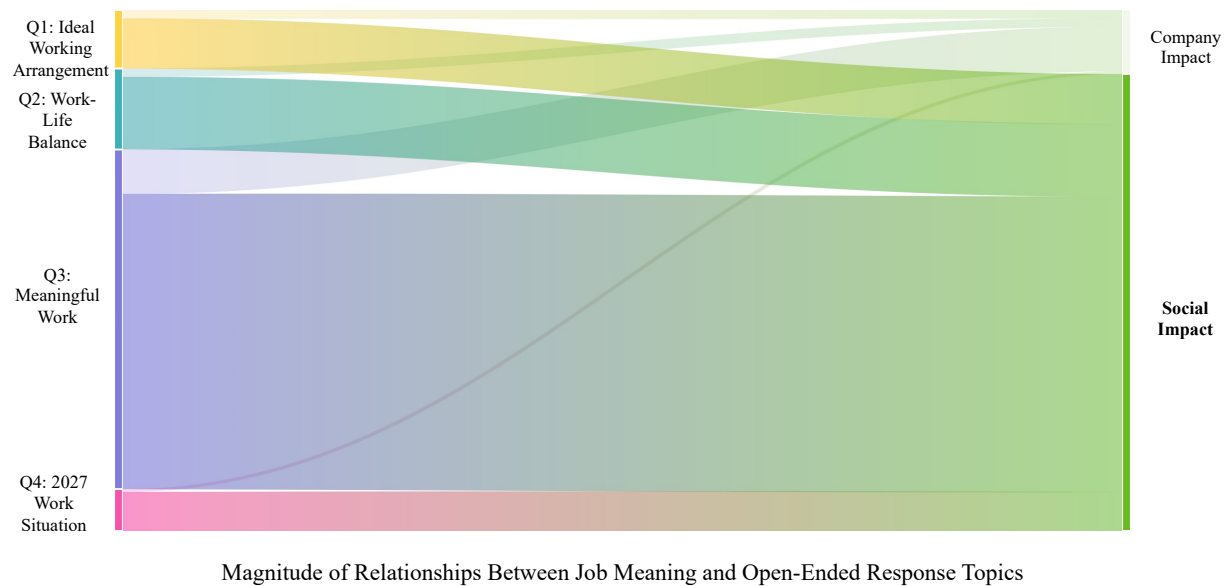
Current Work Trends

Table 12 provides a count of different work trends mentioned in open-ended responses to each question.[2] Respondents mentioned technology improvement or use in their ideal working arrangement more than any other trend. Technology and cognitive load (i.e., higher-level tasks and decision-making) were tied for most-discussed trends in work-life balance. In response to meaningful work, diversity equity, and inclusion was the most popular work trend. Workers expressed that they expect to use knowledge from their educational background more in their 2027 work situation. Overall, technology improvement or use was the most discussed work trend, so the Sankey diagram (Figure 24) highlights the magnitude of the relationships between technology and each of the questions.

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[2] I refer to these items as trends because, from my perspective, there has been a recent focus on these aspects of work. However, I do not anticipate the emphasis on diversity, equity, and inclusion would or should dissolve in the future.

Table 12

Count of Current Work Trends Mentioned in Open-Ended Question Topics

	Ideal working arrangement	Work-life balance	Meaningful work	2027 Work situation
Cognitive load	4	8	8	6
Effects of COVID-19	2	2	1	5
Diversity, equity. and inclusion	4	1	9	1
Education/degree use	0	5	7	14
Technology improvement/use	6	8	3	11

Figure 24

Sankey Diagram of Open-Ended Questions and Current Work Trends

Magnitude of Relationships Between Job Trends and Open-Ended Response Topics
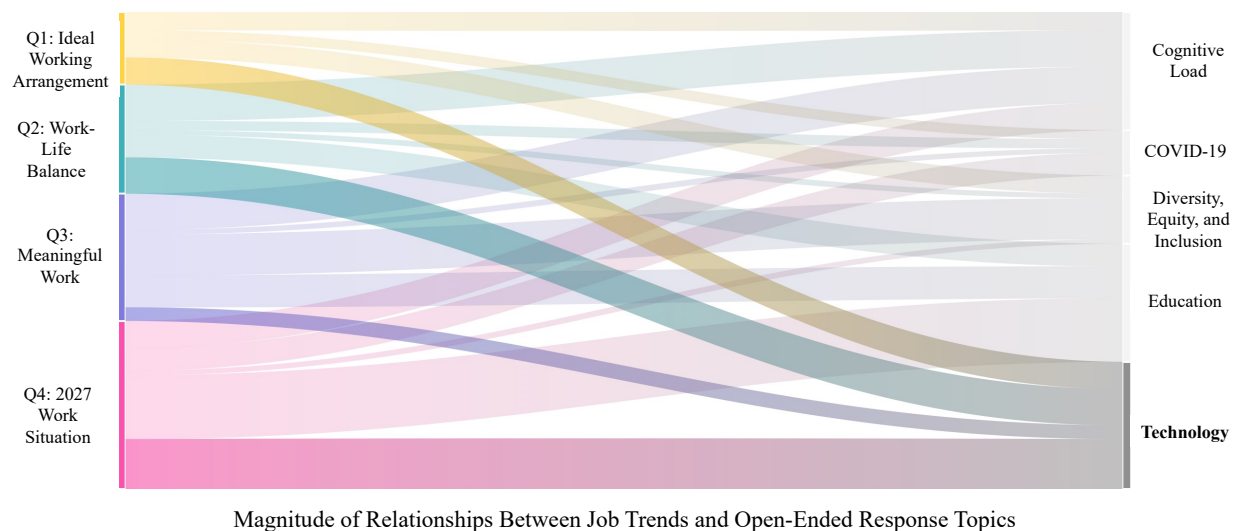
DISCUSSION

Granting workers autonomy and opportunities for impact fosters positive work outcomes for employees without evident organizational costs. At the highest level, I argue that autonomy and meaningfulness should be used in the future of work to empower workers to craft a working arrangement suitable for their needs. In this section, I organize a discussion of the insights from my literature review, quantitative, and qualitative analyses through six interesting findings and contextualize these findings for the future of work. Additionally, I present directions for future research based on these findings.

Interesting Finding 1: Not All Workers Respond Favorably to Autonomy

My ANOVA results showed that remote workers have a significantly higher perception of autonomy over their working arrangement than hybrid and office workers. This finding may seem rather intuitive but solidifies the notion that remote workers feel more in control of their working arrangement than other groups. The regressions conducted on individual working arrangements showed that autonomy had ambiguous effects on dependent variables (see Appendices I & J). In some cases, autonomy was beneficial to the dependent variables but detrimental in other cases. In this section, I explore my other findings to dissect this ambiguity and derive implications for the future of work.

The interviewees addressed some of the ambiguity surrounding autonomy in explaining that the pandemic posed unique challenges to each worker; it is not inclusive to have one working arrangement policy for an entire group of employees, according to Interviewee 2.

Because of this variance, autonomy affects employees differently. Interviewee 1 mentioned that some employees prefer more supervision and management than others, so these workers may not favor autonomy. Similarly, Interviewee 4 noted that some types of business functions/teams prefer more in-person engagement than others, so autonomy can be more effective when granted at the team level. New hires may also have a stronger need for in-office experiences for onboarding and team connection, which is important to consider in the future of work. Interviewee 3 expressed their organization's challenges with a lack of technological processes to support their transition to remote work. Likewise, Interviewee 4 found that some workers did not have the physical resources to work effectively from home.

Without adequate resources or favorable circumstances to work autonomously, it is understandable that autonomy is sometimes detrimental to working arrangements. The qualitative component of my research sheds light on which resources and circumstances help mitigate the unfavorable effects of autonomy. In general, I found that organizations will be better prepared for the future of work with dynamic working arrangement policies that suit the diversity of their employees' needs.

Interesting Finding 2: All Working Arrangements Desire a Degree of Hybrid Segmentation

Although temporal autonomy was the most-discussed type of autonomy in open-ended questions, I found that on average, all three working arrangement groups desire segmentation of office and remote work (shown in Figure 13). Remote workers desire to work in an office 23% of the time, and office workers desire to work remotely 42% of the time. This finding is especially notable, considering traditional working arrangements often obligate an entirely in-office, or an entirely remote working arrangement. Even remote workers (who perceive the most working arrangement autonomy) desire to be in the office nearly a quarter of the time. These

preferences discount the desirability of an "all-or-nothing" working location policy, that Interviewees 3 and 4 find some of their more-tenured leaders harboring.

The COVID-19 pandemic showed that many businesses can sustain their performance levels when operating remotely or under some proportion of remote and office work (evidenced by all four interviewees, and McCormick, 2021). On the employee side, different working arrangement groups prefer different and considerable hybrid working segmentation. Taken together, providing locational autonomy can produce personal benefits to workers without necessarily compromising the performance of firms that are able to operate remotely. This provision would seemingly improve goal achievement and strengthen firm loyalty, because flexibility affords more control for workers to mitigate boundary violations (Hunter et al., 2019).

Interesting Finding 3: Workers Benefit from the Availability of Temporal Autonomy

All three working arrangement groups reported their highest levels of positive work feelings in the morning or midday. The future of work may benefit from providing workers temporal autonomy because they can begin work earlier, which is advantageous for both parties. Additionally, the most popular start and stop times of the working arrangement groups closely reflected the traditional 9AM–5PM schedule, except for remote workers who most often preferred to start working before 8AM. This is an interesting outcome considering that temporal autonomy was the most-discussed type of autonomy in open-ended questions, meaning that workers associate increased temporal autonomy with their ideal working arrangement, work-life balance, meaningful work, and future of work. Overall, workers have a strong desire for temporal autonomy, but this provision does not appear to significantly impact their daily work-time preferences. My literature review supports this finding in explaining that the availability of

flextime is just as, if not more, beneficial than actual flextime use (Allen et al., 2013; Y. Chen & Fulmer, 2018).

Temporal autonomy can be applied over longer periods, too (e.g., 4-day workweeks and no-meeting days). Survey respondents reported that these future of work trends would be beneficial to their working arrangement, but the interviewees provided different insights.

4-day workweeks had the highest reported benefit level from the employee perspective. However, Interviewee 1 believes that when employees' work aligns with their passions and values, they will likely work for as long as their energy can sustain, so this type of policy is somewhat irrelevant. Interviewee 2 felt similarly and added their belief that workers want complete temporal flexibility, so a 4-day workweek is only marginally favorable to a 5-day workweek. This ambiguity supports that the availability of autonomy over workdays is favorable to employees, even though they may choose to work five or more days a week anyway.

Hybrid and remote workers indicated a higher benefit level than office workers for no-meeting days. Interviewee 2 shared that their organization implemented this policy because of a surge of virtual meetings during the pandemic. The organizations of Interviewees 1 and 3 also have a version of no-meeting days and find them beneficial if the policy is implemented properly. Interviewee 4 explained a mitigation strategy to protecting leaders' calendars on these days: providing the organization with a day to halt all communication and work responsibilities so that managers can participate in the no-meeting day without missing communications. To maximize benefit from any type of no-meeting day will require leaders and managers to lead by example so that lower-level employees can have a clear conscience about taking a break from communications. The future of work may benefit from being more cognizant of the frequency

and duration of virtual communication. Because virtual meetings are convenient, workers may subconsciously schedule more than necessary.

Interesting Finding 4: Autonomy is Unlikely to Have Binary Effects on Organizations

This finding highlights that locational and temporal autonomy is unlikely to change the behavior of an entire employee base (e.g., all employees working exclusively remotely or at night). The temporal and locational preferences from survey responses strongly support this improbability.

First, remote and office workers feel positive work feelings (i.e., satisfaction, productivity, and better performance), when working in their respective assigned locations (see Figure 14). However, as emphasized in the second finding, all workers prefer considerable hybrid work segmentation. The respondents signal that they favor and elicit positive behavior from their typical working location, so it is unlikely that an entire group of office workers would choose to work remotely (and vice versa) at a given time when granted locational autonomy.

Second, when granted the autonomy to choose their preferred working start and stop time, hybrid and office workers closely reflected a traditional 9AM–5PM schedule, while the most popular start time for remote workers was before 8AM (see Figure 16). These preferences only slightly deviate from the most common 9AM–5PM arrangement, indicating that granting temporal autonomy is unlikely to drastically affect firms' operations. Similar to locational autonomy, all working arrangement groups reported the most positive work feelings between 8AM–2PM (see Figure 17), so it is improbable that an entire group of workers would purposefully opt to work outside of typical work hours.

Interesting Finding 5: Flexibility is a Key Aspect in the Future of Work

Autonomy empowers employees to exercise the flexibility they have been granted in their working arrangements. Of the 11 job benefits identified in the open-ended survey responses, mentions of flexibility appeared most often, particularly in response to employees' ideal working arrangement and expected 2027 work situation (see Table 8). This finding implies that workers both desire flexibility and anticipate more integration of flexibility in the future of work. Interviewee 3 highlighted this trend with the statements: "I think COVID-19 taught us all to be flexible. Trust but verify, meaning you have to trust your team to help you figure things out," and "We really believe that flexibility is the key to the future of the workforce." The imperative of flexibility in working arrangements as we exit the pandemic is a clear synergy between the demographics of my study.

Similar to flexibility, job scope was a popular job feature discussed in open-ended responses to employees' ideal working arrangement and expected 2027 work situation (see Table 9). For example, one respondent described their ideal working arrangement as having "more control on what I do, more responsibilities, [and] more authority". Statements like this one were coded as "job scope" and "responsibilities control" which closely relate to task autonomy discussed in the introduction. Many open-ended responses captured the relevance of responsibilities control, which was less quantifiable than other types of autonomy (i.e., temporal and locational). Despite this limitation, the qualitative analysis exposed that workers desire and anticipate more flexibility and control over their responsibilities in a post-pandemic workplace.

Interviewee 4 noted their company's performance did not generally decline during the remote transition; from a business continuity standpoint, the company was resilient. Organizations that also experienced this success may be pressured to grant more flexibility and

task autonomy in the future of work because they lack a justifiable reason to limit these provisions, given performance levels are sustained with decreased supervision.

Interesting Finding 6: Providing Meaningfulness Benefits Multiple Stakeholder Groups

In addition to autonomy, I explored the role of meaningfulness in working arrangements post-COVID-19. I found that employees and employers greatly value, and are energized by, socially meaningful work. Quantifiable findings for an abstract concept such as meaningfulness were difficult to capture with my methodology. Nevertheless, it is worth recalling there were no significant differences across working arrangement groups in terms of their perceptions and expectations of meaningful work (i.e., variables of company impact and social impact). Therefore, the findings on meaningfulness are more broadly applicable than autonomy for the future of work.

Social impact was discussed far more frequently than company impact across all open-ended questions (shown in Table 11). Social impact was also the most-discussed job feature for meaningful work, and diversity, equity, and inclusion was the most-discussed trend in meaningful work (see Table 12). This finding implies that having a positive impact on society is an important aspect of meaningful work, and this connection is recognized by younger employees. Below are examples of employee responses to how their work could be made more meaningful:

- "My current job could become more meaningful by becoming more involved in the community. In my current job we could serve, or plan fundraisers for the people of the community who need help, or volunteer at organizations. Instead, there is very little outreach which makes my current job isolating from the community."

- "I wish we did more for the environment at my job such as recycling and donating leftover product. What makes a job meaningful to me is the impact on the community and I believe my job does a great job donating to local police and fire departments, as well as schools. Perhaps we could try to contribute more to local charities."

- "More contribution to the community. More opportunities to volunteer. More opportunity to work with our guests."

- "Better social innovation, less carbon emissions, and more focus on minority representation in order to ensure the direction and vision the company upholds."

- "More charity work for our surrounding community. Better environmental impact with our water and trash management."

The interviewees, as well as respondents, recognized the value of providing socially meaningful work. Interviewee 2 explained:

> Giving and helping others provides more energy and happiness than anything. Maybe the whole company can't volunteer, but maybe for that one person struggling, to see how they can impact someone less fortunate, that gives them the energy to keep going.

Interviewee 1 believes that their organization's emphasis on sustainability has recruitment and accountability benefits for the firm. Their insight parallels Steger and Dik's (2009) model of work as meaning (p. 135) where employees desire an alignment of their work responsibilities and personal values. While I cannot claim a link between the pandemic and an emphasis on social impact, I believe that the isolation and turmoil surrounding COVID-19 inspired employees to serve others as a source of connection and fulfillment.

Ostensibly, embracing socially meaningful work will be an advantage for organizations in the post-pandemic workplace, while also benefitting employees and affected communities. I

posit that organizations that cater to this desire will be more resilient to crises and attract more talent in the future of work.

Directions for Future Research

This research is very nuanced in that it reflects on a distinct time in history, where tension and unpredictability are high. Further, I focus on specific demographics' perceptions of autonomy and meaningfulness. Below I provide five directions for future research that combat the idiosyncrasies of my study.

1. Longitudinal studies that compare aspects of work (work-life balance, job satisfaction, and job performance) pre- and post-pandemic. These results could build on the findings I have presented and evaluate the sustainability of autonomy and meaningfulness in the future of work.

2. Qualitative studies with leaders that conducted performance evaluations throughout the pandemic. This demographic may provide a more objective perspective to strategies that foster firm benefits across different working arrangements.

3. Mixed-methods studies that have a larger sample size than mine. As noted earlier, one of the limitations of this research is its relatively small sample size. Future research could survey a broader demographic, or acquire more responses, to reach more reflective insights.

4. Research on how affiliative and task autonomy are affected by different levels of temporal and locational autonomy (and vice versa). I focused on temporal and locational autonomy as these types were directly affected by the pandemic. It would be interesting to investigate the tradeoffs and synergies between the types of autonomy for the future of work.

5. Research on the types and amount of socially meaningful work opportunities that are beneficial for working arrangements. Social impact is a quite abstract concept that may be perceived differently by role, industry, tenure, etc. While my research shows that workers generally value these opportunities, this may not be the case for all workers. More research is needed to understand how to effectively incorporate these opportunities in the future of work.

Conclusion

Through integrating my quantitative and qualitative research, I found that employers and employees favor increased temporal and locational autonomy, in addition to socially meaningful work. While this outcome may seem intuitive to some, this research solidifies lessons learned from a unique time in history as they shape the future of work. To conclude, below are forward-looking quotes from the interviewees:

- "COVID-19 has presented us with opportunities to innovate and elevate, but I see a rush to get back to the way things used to be. I think that's a fallacy. I think that we should abandon that and create pathways to a new future." — Interviewee 1

- "There are a lot of shifts happening because people are reprioritizing what is important to them, and work is starting to fall." — Interviewee 2

- "What we're seeing with the younger generation is that people don't live to work, they work to live. This is the way of the future." — Interviewee 3

- "We're all in this together so we're giving grace rather than casting stones." — Interviewee 4

I hope that this research is informative and useful for leaders in the post-pandemic workplace. What is clear is that unexpected events are making the world more complex. The future of work depends on organizations' ability to empower their employees to adapt to this complexity.

APPENDIX

APPENDIX A

Letter of exemption from UNC's Institutional Review Board

To: Mccauley Palmer and Arvind Malhotra; Kenan-Flagler Business School
From: Office of Human Research Ethics

Date: 2/18/2022
RE: Notice of IRB Exemption
Exemption Category: 2.Survey, interview, public observation
Study #: 21-2768

Study Title: Work from Wherever, Whenever: Investigating the role of autonomy in working arrangements post-COVID-19

This submission, Reference ID 351077, has been reviewed by the Office of Human Research Ethics and was determined to be exempt from further review according to the regulatory category cited above under 45 CFR 46.104.

Study Description:

Purpose:

To understand the congruities, or lack thereof, between what level of autonomy employers are offering and what level of autonomy employees are seeking. More specifically, to evaluate the state of working arrangement flexibility in a post-pandemic context to better equip managers for the future of work.

Participants:

The groups of interviewees and survey respondents will be selected with consideration for convenience and diversity, given the short timeframe and need for differing perspectives on my topic. I will leverage my own and my advisor's connections to human resource professionals at a variety of companies for my interviews from the employers' perspective. The sample sizes for the survey will be larger than the interviews to reach a broader perspective on the preferences of these groups. For this, I will recruit respondents securely through Qualtrics, that are 21- to 25-

year-old, have obtained a bachelor's degree and are employed. I intend to interview human resource professionals from different industries.

Procedures (methods):

My thesis will have a mixed methods research design through long-form semi structured interviews and a Qualtrics survey for qualitative and quantitative findings in a post-pandemic context. I'm planning to lead five interviews via Zoom with human resource professionals on their strategies for promoting autonomy and work-life balance in their company's recruiting processes. Additionally, I will survey 21- to 25-year-olds that have obtained a bachelor's degree and are employed on their values and expectations on work-life balance and autonomy. I will ask questions related to preferred working arrangements, productivity, work flexibility, and job satisfaction. These interviews and surveys will allow me to analyze the congruities, or lack thereof, between what employers are offering and what employees are seeking.

Full-length copy of the survey created and distributed for this research

Block 1: Introduction

Hello and welcome! Thank you for agreeing to participate in this survey. Your responses are valued and will greatly help this research. Please click the blue arrow below to proceed with the survey.

Block 2: Consent Block

Q0. Informed Consent

Take a moment to read the following information regarding this research and your rights as a participant.

University of North Carolina at Chapel Hill
IRB Study #: 21-2768
Principal Investigator: McCauley Palmer

The purpose of this research study is to understand the congruities, or lack thereof, between what level of autonomy employers are offering and what level of autonomy employees are seeking.

Being in this research study is completely voluntary. You can choose not to be in this research study. You can also say yes now and change your mind later.

If you agree to take part in this research, you will be asked a series of questions related to your working environment and preferences. The general content of this survey is multiple choice and Likert scale questions regarding when and where you work, and open-ended questions where you are asked to describe various working arrangements. You will not be asked to provide any personal or identifying information. Your participation in this study will take approximately 10 minutes. We expect that approximately 300 people will take part in this research study.

You can choose not to answer any question you do not wish to answer. You can also choose to stop taking the survey at any time. Additionally, your participation in this study will not affect your relationship to UNC. **You must be 21-25 years old, have obtained a bachelor's degree, and be currently employed to participate. If you do not meet these requirements, please stop now.**

The possible risks to you in taking part in this research are: Potential loss of confidentiality of data. Your answers to each question will not be traceable to your individual identity and the researcher(s) will not share your information with anyone.

If you have any questions about this research, please contact the Investigator named at the top of this form by calling (704) 222-4778 or emailing lorenp@live.unc.edu If you have questions or

concerns about your rights as a research subject, you may contact the UNC Institutional Review Board at 919-966-3113 or by email to IRB_subjects@unc.edu.

You may have a copy of this form for your personal records.

By selecting the button below, you are agreeing to participate and indicating that: you meet the inclusion criteria (21-25 years old, have obtained a bachelor's degree, and be currently employed), comprehend, and accept the informed consent form.

➔ *Yes; I have read, comprehend, and accept the informed consent form.*

Block 3: Screening questions (Force validation all)

Q1. How old are you?
  A1➔ 21
  A2➔ 22
  A3➔ 23
  A4➔ 24
  A5➔ 25
  A6➔ Prefer not to answer
  A7➔None of the ages listed

  **Survey is terminated if A6 is selected*

Q2. Have you obtained a Bachelor's degree from a post-secondary institution?
  A1➔ yes
  A2➔ no

  **Survey is terminated if A2 is selected*

 Q3. Are you currently employed?
  A1➔ yes
  A2➔ no

  **Survey is terminated if A2 is selected*

Q4. Gender: How do you identify?
  A1➔ Female
  A2➔ Male
  A3➔ Non-binary/non-conforming
  A4➔ Prefer not to answer

Q5. What category does your college major fall into?
  A1➔ Science, technology, engineering, and mathematics (STEM)-related
  A2➔ Arts-related
  A3➔ Business-related

A4➔ Language-related
A5➔ other *[custom entry]*

Q6. How long have you been working in your current role?
    A1➔ Less than 1 year
    A2➔ More than 1 year
    A3➔ More than 2 years
    A4➔ More than 3 years
    A5➔ More than 4 years
    A6➔ More than 5 years
    A7➔ Prefer not to answer

Block 4: Dependent variables

Q7. How satisfied are you with your job?

➔ *Respondents select satisfaction level on a scale of 1-7, 1 being not at all satisfied, 7 being very satisfied.*

Q8. Do you intend to continue working in your job?

➔ *Respondents select intention level on a scale of 1-7, 1 being no intention, 7 being strong intention.*

Q9. How actively are you seeking other job opportunities?

➔ *Respondents select activity level on a scale of 1-7, 1 being not seeking, 7 being very actively seeking.*

Q10. Would you recommend your job to peers?

➔ *Respondents select recommendation level on a scale of 1-7, 1 being not at all, 7 being strongly recommend.*

Q11. Would you choose to accept this job again?

➔ *Respondents select acceptance level on a scale of 1-7, 1 being would not consider, 7 being confidently accept.*

Block 5: Qualifying questions

Q12. How would you qualify the working arrangements in your current job?
    A1➔ Entirely Remote
    A2➔ Hybrid (some remote and some in physical office)
    A3➔ Full-time office-based work

Q13. How much did the following features matter to you when looking for your current job:

➔ *Respondents select feature importance level on a scale of 1-7, 1 being not at all, 7 being a great deal.*
➔ *List of features:*
  o *Salary*
  o *Benefits (health care and vacation days)*
  o *The work culture at the company*
  o *Your team members*
  o *The scope of your job*
  o *The flexibility of scoping your job to suit your skills*
  o *Being able to adjust your job to increase your learning opportunities*
  o *Engaging in activities (in your job or outside it) to make a social/societal impact*

Q14. How satisfied are you with the following features at your current job:

➔ *Respondents select feature satisfaction level on a scale of 1-7, 1 being not at all, 7 being a great deal.*
➔ *List of features:*
  o *Salary*
  o *Benefits (health care and vacation days)*
  o *The work culture at the company*
  o *Your team members*
  o *The scope of your job*
  o *The flexibility of scoping your job to suit your skills*
  o *Being able to adjust your job to increase your learning opportunities*
  o *Engaging in activities (in your job or outside it) to make a social/societal impact*

Block 6: Perception Questions

Q15. How much control do you feel you have over **where** you work?

➔ *Respondents select perceived control level on a scale of 1-7, 1 being no control, 7 being a lot of control.*

Q16. How much control do you feel you have over **when** you work?

➔ *Respondents select perceived control level on a scale of 1-7, 1 being no control, 7 being a lot of control.*

Q17. How much control do you feel you have over the **responsibilities** of your job?

➔ *Respondents select perceived control level on a scale of 1-7, 1 being no control, 7 being a lot of control.*

Q18. How much control do you feel you have over **who** you work with?

➔ *Respondents select perceived control level on a scale of 1-7, 1 being no control, 7 being a lot of control.*

Q19. How much **work-life balance** do you feel you have in your job?

➔ *Respondents select perceived balance level on a scale of 1-7, 1 being no balance, 7 being a lot of balance.*

Q20. How meaningful do you feel your job is in terms of its impact on the **company's performance**?

➔ *Respondents select perceived meaning level on a scale of 1-7, 1 being not meaningful, 7 being a very meaningful.*

Q21. How meaningful do you feel your job is in terms of its impact on **society**?

➔ *Respondents select perceived meaning level on a scale of 1-7, 1 being not meaningful, 7 being a very meaningful.*

Block 7: Expectation questions

Q22. How much control did you expect to have over **where** you work?

➔ *Respondents select expected control level on a scale of 1-7, 1 being no control, 7 being a lot of control.*

Q23. How much control did you expect to have over **when** you work?

➔ *Respondents select expected control level on a scale of 1-7, 1 being no control, 7 being a lot of control.*

Q24. How much control did you expect to have over the **responsibilities** of your job?

➔ *Respondents select expected control level on a scale of 1-7, 1 being no control, 7 being a lot of control.*

Q25. How much control did you expect to have over **who** you work with?

➔ *Respondents select expected control level on a scale of 1-7, 1 being no control, 7 being a lot of control.*

Q26. How much **work-life balance** did you expect to have in your job?

➔ *Respondents select expected balance level on a scale of 1-7, 1 being no balance, 7 being a lot of balance.*

Q27. How meaningful did you expect your job to be in terms of its impact on the **company's performance**?

➔ *Respondents select expected meaning level on a scale of 1-7, 1 being not meaningful, 7 being a very meaningful.*

Q28. How meaningful did you expect your job to be in terms of its impact on **society**?

➔ *Respondents select expected meaning level on a scale of 1-7, 1 being not meaningful, 7 being a very meaningful.*

Block 8: Open-ended questions

Q29. What would your **ideal working situation** be? Please elaborate on the types of flexibility, responsibilities, and control you would like to have.

➔ *Respondents freely enter text.*

Q30. How do you wish your current job helped you maintain a **work-life balance**? Please elaborate on what work-life balance means to you.

➔ *Respondents freely enter text.*

Q31. Describe at least three ways your job could be made more **meaningful**.

➔ *Respondents freely enter text.*

Q32. Please describe what you expect your work situation will be **like** in 2027? Please elaborate on the types of flexibility, responsibilities, and control you expect to have.

➔ *Respondents freely enter text.*

Block 9: Workplace trends

Q33. How beneficial would an **internal job board** be to your current job?

Note: An internal job board is a platform where an organization can post jobs to have current employees see them and be able to apply for new opportunities internally.

➔ *Respondents select benefit level on a scale of 1-7, 1 being not beneficial, 7 being very beneficial.*

Q34. How beneficial would the option of **4-day workweeks** be to your current job?

➔ *Respondents select benefit level on a scale of 1-7, 1 being not beneficial, 7 being very beneficial.*

Q35. How beneficial would **"no-meeting" days** where you would work deliberately on your personal projects, with no meetings, be to your current job?

➔ *Respondents select benefit level on a scale of 1-7, 1 being not beneficial, 7 being very beneficial.*

Block 10: Working Arrangements

Q36. Please answer the questions below based on your preferred working arrangement.

- Working "**remotely**" means working anywhere outside of your company's central working location.
- Working "**in the office**" means working at your company's central working location.
- A "**hybrid**" working arrangement means you are granted flexibility to work either remotely, or in the office.

Grid Answers in Columns
1. *Remotely*
2. *In the office*
3. *Hybrid*

Rows
1. *Where do you feel most satisfied when working?*
2. *Where do you feel least satisfied when working?*
3. *Where do you feel you work most productively?*
4. *Where do you feel you work least productively?*
5. *Where do you feel you perform your best work?*
6. *Where do you feel your work performance declines?*

Q37. If you were offered a **hybrid** working arrangement (i.e., you can choose when to work in the office or when to work remotely), how would you choose to split your working time in terms of location? **Percentages should add up to 100%.**

➔ *Working remotely: [0-100%]*
➔ *Working in the office: [0-100%]*

Total: 100%

Q38. All else being equal, when do you prefer to **start** working?
A1➔ early morning (5AM-8AM)
A2➔ mid-morning (8AM-11AM)
A3➔ midday (11AM-2PM)

A4→ afternoon (2PM-5PM)
A5→ evening (5PM-8PM)
A6→ after 8PM

Q39. All else being equal, when do you prefer to **stop** working?
A1→ early morning (5AM-8AM)
A2→ mid-morning (8AM-11AM)
A3→ midday (11AM-2PM)
A4→ afternoon (2PM-5PM)
A5→ evening (5PM-8PM)
A6→ after 8PM

Q40. Please answer the questions below based on your preferred working arrangement.

Grid Answers in Columns
1. *early morning (5AM-8AM)*
2. *mid- morning (8AM- 11AM)*
3. *midday (11AM- 2PM)*
4. *afternoon (2PM-5PM)*
5. *evening (5PM-8PM)*
6. *after 8PM*

Rows
1. *When do you feel most satisfied when working?*
2. *When do you feel least satisfied when working?*
3. *When do you feel you work most productively?*
4. *When do you feel you work least productively?*
5. *When do you feel you perform your best work?*
6. *When do you feel your work performance declines?*

Block 11: Benefit questions

Q41. Do you agree with the following being the benefits of **fully remote working arrangements**:

Grid Answers in Columns
1. *Strongly disagree*
2. *Disagree*
3. *Somewhat disagree*
4. *Neither agree nor disagree*
5. *Somewhat agree*
6. *Agree*
7. *Strongly agree*

Rows

1. *Timing flexibility*
2. *Control over the pacing of work*
3. *Better work-life balance*
4. *More learning opportunities*
5. *Higher productivity*
6. *Better working conditions*
7. *Actively engage in discussions with team members*
8. *Mentorship by your leader/bosses*

Q42. Do you agree with the following being the benefits of **hybrid working arrangements**:

Grid Answers in Columns
1. *Strongly disagree*
2. *Disagree*
3. *Somewhat disagree*
4. *Neither agree nor disagree*
5. *Somewhat agree*
6. *Agree*
7. *Strongly agree*

Rows
1. *Timing flexibility*
2. *Control over the pacing of work*
3. *Better work-life balance*
4. *More learning opportunities*
5. *Higher productivity*
6. *Better working conditions*
7. *Actively engage in discussions with team members*
8. *Mentorship by your leader/bosses*

Q43. Do you agree with the following being the benefits of **full-time office-based work**:

Grid Answers in Columns
1. *Strongly disagree*
2. *Disagree*
3. *Somewhat disagree*
4. *Neither agree nor disagree*
5. *Somewhat agree*
6. *Agree*
7. *Strongly agree*

Rows
1. *Timing flexibility*
2. *Control over the pacing of work*
3. *Better work-life balance*

4. *More learning opportunities*
5. *Higher productivity*
6. *Better working conditions*
7. *Actively engage in discussions with team members*
8. *Mentorship by your leader/bosses*

Block 12: Miscellaneous Questions

Q44. How much do you feel COVID-19 has affected the **autonomy** you have over your job?

➔ *Respondents select significance level on a scale of 1-7, 1 being no effect, 7 being very significant effect.*

Q45. To what extent do you feel that **responsibilities** in a job like yours will be replaced by AI and software-program based automated processes?

➔ *Respondents select significance level on a scale of 1-7, 1 being very unlikely, 7 being very likely.*

Timeline of survey and interview data collection events

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
20-Feb	**21-Feb**	**22-Feb**	**23-Feb** Interview 1	**24-Feb**	**25-Feb** Survey soft launch	**26-Feb**
27-Feb	**28-Feb**	**1-Mar** Survey hard launch	**2-Mar** Interview 2	**3-Mar**	**4-Mar**	**5-Mar**
6-Mar Survey closed	**7-Mar** Interview 3	**8-Mar**	**9-Mar** Interview 4	**10-Mar**	**11-Mar**	**12-Mar**

Full-length copy of interview outline used for this research

I.   **Learnings from the employer side of the work-from-home (COVID-19) period**
   A. How have employees' needs changed from pre-COVID-19 to now?
      1.   Example: Flexibility, autonomy, and work-life balance?
   B. How have new hires' needs changed from pre-COVID-19 to now?
      1.   Example: Flexibility, autonomy, and work-life balance?
   C. How have their challenges changed?

II. **Company offerings on flexible working arrangements**
   A. At this stage of the pandemic, what kinds of flexibility, if any, (*in terms of role, time, and location*) are you offering for working arrangements?
      1.   What was the decision-making process for this like?
      2.   What, if anything, do you wish your organization had done differently regarding its initial response to the pandemic and employee work arrangements?
   B. Generally, what was your approach to accountability in job performance during the work-from-home period? (i.e., how did you navigate the changing needs and challenges mentioned above)
   C. Have you started or considered offering more opportunities for employees (i.e., more autonomy over what they are working on)?
      1.   What effect, if any, has COVID had on job autonomy?
   D. Does your company offer employees opportunities for their position to be more socially meaningful or engaging? Can you tell me more about this?
      1.   If so, how does your company go about offering employees these opportunities?
      2.   If so, are these opportunities generally work-related?

III. **Company preferences on flexible working arrangements**
   A. What do you see as the benefits of hybrid working arrangements?
      1.   Can you walk me through a specific example that comes to mind?
      2.   How, if at all, have your views about this changed over time?
   B. What do you see as the downside of hybrid working arrangements?
      1.   Can you walk me through a specific example?
      2.   How, if at all, have your views about this changed over time?
   C. Given the nature of your company, what is the preferred working arrangement from leadership?
      1.   Can you tell me more about that?

2. How have your perceptions of flexible working arrangements changed since the pandemic?

D. What are the business (*quantifiable if possible*) outcomes, if any, that your company has experienced from changing working arrangements over the last 1-2 years?

IV. **The future of work**

    A. If you were to propose the option of 4-day workweeks, how do you think your company's leadership would respond?

        1. What do you see as the benefits of 4-day workweeks?

        2. What about the downsides of 4-day workweeks?

        3. How do you think the employees would respond?

    B. If you were to propose the addition of internal job boards, how do you think your company's leadership would respond?

        1. What do you see as the benefits of 4-day internal job boards?

        2. What, if any, do you see as the downsides?

    C. If you were to propose the option of "no-meeting days", how do you think your company's leadership would respond?

        1. What do you see as the benefits of "no-meeting days"?

        2. What, if any, do you see as the downsides?

APPENDIX E

Detailed regression output of statistically significant variables on dependent variables across all survey responses

Independent variables used in the regressions that follow were aggregated to represent three aspects of work: perceived autonomy, perceived meaningfulness, and perceived work-life balance. The aggregate variables were used in this analysis for two reasons. First, I investigated the role of autonomy and meaningfulness in working arrangements, namely, in the context of job features and benefits. Each of these working arrangement aspects are multi-dimensional and are best assessed through a variety of questions. For example, perceived autonomy is evaluated through where, when, with whom, and how people choose to complete work. Averaging these responses creates a composite representation of a respondent's perceived autonomy. Second, the statistical tools used in this analysis lose utility when many variables are used. For example, Microsoft Excel cannot perform a regression with more than 16 variables. To preserve accuracy of the regressions, I chose to aggregate related individual variables, so that I did not have to exclude categorical variables that control for the model's variance.

Regression Output for Dependent Variable: Job Satisfaction
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.651
R Square	0.423
Adjusted R Square	0.398
Standard Error	1.054
Observations	337.000

ANOVA

	df	SS	MS	F	Significance F
Regression	14	262.275	18.734	16.878	5.51E-31
Residual	322	357.404	1.110		
Total	336	619.680			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.932	0.465	4.154	0.000	1.017	2.847
21 years old	0.304	0.187	1.632	0.104	-0.063	0.672
22 years old	-0.092	0.178	-0.517	0.606	-0.442	0.258
23 years old	0.115	0.171	0.672	0.502	-0.221	0.451
24 years old	0.142	0.176	0.805	0.421	-0.205	0.488
Male	-0.113	0.294	-0.383	0.702	-0.691	0.466
Female	-0.272	0.278	-0.979	0.329	-0.818	0.275
< 1 yr	-0.002	0.292	-0.007	0.995	-0.577	0.573
> 1 yr	-0.017	0.294	-0.057	0.954	-0.596	0.562
> 2 yr	-0.013	0.291	-0.045	0.964	-0.585	0.559
> 3 yr	0.013	0.320	0.040	0.968	-0.617	0.643
> 4 yr	0.038	0.372	0.103	0.918	-0.693	0.770
Perceived Autonomy	0.375	0.055	6.849	*0.000*****	0.267	0.483
Perceived Work-Life Balance	0.092	0.050	1.816	0.070	-0.008	0.191
Perceived Meaningfulness	0.251	0.055	4.544	*0.000*****	0.142	0.360

Regression Output for Dependent Variable: Intention to Continue
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.516
R Square	0.266
Adjusted R Square	0.234
Standard Error	1.444
Observations	337.000

ANOVA

	df	SS	MS	F	Significance F
Regression	14	243.199	17.371	8.328	2.6701E-15
Residual	322	671.674	2.086		
Total	336	914.872			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.893	0.637	2.969	0.003	0.638	3.147
21 years old	0.218	0.256	0.851	0.395	-0.286	0.721
22 years old	-0.034	0.244	-0.138	0.890	-0.513	0.446
23 years old	0.168	0.234	0.717	0.474	-0.293	0.629
24 years old	0.313	0.241	1.297	0.196	-0.162	0.788
Male	-0.117	0.403	-0.291	0.771	-0.910	0.675
Female	-0.437	0.381	-1.149	0.251	-1.186	0.312
< 1 yr	0.301	0.401	0.750	0.454	-0.488	1.089
> 1 yr	0.573	0.403	1.421	0.156	-0.220	1.366
> 2 yr	0.260	0.399	0.652	0.515	-0.524	1.044
> 3 yr	0.382	0.439	0.870	0.385	-0.482	1.246
> 4 yr	0.135	0.510	0.266	0.791	-0.867	1.138
Perceived Autonomy	0.333	0.075	4.438	*0.000*****	0.185	0.481
Perceived Work-Life Balance	0.030	0.069	0.427	0.670	-0.107	0.166
Perceived Meaningfulness	0.305	0.076	4.021	*0.000*****	0.156	0.454

Regression Output for Dependent Variable: Job Search Activity
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.244
R Square	0.060
Adjusted R Square	0.019
Standard Error	1.921
Observations	337.000

ANOVA

	df	SS	MS	F	Significance F
Regression	14	75.252	5.375	1.456	0.12599892
Residual	322	1188.517	3.691		
Total	336	1263.769			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	3.314	0.848	3.908	0.000	1.645	4.982
21 years old	-0.119	0.340	-0.349	0.727	-0.788	0.551
22 years old	-0.243	0.324	-0.749	0.455	-0.881	0.395
23 years old	-0.272	0.312	-0.874	0.383	-0.885	0.341
24 years old	-0.164	0.321	-0.510	0.611	-0.795	0.468
Male	0.881	0.536	1.643	0.101	-0.174	1.935
Female	0.434	0.506	0.858	0.392	-0.562	1.431
< 1 yr	-0.262	0.533	-0.491	0.623	-1.311	0.787
> 1 yr	-0.519	0.536	-0.968	0.334	-1.575	0.536
> 2 yr	-0.446	0.530	-0.841	0.401	-1.490	0.597
> 3 yr	0.167	0.584	0.285	0.776	-0.983	1.316
> 4 yr	0.274	0.678	0.405	0.686	-1.060	1.608
Perceived Autonomy	0.220	0.100	2.200	*0.029**	0.023	0.416
Perceived Work-Life Balance	-0.012	0.092	-0.132	0.895	-0.193	0.169
Perceived Meaningfulness	-0.090	0.101	-0.891	0.374	-0.288	0.109

Regression Output for Dependent Variable: Recommendation Level
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.596
R Square	0.355
Adjusted R Square	0.327
Standard Error	1.245
Observations	337.000

ANOVA

	df	SS	MS	F	Significance F
Regression	14	274.576	19.613	12.660	1.283E-23
Residual	322	498.842	1.549		
Total	336	773.418			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.443	0.549	2.626	0.009	0.362	2.524
21 years old	0.205	0.220	0.928	0.354	-0.229	0.638
22 years old	0.109	0.210	0.517	0.606	-0.305	0.522
23 years old	0.354	0.202	1.754	0.080	-0.043	0.751
24 years old	0.316	0.208	1.521	0.129	-0.093	0.726
Male	0.119	0.347	0.344	0.731	-0.564	0.803
Female	-0.168	0.328	-0.511	0.610	-0.813	0.478
< 1 yr	0.031	0.345	0.089	0.929	-0.649	0.710
> 1 yr	0.022	0.347	0.064	0.949	-0.662	0.706
> 2 yr	-0.184	0.344	-0.534	0.593	-0.860	0.492
> 3 yr	-0.127	0.379	-0.337	0.737	-0.872	0.617
> 4 yr	-0.407	0.439	-0.926	0.355	-1.271	0.457
Perceived Autonomy	0.405	0.065	6.257	*0.000*****	0.277	0.532
Perceived Work-Life Balance	0.131	0.060	2.201	*0.028**	0.014	0.249
Perceived Meaningfulness	0.200	0.065	3.063	*0.002***	0.072	0.329

Regression Output for Dependent Variable: Reacceptance Choice
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.530
R Square	0.281
Adjusted R Square	0.250
Standard Error	1.375
Observations	337.000

ANOVA

	df	SS	MS	F	Significance F
Regression	14	238.009	17.001	8.993	1.2575E-16
Residual	322	608.721	1.890		
Total	336	846.730			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	2.198	0.607	3.622	*0.000****	1.004	3.392
21 years old	0.046	0.244	0.189	0.850	-0.433	0.525
22 years old	-0.069	0.232	-0.296	0.767	-0.525	0.388
23 years old	0.368	0.223	1.650	0.100	-0.071	0.807
24 years old	0.270	0.230	1.175	0.241	-0.182	0.722
Male	0.077	0.384	0.200	0.841	-0.678	0.832
Female	-0.165	0.362	-0.455	0.649	-0.878	0.548
< 1 yr	-0.085	0.381	-0.223	0.823	-0.836	0.665
> 1 yr	-0.174	0.384	-0.453	0.651	-0.929	0.581
> 2 yr	-0.155	0.380	-0.408	0.683	-0.902	0.592
> 3 yr	0.005	0.418	0.013	0.990	-0.817	0.828
> 4 yr	-0.524	0.485	-1.080	0.281	-1.479	0.431
Perceived Autonomy	0.300	0.071	4.206	*0.000*****	0.160	0.441
Perceived Work-Life Balance	0.110	0.066	1.669	0.096	-0.020	0.240
Perceived Meaningfulness	0.261	0.072	3.610	*0.000****	0.119	0.403

Summary regression output of statistically significant variables on dependent variables of individual working arrangement groups

Working arrangement	Dependent variable	Independent variable	β coefficient	p value
Remote	Job satisfaction	*Perceived Autonomy*	*0.533*	***0.014****
	Intention to continue	*Job Feature Satisfaction*	*0.886*	***0.006*****
	Job search activity	*Job Feature Satisfaction*	*-0.955*	***0.025****
		Perceived Meaningfulness	*1.107*	***0.003*****
	Recommendation level	*Job Feature Satisfaction*	*0.624*	***0.046****
	Reacceptance choice	*Job Feature Satisfaction*	*0.875*	***0.004*****
Hybrid	Job satisfaction	*Perceived Meaningfulness*	*0.710*	***0.000*******
	Intention to continue	*Job Feature Satisfaction*	*0.784*	***0.001******
		Perceived Autonomy	*-0.400*	***0.038****
		Perceived Meaningfulness	*0.507*	***0.006*****
	Job search activity	*Perceived Autonomy*	*0.801*	***0.012****
	Recommendation level	*Job Feature Satisfaction*	*0.797*	***0.000*******
		Perceived Meaningfulness	*0.317*	***0.015****
	Reacceptance choice	*Job Feature Satisfaction*	*0.930*	***0.000******
		Perceived Meaningfulness	*0.530*	***0.012****
		Hybrid Work Benefits	*-0.384*	***0.030****
Office	Job satisfaction	*Perceived Autonomy*	*0.616*	***0.000******
	Intention to continue	*Job Feature Satisfaction*	*1.291*	***0.000******
	Job search activity	*Job Feature Satisfaction*	*-1.356*	***0.000******
		Office Work Benefits	*0.651*	***0.011****
	Recommendation level	*Job Feature Satisfaction*	*0.870*	***0.000******
		Office Work Benefits	*0.406*	***0.008*****
	Reacceptance choice	*Job Feature Satisfaction*	*1.345*	***0.000*******

This summary shows that some of the aggregate independent variables had a significant effect on all groups of dependent variables.

Feature satisfaction had a significant positive effect on remote workers' intention to continue, recommendation level, and reacceptance choice. However, feature satisfaction had a significant negative effect on job search activity, meaning that the more satisfied remote workers are, the less they search for other jobs. Perceived autonomy had a significant positive effect on

remote workers' job satisfaction. Finally, perceived meaningfulness had a significant positive effect on remote workers' job search activity.

Hybrid workers had more significant variables than other working arrangement groups. Feature satisfaction and perceived meaningfulness had a significant positive effect on hybrid workers' intention to continue, recommendation level, and reacceptance choice. The job satisfaction of hybrid workers was significantly positively affected by their perceived meaningfulness. Interestingly, perceived autonomy had a significant negative effect on hybrid workers' intention to continue and a significant positive effect on their job search activity. The benefits of hybrid working arrangements had a significant negative effect on workers' reacceptance choice.

Office workers' responses showed a significant positive effect of feature satisfaction on intention to continue, recommendation level, and reacceptance choice, but a significant negative effect on job search activity. Perceived autonomy had a significant positive effect on office workers' job satisfaction. Finally, job search activity and recommendation level were significantly positively affected by the benefits of a full-time office working arrangements.

Analyzing the varying impact of satisfaction, control, and meaningfulness across working arrangement groups is helpful for understanding their preferences.

Detailed regression output of statistically significant variables on dependent variables of individual working arrangement groups

Independent variables used in the regressions that follow represent four aspects of work: job features, job autonomy, job meaningfulness, and job benefits. These variables are aggregated as feature satisfaction, control perception, meaning perception and benefits of each working arrangement.

Remote Work Variables Regression with Dependent Variables

Regression of Remote Work Variables on Job Satisfaction
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.692
R Square	0.480
Adjusted R Square	0.298
Standard Error	1.155
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	15	52.828	3.522	2.641	0.006
Residual	43	57.342	1.334		
Total	58	110.169			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	2.685	1.460	1.840	0.073	-0.258	5.629
21 years old	0.929	0.557	1.669	0.102	-0.194	2.052
22 years old	0.489	0.569	0.859	0.395	-0.659	1.637
23 years old	1.105	0.459	2.409	***0.020****	0.180	2.030

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
24 years old	0.184	0.465	0.396	0.694	-0.754	1.122
Male	0.242	0.638	0.379	0.707	-1.045	1.528
Female	-0.102	0.620	-0.165	0.870	-1.353	1.149
Tenure (< 1 yr)	-1.193	0.826	-1.445	0.156	-2.858	0.472
Tenure (> 1 yr)	-1.341	0.801	-1.674	0.101	-2.957	0.275
Tenure (> 2 yrs)	-0.594	0.818	-0.727	0.471	-2.243	1.055
Tenure (> 3 yrs)	-0.275	0.851	-0.323	0.748	-1.991	1.441
Tenure (> 4 yrs)	-1.531	1.093	-1.400	0.169	-3.736	0.674
Perceived Autonomy	0.533	0.208	2.561	*0.014**	0.113	0.952
Perceived Meaningfulness	0.069	0.214	0.324	0.747	-0.362	0.501
Remote benefits	-0.028	0.243	-0.115	0.909	-0.518	0.462
Effect of COVID-19 on flexibility	-0.025	0.139	-0.182	0.857	-0.306	0.256

Regression of Remote Work Variables on Intention to Continue
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.711
R Square	0.505
Adjusted R Square	0.316
Standard Error	1.307
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	73.158	4.572	2.678	0.005
Residual	42	71.723	1.708		
Total	58	144.881			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	0.868	1.671	0.519	0.606	-2.504	4.239
21 years old	0.247	0.656	0.376	0.709	-1.076	1.569
22 years old	0.555	0.664	0.836	0.408	-0.785	1.895
23 years old	0.488	0.564	0.867	0.391	-0.649	1.626
24 years old	0.576	0.536	1.074	0.289	-0.506	1.658
Male	-0.320	0.722	-0.443	0.660	-1.777	1.137
Female	-0.284	0.703	-0.404	0.688	-1.703	1.135

Tenure (< 1 yr)	0.472	0.948	0.498	0.621	-1.440	2.385
Tenure (> 1 yr)	0.565	0.919	0.615	0.542	-1.290	2.420
Tenure (> 2 yrs)	-0.403	0.926	-0.435	0.666	-2.271	1.466
Tenure (> 3 yrs)	1.247	0.973	1.282	0.207	-0.716	3.211
Tenure (> 4 yrs)	-0.178	1.239	-0.144	0.886	-2.679	2.322
Feature Satisfaction	0.886	0.306	2.894	*0.006***	0.268	1.505
Perceived Autonomy	0.410	0.250	1.638	0.109	-0.095	0.915
Perceived Meaningfulness	-0.329	0.261	-1.260	0.215	-0.855	0.198
Remote benefits	-0.091	0.279	-0.325	0.747	-0.655	0.473
Effect of COVID-19 on flexibility	-0.080	0.160	-0.497	0.622	-0.403	0.243

Regression of Remote Work Variables on Job Search Activity

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.585
R Square	0.343
Adjusted R Square	0.092
Standard Error	1.754
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	67.328	4.208	1.368	0.204
Residual	42	129.181	3.076		
Total	58	196.508			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	5.261	2.242	2.346	*0.0238**	0.736	9.786
21 years old	-0.355	0.880	-0.403	0.689	-2.130	1.420
22 years old	0.473	0.891	0.531	0.598	-1.325	2.272
23 years old	-0.638	0.756	-0.844	0.404	-2.164	0.888
24 years old	0.131	0.719	0.182	0.856	-1.321	1.583
Male	-1.018	0.969	-1.050	0.300	-2.973	0.938
Female	-0.586	0.944	-0.621	0.538	-2.490	1.318
Tenure (< 1 yr)	-0.981	1.272	-0.771	0.445	-3.547	1.586
Tenure (> 1 yr)	-1.272	1.234	-1.031	0.308	-3.762	1.217

Tenure (> 2 yrs)	-2.007	1.242	-1.615	0.114	-4.514	0.500
Tenure (> 3 yrs)	-0.950	1.306	-0.728	0.471	-3.585	1.685
Tenure (> 4 yrs)	-1.179	1.663	-0.709	0.482	-4.535	2.177
Feature Satisfaction	-0.955	0.411	-2.324	*0.0251**	-1.785	-0.126
Perceived Autonomy	0.052	0.336	0.156	0.877	-0.626	0.730
Perceived Meaningfulness	1.107	0.350	3.161	*0.003***	0.400	1.814
Remote benefits	-0.319	0.375	-0.851	0.399	-1.076	0.438
Effect of COVID-19 on flexibility	0.366	0.215	1.706	0.095	-0.067	0.800

Regression of Remote Work Variables on Recommendation Level
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.691
R Square	0.477
Adjusted R Square	0.278
Standard Error	1.296
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	64.416	4.026	2.396	0.012
Residual	42	70.567	1.680		
Total	58	134.983			

	Coefficients	*Standard Error*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*
Intercept	0.532	1.657	0.321	0.750	-2.813	3.876
21 years old	0.490	0.650	0.753	0.455	-0.822	1.802
22 years old	0.043	0.659	0.065	0.949	-1.286	1.372
23 years old	0.746	0.559	1.334	0.189	-0.383	1.874
24 years old	0.566	0.532	1.065	0.293	-0.507	1.639
Male	0.462	0.716	0.645	0.522	-0.983	1.907
Female	-0.177	0.697	-0.254	0.801	-1.584	1.230
Tenure (< 1 yr)	-0.261	0.940	-0.278	0.783	-2.158	1.636
Tenure (> 1 yr)	-0.082	0.912	-0.089	0.929	-1.922	1.759
Tenure (> 2 yrs)	-0.461	0.918	-0.502	0.618	-2.315	1.392
Tenure (> 3 yrs)	-0.086	0.965	-0.089	0.929	-2.034	1.861

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Tenure (> 4 yrs)	-1.502	1.229	-1.223	0.228	-3.983	0.978
Feature Satisfaction	0.624	0.304	2.053	*0.0464**	0.011	1.237
Perceived Autonomy	0.212	0.248	0.854	0.398	-0.289	0.713
Perceived Meaningfulness	-0.175	0.259	-0.676	0.503	-0.697	0.347
Remote benefits	-0.025	0.277	-0.090	0.929	-0.584	0.535
Effect of COVID-19 on flexibility	0.212	0.159	1.335	0.189	-0.108	0.532

Regression of Remote Work Variables on Reacceptance Choice
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.722
R Square	0.521
Adjusted R Square	0.338
Standard Error	1.214
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	67.310	4.207	2.854	0.003
Residual	42	61.911	1.474		
Total	58	129.220			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	2.369	1.552	1.526	0.134	-0.764	5.501
21 years old	-0.625	0.609	-1.026	0.311	-1.854	0.604
22 years old	-0.565	0.617	-0.916	0.365	-1.810	0.680
23 years old	0.519	0.524	0.992	0.327	-0.537	1.576
24 years old	0.478	0.498	0.960	0.343	-0.527	1.483
Male	0.005	0.671	0.008	0.994	-1.349	1.359
Female	0.202	0.653	0.310	0.758	-1.116	1.520
Tenure (< 1 yr)	-0.227	0.880	-0.258	0.797	-2.004	1.549
Tenure (> 1 yr)	-0.673	0.854	-0.788	0.435	-2.397	1.051
Tenure (> 2 yrs)	-1.103	0.860	-1.282	0.207	-2.839	0.633
Tenure (> 3 yrs)	0.138	0.904	0.153	0.879	-1.686	1.962
Tenure (> 4 yrs)	-0.955	1.151	-0.829	0.412	-3.278	1.368

Feature Satisfaction	0.875	0.285	3.075	*0.004***	0.301	1.449
Perceived Autonomy	-0.062	0.233	-0.265	0.792	-0.531	0.408
Perceived Meaningfulness	0.138	0.242	0.569	0.572	-0.351	0.627
Remote benefits	-0.292	0.260	-1.125	0.267	-0.816	0.232
Effect of COVID-19 on flexibility	-0.001	0.149	-0.008	0.994	-0.301	0.299

Hybrid Work Variables Regression with Dependent Variables

Regression of Hybrid Work Variables on Job Satisfaction
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.790
R Square	0.623
Adjusted R Square	0.492
Standard Error	0.944
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	15	63.376	4.225	4.745	2.9E-05
Residual	43	38.285	0.890		
Total	58	101.661			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	2.599	1.360	1.911	0.063	-0.144	5.341
21 years old	0.336	0.457	0.735	0.467	-0.586	1.257
22 years old	-0.143	0.390	-0.367	0.715	-0.930	0.643
23 years old	0.400	0.418	0.957	0.344	-0.443	1.244
24 years old	0.538	0.393	1.371	0.178	-0.254	1.330
Male	-0.344	0.808	-0.426	0.672	-1.973	1.285
Female	-0.356	0.761	-0.468	0.642	-1.890	1.178
Tenure (< 1 yr)	-0.491	0.818	-0.601	0.551	-2.140	1.157
Tenure (> 1 yr)	-0.858	0.807	-1.063	0.294	-2.486	0.770
Tenure (> 2 yrs)	-0.584	0.782	-0.746	0.460	-2.162	0.994
Tenure (> 3 yrs)	-0.462	0.838	-0.551	0.584	-2.152	1.228
Tenure (> 4 yrs)	-1.520	1.125	-1.351	0.184	-3.788	0.749
Perceived Autonomy	-0.063	0.177	-0.358	0.722	-0.421	0.294
Perceived Meaningfulness	0.710	0.148	4.811	*0.000*****	0.412	1.007
Hybrid benefits	0.107	0.133	0.805	0.425	-0.161	0.376
Effect of COVID-19 on flexibility	-0.042	0.103	-0.406	0.687	-0.250	0.166

Regression of Hybrid Work Variables on Intention to Continue
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.819
R Square	0.670
Adjusted R Square	0.545
Standard Error	0.981
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	82.241	5.140	5.339	6.42E-06
Residual	42	40.437	0.963		
Total	58	122.678			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	4.176	1.416	2.949	*0.005**￼*	1.318	7.034
21 years old	-0.285	0.475	-0.599	0.552	-1.244	0.674
22 years old	-0.269	0.406	-0.663	0.511	-1.088	0.550
23 years old	0.581	0.436	1.332	0.190	-0.299	1.461
24 years old	0.070	0.412	0.171	0.865	-0.761	0.901
Male	-1.653	0.841	-1.966	0.056	-3.350	0.044
Female	-0.959	0.792	-1.211	0.233	-2.557	0.639
Tenure (< 1 yr)	-0.963	0.856	-1.125	0.267	-2.691	0.765
Tenure (> 1 yr)	-0.933	0.839	-1.112	0.273	-2.627	0.761
Tenure (> 2 yrs)	-0.717	0.814	-0.881	0.383	-2.360	0.925
Tenure (> 3 yrs)	-0.886	0.873	-1.015	0.316	-2.647	0.875
Tenure (> 4 yrs)	-2.206	1.173	-1.881	0.067	-4.574	0.161
Feature Satisfaction	0.784	0.208	3.770	*0.001***￼*	0.364	1.204
Perceived Autonomy	-0.400	0.186	-2.145	*0.03782*￼*	-0.776	-0.024
Perceived Meaningfulness	0.507	0.175	2.891	*0.006**￼*	0.153	0.860
Hybrid benefits	-0.004	0.148	-0.028	0.978	-0.303	0.295
Effect of COVID-19 on flexibility	-0.274	0.108	-2.536	*0.01502*￼*	-0.493	-0.056

Regression of Hybrid Work Variables on Job Search Activity
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.680
R Square	0.462
Adjusted R Square	0.257
Standard Error	1.612
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	93.698	5.856	2.253	0.018
Residual	42	109.149	2.599		
Total	58	202.847			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	4.935	2.327	2.121	*0.03987**	0.239	9.631
21 years old	0.427	0.781	0.547	0.587	-1.148	2.003
22 years old	0.388	0.667	0.582	0.564	-0.958	1.734
23 years old	-0.099	0.717	-0.139	0.890	-1.546	1.347
24 years old	-0.043	0.677	-0.064	0.950	-1.409	1.322
Male	0.718	1.382	0.520	0.606	-2.070	3.506
Female	-0.085	1.301	-0.066	0.948	-2.710	2.540
Tenure (< 1 yr)	-1.725	1.407	-1.226	0.227	-4.564	1.114
Tenure (> 1 yr)	-1.622	1.379	-1.176	0.246	-4.405	1.161
Tenure (> 2 yrs)	-2.846	1.337	-2.129	*0.03918**	-5.544	-0.148
Tenure (> 3 yrs)	-0.606	1.434	-0.422	0.675	-3.499	2.288
Tenure (> 4 yrs)	0.800	1.927	0.415	0.680	-3.090	4.689
Feature Satisfaction	-0.518	0.342	-1.516	0.137	-1.208	0.171
Perceived Autonomy	0.801	0.306	2.618	*0.01226**	0.184	1.419
Perceived Meaningfulness	-0.381	0.288	-1.323	0.193	-0.962	0.200
Hybrid benefits	0.261	0.244	1.070	0.291	-0.231	0.753
Effect of COVID-19 on flexibility	0.015	0.178	0.086	0.932	-0.344	0.374

Regression of Hybrid Work Variables on Recommendation Level

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.907
R Square	0.823
Adjusted R Square	0.756
Standard Error	0.699
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	95.434	5.965	12.222	5.13E-11
Residual	42	20.498	0.488		
Total	58	115.932			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.037	1.008	1.029	0.309	-0.998	3.072
21 years old	0.493	0.338	1.458	0.152	-0.190	1.176
22 years old	0.090	0.289	0.313	0.756	-0.493	0.674
23 years old	0.960	0.311	3.092	*0.004**	0.333	1.587
24 years old	0.549	0.293	1.872	0.068	-0.043	1.141
Male	-0.124	0.599	-0.208	0.836	-1.333	1.084
Female	0.636	0.564	1.129	0.265	-0.501	1.774
Tenure (< 1 yr)	-1.039	0.610	-1.704	0.096	-2.269	0.192
Tenure (> 1 yr)	-1.602	0.598	-2.681	*0.01044**	-2.808	-0.396
Tenure (> 2 yrs)	-1.416	0.579	-2.444	*0.0188**	-2.585	-0.247
Tenure (> 3 yrs)	-1.515	0.621	-2.438	*0.01908**	-2.769	-0.261
Tenure (> 4 yrs)	-2.433	0.835	-2.913	*0.006***	-4.119	-0.748
Feature Satisfaction	0.797	0.148	5.383	*0.000****	0.498	1.096
Perceived Autonomy	-0.128	0.133	-0.961	0.342	-0.395	0.140
Perceived Meaningfulness	0.317	0.125	2.541	*0.01485**	0.065	0.569
Hybrid benefits	0.118	0.106	1.114	0.272	-0.095	0.331
Effect of COVID-19 on flexibility	-0.163	0.077	-2.116	*0.04036**	-0.319	-0.008

Regression of Hybrid Work Variables on Reacceptance Choice

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.791
R Square	0.625
Adjusted R Square	0.482
Standard Error	1.129
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	89.347	5.584	4.378	6.08E-05
Residual	42	53.569	1.275		
Total	58	142.915			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	4.173	1.630	2.560	0.01416*	0.883	7.462
21 years old	-0.228	0.547	-0.417	0.679	-1.332	0.876
22 years old	0.123	0.467	0.264	0.793	-0.819	1.066
23 years old	0.514	0.502	1.025	0.311	-0.499	1.528
24 years old	0.080	0.474	0.170	0.866	-0.876	1.037
Male	0.420	0.968	0.434	0.666	-1.533	2.374
Female	0.279	0.911	0.307	0.761	-1.560	2.118
Tenure (< 1 yr)	-1.436	0.986	-1.457	0.152	-3.425	0.553
Tenure (> 1 yr)	-2.033	0.966	-2.105	0.04134*	-3.983	-0.084
Tenure (> 2 yrs)	-1.353	0.937	-1.444	0.156	-3.243	0.538
Tenure (> 3 yrs)	-1.616	1.004	-1.609	0.115	-3.643	0.411
Tenure (> 4 yrs)	-3.149	1.350	-2.332	0.02456*	-5.874	-0.424
Feature Satisfaction	0.930	0.239	3.883	0.000***	0.447	1.413
Perceived Autonomy	-0.292	0.214	-1.363	0.180	-0.725	0.140
Perceived Meaningfulness	0.530	0.202	2.628	0.01195*	0.123	0.937
Hybrid benefits	-0.384	0.171	-2.247	0.02994*	-0.728	-0.039
Effect of COVID-19 on flexibility	-0.345	0.125	-2.770	0.008**	-0.597	-0.094

Office Work Variables Regression with Dependent Variables

Regression of Office Work Variables on Job Satisfaction
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.773
R Square	0.598
Adjusted R Square	0.458
Standard Error	1.187
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	15	90.028	6.002	4.262	9.25E-05
Residual	43	60.548	1.408		
Total	58	150.576			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	2.017	1.677	1.203	0.236	-1.365	5.399
21 years old	0.061	0.678	0.090	0.928	-1.306	1.429
22 years old	-0.612	0.498	-1.230	0.226	-1.616	0.392
23 years old	-0.824	0.490	-1.679	0.100	-1.813	0.165
24 years old	-0.832	0.550	-1.513	0.138	-1.941	0.277
Male	-0.816	0.997	-0.818	0.418	-2.827	1.196
Female	-0.774	0.926	-0.836	0.408	-2.641	1.094
Tenure (< 1 yr)	-0.197	0.963	-0.205	0.839	-2.140	1.746
Tenure (> 1 yr)	-0.003	0.991	-0.003	0.997	-2.002	1.995
Tenure (> 2 yrs)	-0.474	1.064	-0.446	0.658	-2.620	1.672
Tenure (> 3 yrs)	0.021	1.569	0.014	0.989	-3.143	3.185
Tenure (> 4 yrs)	-0.465	1.098	-0.423	0.674	-2.679	1.750
Perceived Autonomy	0.616	0.157	3.917	*0.000***	0.299	0.933
Perceived Meaningfulness	0.153	0.151	1.013	0.317	-0.152	0.458
Office benefits	0.234	0.154	1.519	0.136	-0.077	0.545
Effect of COVID-19 on flexibility	0.007	0.118	0.062	0.951	-0.230	0.244

Regression of Office Work Variables on Intention to Continue
SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.721
R Square	0.520
Adjusted R Square	0.337
Standard Error	1.616
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	118.651	7.416	2.840	0.003
Residual	42	109.654	2.611		
Total	58	228.305			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	0.205	2.366	0.087	0.931	-4.569	4.980
21 years old	0.471	0.924	0.510	0.613	-1.393	2.335
22 years old	-0.018	0.694	-0.026	0.979	-1.419	1.383
23 years old	0.359	0.709	0.506	0.615	-1.072	1.790
24 years old	0.323	0.765	0.423	0.675	-1.221	1.868
Male	0.207	1.374	0.151	0.881	-2.565	2.980
Female	-0.111	1.268	-0.087	0.931	-2.669	2.448
Tenure (< 1 yr)	-1.091	1.313	-0.831	0.411	-3.740	1.558
Tenure (> 1 yr)	-0.559	1.351	-0.414	0.681	-3.286	2.167
Tenure (> 2 yrs)	-1.245	1.451	-0.859	0.395	-4.173	1.682
Tenure (> 3 yrs)	0.544	2.138	0.255	0.800	-3.770	4.858
Tenure (> 4 yrs)	-1.321	1.500	-0.881	0.384	-4.348	1.706
Feature Satisfaction	1.291	0.308	4.192	**0.000*****	0.669	1.912
Perceived Autonomy	-0.191	0.244	-0.785	0.437	-0.684	0.301
Perceived Meaningfulness	-0.043	0.218	-0.199	0.843	-0.483	0.397
Office Benefits	-0.021	0.219	-0.098	0.923	-0.463	0.420
Effect of COVID-19 on flexibility	0.094	0.160	0.587	0.561	-0.229	0.417

Regression of Office Work Variables on Job Search Activity

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.656
R Square	0.430
Adjusted R Square	0.213
Standard Error	1.805
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	103.431	6.464	1.984	0.039
Residual	42	136.874	3.259		
Total	58	240.305			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	1.870	2.643	0.708	0.483	-3.464	7.205
21 years old	-0.542	1.032	-0.526	0.602	-2.625	1.540
22 years old	-1.206	0.776	-1.554	0.128	-2.771	0.360
23 years old	-0.380	0.792	-0.480	0.634	-1.979	1.218
24 years old	-0.765	0.855	-0.895	0.376	-2.490	0.960
Male	1.391	1.535	0.906	0.370	-1.706	4.488
Female	0.908	1.416	0.641	0.525	-1.951	3.766
Tenure (< 1 yr)	2.494	1.467	1.701	0.096	-0.465	5.454
Tenure (> 1 yr)	1.692	1.509	1.121	0.269	-1.354	4.738
Tenure (> 2 yrs)	3.210	1.621	1.981	0.054	-0.060	6.481
Tenure (> 3 yrs)	5.386	2.388	2.255	*0.02941**	0.566	10.205
Tenure (> 4 yrs)	3.339	1.676	1.992	0.053	-0.043	6.721
Feature Satisfaction	-1.356	0.344	-3.942	*0.000****	-2.051	-0.662
Perceived Autonomy	0.545	0.273	2.001	0.052	-0.005	1.095
Perceived Meaningfulness	0.027	0.244	0.112	0.912	-0.464	0.519
Office Benefits	0.651	0.244	2.665	*0.01088**	0.158	1.145
Effect of COVID-19 on flexibility	0.006	0.179	0.036	0.971	-0.355	0.368

Regression of Office Work Variables on Recommendation Level
SUMMARY OUTPUT

Regression Statistics

Regression Statistics	
Multiple R	0.857
R Square	0.734
Adjusted R Square	0.633
Standard Error	1.081
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	135.263	8.454	7.240	1.29E-07
Residual	42	49.042	1.168		
Total	58	184.305			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	-1.449	1.582	-0.916	0.365	-4.643	1.744
21 years old	-0.866	0.618	-1.402	0.168	-2.113	0.380
22 years old	0.143	0.464	0.307	0.760	-0.794	1.080
23 years old	0.091	0.474	0.191	0.849	-0.866	1.047
24 years old	-0.012	0.512	-0.024	0.981	-1.045	1.020
Male	1.365	0.919	1.486	0.145	-0.489	3.219
Female	-0.055	0.848	-0.064	0.949	-1.766	1.656
Tenure (< 1 yr)	0.335	0.878	0.381	0.705	-1.437	2.106
Tenure (> 1 yr)	0.017	0.903	0.019	0.985	-1.806	1.841
Tenure (> 2 yrs)	-0.590	0.970	-0.608	0.547	-2.547	1.368
Tenure (> 3 yrs)	0.766	1.430	0.536	0.595	-2.119	3.651
Tenure (> 4 yrs)	-0.773	1.003	-0.770	0.445	-2.797	1.252
Feature Satisfaction	0.870	0.206	4.225	0.000***	0.454	1.286
Perceived Autonomy	0.214	0.163	1.309	0.198	-0.116	0.543
Perceived Meaningfulness	-0.105	0.146	-0.717	0.477	-0.399	0.190
Office Benefits	0.406	0.146	2.778	0.008**	0.111	0.702
Effect of COVID-19 on flexibility	-0.0764	0.1072	-0.7133	0.4796	-0.2927	0.1398

Regression of Office Work Variables on Reacceptance Choice
SUMMARY OUTPUT

	Regression Statistics
Multiple R	0.814
R Square	0.662
Adjusted R Square	0.534
Standard Error	1.298
Observations	59.000

ANOVA

	df	SS	MS	F	Significance F
Regression	16	138.872	8.680	5.150	9.83E-06
Residual	42	70.789	1.685		
Total	58	209.661			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	0.780	1.901	0.410	0.684	-3.056	4.616
21 years old	0.066	0.742	0.089	0.929	-1.432	1.564
22 years old	0.243	0.558	0.436	0.665	-0.883	1.369
23 years old	0.118	0.570	0.207	0.837	-1.032	1.267
24 years old	-0.491	0.615	-0.798	0.429	-1.732	0.750
Male	-0.396	1.104	-0.359	0.722	-2.623	1.831
Female	-0.664	1.019	-0.652	0.518	-2.720	1.392
Tenure (< 1 yr)	-0.743	1.055	-0.704	0.485	-2.871	1.385
Tenure (> 1 yr)	-1.033	1.085	-0.952	0.347	-3.224	1.158
Tenure (> 2 yrs)	-1.121	1.166	-0.962	0.342	-3.473	1.231
Tenure (> 3 yrs)	0.728	1.718	0.424	0.674	-2.738	4.194
Tenure (> 4 yrs)	-1.752	1.205	-1.453	0.154	-4.184	0.681
Feature Satisfaction	1.345	0.247	5.438	0.000****	0.846	1.845
Perceived Autonomy	-0.050	0.196	-0.256	0.799	-0.446	0.345
Perceived Meaningfulness	-0.057	0.175	-0.324	0.748	-0.410	0.297
Office Benefits	-0.066	0.176	-0.375	0.709	-0.421	0.289
Effect of COVID-19 on flexibility	0.083	0.129	0.648	0.520	-0.176	0.343

ANOVAs of dependent variables across working arrangement groups

Job Satisfaction ANOVA Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	302	5.11864	1.899474
Hybrid	137	716	5.22628	1.602834
Office	141	734	5.20567	2.078825

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.489	2	0.24459	0.131933	0.8764	3.023
Within Groups	619.2	334	1.85386			
Total	619.7	336				

Intention to Continue ANOVA Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	314	5.32203	2.497954
Hybrid	137	722	5.27007	2.31623
Office	141	718	5.0922	3.227153

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	3.182	2	1.59116	0.582927	0.5588	3.023
Within Groups	911.7	334	2.72961			
Total	914.9	336				

Job Search Activity ANOVA Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	254	4.30508	3.388077
Hybrid	137	525	3.83212	3.434843
Office	141	536	3.80142	4.203141

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	11.68	2	5.84083	1.55807	0.2121	3.023
Within Groups	1252	334	3.74876			
Total	1264	336				

Recommendation Level ANOVA Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	296	5.01695	2.327294
Hybrid	137	672	4.90511	1.983577
Office	141	703	4.98582	2.628369

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.697	2	0.34865	0.150698	0.8602	3.023
Within Groups	772.7	334	2.31354			
Total	773.4	336				

Reacceptance Choice ANOVA Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	315	5.33898	2.227937
Hybrid	137	717	5.23358	2.327394
Office	141	754	5.34752	2.85694

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	1.012	2	0.50623	0.199924	0.8189	3.023
Within Groups	845.7	334	2.53209			
Total	846.7	336				

Summary and interpretation of ANOVA and post hoc tests for perception variables

Variable	ANOVA p value	Levene's Test p value	Group 1	Group 2	t value	Bonferroni-Holm Correction	P/F
Perceived locational control (PLC)	**0.001****	**00000*****	**Remote**	**Hybrid**	0.004	0.025	**PASS**
			Hybrid	*Office*	0.225	0.050	*FAIL*
			Office	**Remote**	0.000	0.017	**PASS**
Perceived temporal control (PTC)	**0.016***	**0.001****	**Remote**	**Hybrid**	0.004	0.017	**PASS**
			Hybrid	*Office*	0.289	0.050	*FAIL*
			Office	*Remote*	0.052	0.025	*FAIL*
Perceived affiliative control (PAC)	**0.001****	**0.019***	**Remote**	**Hybrid**	0.001	0.025	**PASS**
			Hybrid	*Office*	0.747	0.050	*FAIL*
			Office	**Remote**	0.001	0.017	**PASS**

Variable	Interpretation
Perceived locational control (PLC)	There is a statistically sigificant difference between remote/hybrid and office/remote workers' average perceived locational control. More specifically, remote workers have a higher perception of locational control than both hybrid workers and office workers, on average.
Perceived temporal control (PTC)	There is a statistically sigificant difference between remote/hybrid workers' average perceived temporal control. More specifically, remote workers have a higher perception of temporal control than hybrid workers, on average.
Perceived affiliative control (PAC)	There is a statistically sigificant difference between remote/hybrid and office/remote workers' average perceived affiliative control. More specifically, remote workers have a higher perception of affiliative control than hybrid workers and office workers, on average.

This summary indicates that perceived locational control, perceived temporal control, and perceived affiliative control had significantly different means among the three groups. At a high level this finding indicates that remote, hybrid, and office workers have significantly different perceptions of working arrangement autonomy.

Following the ANOVA of these variables, I performed a post hoc test to identify which groups contained the mean differences of significant variables in this summary. The Bonferroni-Holm Test requires a t-test for two group means and a comparison of the t-test p-value to the Bonferroni-Holm Correction (see Appendix L for the Bonferroni-Holm calculation). If the t-test

p-value is less than the Bonferroni-Holm Correction, the groups contain significantly different means. I performed this test three times for each variable, with the three possible combinations of working arrangement groups. The results are explained in the "Interpretation".

In conclusion, these analyses found that remote workers have higher perceived temporal control than hybrid workers. Additionally, remote workers have higher perceived locational control and higher perceived affiliative control than both hybrid and office workers.

APPENDIX J

ANOVAs of perception and expectation variables across working arrangement groups

Perception ANOVAs Between Working Arrangement Groups:

ANOVA Between Working Arrangement Groups: Perceived Locational Control

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	314	5.322	2.463
Hybrid	137	634	4.628	1.956
Office	141	618.649	4.388	3.480

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	36.423	2	18.212	6.788	***0.001***	3.023
Within Groups	896.136	334	2.683			
Total	932.560	336				

ANOVA Between Working Arrangement Groups: Perceived Temporal Control

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	296	5.017	3.120
Hybrid	137	583	4.255	2.059
Office	141	630	4.468	3.536

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	23.935	2	11.968	4.181	***0.016***	3.023
Within Groups	956.148	334	2.863			
Total	980.083	336				

ANOVA Between Working Arrangement Groups: Perceived Responsibility Control

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	310	5.254	2.158
Hybrid	137	649	4.737	2.225
Office	141	671.839	4.765	2.766

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	12.368	2	6.184	2.534	0.081	3.023
Within Groups	814.954	334	2.440			
Total	827.321	336				

ANOVA Between Working Arrangement Groups: Perceived Affiliative Control

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	289	4.898	2.852
Hybrid	137	548	4	2.691
Office	141	554.128	3.930	3.867

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	42.782	2	21.391	6.660	***0.001***	3.023
Within Groups	1072.715	334	3.212			
Total	1115.497	336				

ANOVA Between Working Arrangement Groups: Perceived Work-life Balance

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	304	5.153	1.752
Hybrid	137	673	4.912	1.933
Office	141	683	4.844	2.747

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	4.002	2	2.001	0.892	0.411	3.023
Within Groups	749.143	334	2.243			
Total	753.145	336				

ANOVA Between Working Arrangement Groups: Perceived Company Impact
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	309	5.237	2.012
Hybrid	137	679	4.956	2.027
Office	141	720	5.106	2.624

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	3.611	2	1.805	0.794	0.453	3.023
Within Groups	759.819	334	2.275			
Total	763.430	336				

ANOVA Between Working Arrangement Groups: Perceived Society Impact
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	289	4.898	2.265
Hybrid	137	676	4.934	2.121
Office	141	702.949	4.985	3.343

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.369	2	0.184	0.069	0.933	3.023
Within Groups	887.771	334	2.658			
Total	888.140	336				

Expectation ANOVAs Between Working Arrangement Groups:

ANOVA Between Working Arrangement Groups: Expected Locational Control

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	303	5.136	2.774
Hybrid	137	597.585	4.362	2.407
Office	141	644.585	4.572	3.259

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	24.728	2	12.364	4.372	***0.013***	3.023
Within Groups	944.597	334	2.828			
Total	969.325	336				

ANOVA Between Working Arrangement Groups: Expected Temporal Control

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	270	4.576	2.731
Hybrid	137	604	4.409	2.288
Office	141	649	4.603	3.498

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	2.849	2	1.425	0.496	0.609	3.023
Within Groups	959.275	334	2.872			

Total	962.125	336	

ANOVA Between Working Arrangement Groups: Expected Responsibility Control

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	289	4.898	2.817
Hybrid	137	623.615	4.552	2.086
Office	141	642.615	4.558	2.904

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	5.746	2	2.873	1.124	0.326	3.023
Within Groups	853.580	334	2.556			
Total	859.325	336				

ANOVA Between Working Arrangement Groups: Expected Affiliative Control

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	287	4.864	3.809
Hybrid	137	541.090	3.950	3.064
Office	141	550.090	3.901	3.876

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	43.103	2	21.552	6.099	*0.003*	3.023
Within Groups	#######	334	3.534			

Total	#######	336

ANOVA Between Working Arrangement Groups: Expected Work-life Balance
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	310	5.254	1.710
Hybrid	137	654	4.774	1.985
Office	141	713	5.057	2.225

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	11.092	2	5.546	2.721	0.067	3.023
Within Groups	680.718	334	2.038			
Total	691.810	336				

ANOVA Between Working Arrangement Groups: Expected Company Impact
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	304	5.153	2.545
Hybrid	137	652.890	4.766	1.754
Office	141	690.9	4.900	2.690

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	6.200	2	3.100	1.358	0.259	3.023

Within Groups	762.713	334	2.284
Total	768.914	336	

ANOVA Between Working Arrangement Groups: Expected Society Impact

Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	289	4.898	2.541
Hybrid	137	661	4.825	1.734
Office	141	696.830	4.942	2.782

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	0.965	2	0.482	0.208	0.812	3.023
Within Groups	772.728	334	2.314			
Total	773.693	336				

Detailed results of post hoc ANOVA analyses

ANOVA, Levene's Test, and Bonferroni-Holm Test for Perceived Locational Control:

ANOVA of Perceived Locational Control Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	314	5.322	2.463
Hybrid	137	634	4.628	1.956
Office	141	618.649	4.388	3.480

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	36.423	2	18.212	6.788	***0.001***	3.023
Within Groups	896.136	334	2.683			
Total	932.560	336				

Levene's Test for Equal Variance Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote difference	59	78.678	1.334	0.655
Hybrid difference	137	150.818	1.101	0.735
Office difference	141	219.036	1.553	1.050

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit

Between Groups	14.234	2	7.117	8.343	*0.000*	3.023
Within Groups	284.926	334	0.853			
Total	299.160	336				

Post hoc Bonferroni-Holm Test for Identifying True Mean Differences

Group 1	Group 2	t test	Bonferroni	P/F	Rank	Holm	P/F
Remote	Hybrid	0.004	0.017	PASS	2	0.025	PASS
Hybrid	Office	0.225	0.017	FAIL	3	0.050	FAIL
Office	Remote	0.000	0.017	PASS	1	0.017	PASS

ANOVA, Levene's Test, and Bonferroni-Holm Test for Perceived Temporal Control:

ANOVA of Perceived Temporal Control Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	296	5.017	3.120
Hybrid	137	583	4.255	2.059
Office	141	630	4.468	3.536

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	23.935	2	11.96763	4.181	*0.016*	3.023
Within Groups	956.148	334	2.862718			
Total	980.083	336				

Levene's Test for Equal Variance Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote difference	59	83.085	1.408	1.103
Hybrid difference	137	158.321	1.156	0.714
Office difference	141	222.851	1.581	1.021

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	12.610	2	6.305	6.928	*0.001*	3.023
Within Groups	303.969	334	0.910			
Total	316.579	336				

Post hoc Bonferroni-Holm Test for Identifying True Mean Differences

Group 1	Group 2	t test	Bonferroni	P/F	Rank	Holm	P/F
Remote	Hybrid	0.004	0.017	PASS	1	0.017	PASS
Hybrid	Office	0.289	0.017	FAIL	3	0.050	FAIL
Office	Remote	0.052	0.017	FAIL	2	0.025	FAIL

ANOVA, Levene's Test, and Bonferroni-Holm Test for Perceived Affiliative Control:

ANOVA of Perceived Affiliative Control Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	289	4.898	2.852
Hybrid	137	548	4.000	2.691
Office	141	554.128	3.930	3.867

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	42.782	2	21.391	6.660	*0.001*	3.023
Within Groups	1072.715	334	3.212			
Total	1115.497	336				

Levene's Test for Equal Variance Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote difference	59	81.525	1.382	0.909
Hybrid difference	137	186.000	1.358	0.834
Office difference	141	235.318	1.669	1.061

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	7.602554	2	3.801	4.033	*0.019*	3.023
Within Groups	314.8106	334	0.943			
Total	322.4132	336				

Post hoc Bonferroni-Holm Test for Identifying True Mean Differences

Group 1	Group 2	t test	Bonferroni	P/F	Rank	Holm	P/F
Remote	Hybrid	0.001	0.017	PASS	2	0.025	PASS
Hybrid	Office	0.747	0.017	FAIL	3	0.050	FAIL
Office	Remote	0.001	0.017	PASS	1	0.017	PASS

ANOVA, Levene's Test, and Bonferroni-Holm Test for Expected Locational Control:

ANOVA of Expected Locational Control Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	303.000	5.136	2.774
Hybrid	137	597.585	4.362	2.407
Office	141	644.585	4.572	3.259

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	24.728	2	12.364	4.372	*0.013*	3.023
Within Groups	944.597	334	2.828			
Total	969.325	336				

Levene's Test for Equal Variance Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote difference	59	82.678	1.401	0.777
Hybrid difference	137	174.119	1.271	0.780
Office difference	141	209.441	1.485	1.037

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	3.219	2	1.609	1.814	0.165	3.023
Within Groups	296.340	334	0.887			
Total	299.559	336				

Post hoc Bonferroni-Holm Test for Identifying True Mean Differences

Group 1	Group 2	t test	Bonferroni	P/F	Rank	Holm	P/F
Remote	Hybrid	0.002	0.017	PASS	1	0.017	PASS
Hybrid	Office	0.301	0.017	FAIL	3	0.050	FAIL
Office	Remote	0.041	0.017	FAIL	2	0.025	FAIL

ANOVA, Levene's Test, and Bonferroni-Holm Test for Expected Average Control:

ANOVA of Expected Affiliative Control Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote	59	287	4.864	3.809
Hybrid	137	541.090	3.950	3.064
Office	141	550.090	3.901	3.876

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	43.103	2	21.552	6.099	*0.003*	3.023
Within Groups	1180.210	334	3.534			
Total	1223.313	336				

Levene's Test for Equal Variance Between Working Arrangement Groups
Anova: Single Factor

SUMMARY

Groups	Count	Sum	Average	Variance
Remote difference	59	94.305	1.598	1.210
Hybrid difference	137	194.451	1.419	1.034
Office difference	141	238.977	1.695	0.983

ANOVA

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	5.350	2	2.675	2.564	0.079	3.023
Within Groups	348.441	334	1.043			
Total	353.791	336				

Post hoc Bonferroni-Holm Test for Identifying True Mean Differences

Group 1	Group 2	t test	Bonferroni	P/F	Rank	Holm	P/F
Remote	Hybrid	0.001	0.017	PASS	1	0.017	PASS
Hybrid	Office	0.829	0.017	FAIL	3	0.050	FAIL
Office	Remote	0.002	0.017	PASS	2	0.025	PASS

APPENDIX L

The Bonferroni-Holm calculation used to identify true mean differences

The formula to calculate the Bonferroni-Holm correction is:

$$\frac{Target\ Alpha\ Level}{n - rank\ number\ of\ pair\ (by\ degree\ of\ signigicance) + 1}$$

Where:
- Target Level Alpha = overall alpha level (.05 used in this research)
- n = number of tests

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