



# **Current Effects of Transferring from Remote to Hybrid Work and the Future of Hybrid Work**

## **Case: Company X**

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## ABSTRACT

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This thesis examines the hybrid way of working and how it has affected the case company X. The aim was to research how moving from a mainly remote working to hybrid working has affected employee motivation, time management, and general wellbeing. This was done by answering the research question *How could hybrid way of working be improved for company X airfreight team?*

To answer the main research question a survey was created and distributed to the company employees. This survey and research into hybrid workstyle aimed to answer the following sub-questions *Are the employees content with the current workstyle?* and *How hybrid work might change in the future and what changes could be done already?* There is only a limited amount of research into hybrid workstyle since it was not popularised until the Covid-19 pandemic. That is why this thesis relies heavily on recent articles on the subject and different case studies reported on other companies.

This thesis hopes to bring forth both the benefits and disadvantages of hybrid work. In addition, it hopes to give the case company some areas to focus on to take advantage of this workstyle and build a better relationship with its employees by hearing their feedback.

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Key words: Covid 19-pandemic, hybrid work, remote work

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## 1 INTRODUCTION

When Covid-19 pandemic hit nations, people had to quickly adapt to new working styles. Access to offices was limited and most had to learn to work remotely from home. Prior to the pandemic remote work was a rare privilege some companies offered. This was studied by Eurostat (2020,2021) which concluded that remote work increased from 12,3% pre-pandemic to 14% post pandemic. After the pandemic workstyles have a high emphasis on the possibility of remote work in addition to working on-site, for-example at the office. Hybrid work combines both remote and on-site work. On-site work can be done for example at a warehouse or an office. Hybrid work is not a new concept but research into it and the use of hybrid work has grown with the pandemic (de Bree 2022). It will need to be studied for a long time after to see what the results of this newly popularized working style has on companies and their employees.

The purpose of the thesis is to research the differences between on-site, remote, and hybrid workstyles. This is done through different references in literature and articles as well as conducting a survey to a case company and analyzing the results of the survey. Finally with the combination of the research on the subject and the results from the survey, there will be some suggestions on how the hybrid workstyle can be enhanced and what the future of hybrid work looks like.

### 1.1 Case company X

Company X is a leading logistics provider that has a long history starting from Bremen, Germany in 1890. Since then, company X has evolved from a traditional shipping company to a global logistics partner that offers highly specialized solutions for major industries worldwide. This includes sea, air, and road freight in 106 different countries and being the number one sea freight forwarder in the world.

Company X operates with a principle of “customers first” which can be seen in their tailored solutions for each customer be it quick deliveries for aircraft parts

or healthcare, or setting up an efficient supply chain for technological companies importing and exporting from Hong Kong. company X is always evolving and adapting to changing situations to ensure customer satisfaction and excellent service. This can also be seen within the company and how they appreciate and value their employees.

Company X has multiple locations in Finland with experts on road-, sea-, and airfreight. This thesis focuses on the airfreight team which is located in Vantaa near the Helsinki-Vantaa airport. This team consists of three smaller teams with expertise in export, import, and pricing. The team has transitioned in the beginning of 2022 from mostly remote work back to both remote and office work. These workstyles are split evenly per month where the employees have the power to decide which days they work remotely and when they want to go to the office. Company X has commissioned this thesis to discover how the transition has gone from the point of view of the employees and what are their views on the hybrid workstyle. This prompted the main thesis question.

*How could hybrid way of working be improved for company X airfreight team?*

This question was the baseline for the whole thesis. To find as much information on the teams' current situation and opinions, a survey was conducted for the employees to be able to express their views. In addition, some research into hybrid work was conducted to establish what is the current views on hybrid work and how it could be improved in the future.

## **2 THESIS PLAN**

The purpose of the thesis plan is to explain the topic, the objective and purpose of the thesis. This includes explaining the research question used for the basis of the thesis. The thesis plan also explains the concepts, data collection and working methods used in the thesis. The objective of the thesis plan is to provide the reader with a general understanding of the thesis.

### **2.1 Thesis topic**

Since the Covid-19 pandemic there has been an increase in research and conversation on remote work and hybrid work. Company X had in place a hybrid work style of both remote and office work prior to the pandemic. Due to the pandemic this prior work style had to be converted to mostly remote work. The change in working style during the pandemic has raised a new question of the efficiency of the hybrid work style. The company wants to compare how their employees feel about this specific work style now compared to before the pandemic. It is also important for them to make sure they are using the correct work style for maximum employee efficiency and satisfaction.

The main objective of the thesis is to gain as much understanding of the opinions the employees in the airfreight team have on the hybrid workstyle. The hybrid workstyle consists of 50% of the time working remotely and 50% working at on-site, at the office. The aim of the research results is to confirm if the hybrid workstyle is the best and current way of working for company X. This thesis aims to add information on hybrid workstyles, what can be learned from them and what might be implemented to the current work style.

### **2.2 Thesis objective, purpose, and research questions**

The objective of this thesis is to determine which work style is specifically the best for the airfreight team of company X. At the beginning of this thesis study, the current work style is 50% remote work and 50% office work. During my thesis process, this thesis studies the current work style and analyse the benefits of it and determine whether or not it will be a viable workstyle for the future. This

this thesis focuses on finding out whether there are any improvements that could be implemented to the current work style and recording the opinions of the employees on the current workstyle.

The main research question this thesis aims to answer is *How could hybrid way of working be improved for company X airfreight team?* Sub-questions to this are the following; *Are the employees' content with the current workstyle?* and *How hybrid work might change in the future and what changes could be done already?*

### **2.3 Concepts and theory**

The Covid-19 pandemic forced many employed people to work from home and according to Eurostat statics in 2021, 12,3% of employed people in the EU were working from home, this can be seen in figure 1. In the 2020 report from Eurostat the Netherlands was leading with around 14% of employees working from home, although just one year later they have fallen to fifth place. In comparison, Finland has moved from second place to first place in the 2021 report. In the new report, from year 2021, over a fourth of Finnish employees aged between 15-64 usually work from home. This is a big increase in just a one-year span of time. This sudden change to more remote work has caused issues in many departments like HR, communication, and cybersecurity (Wright 2020). These issues can arise in team spirit building, trust between individuals and different departments.

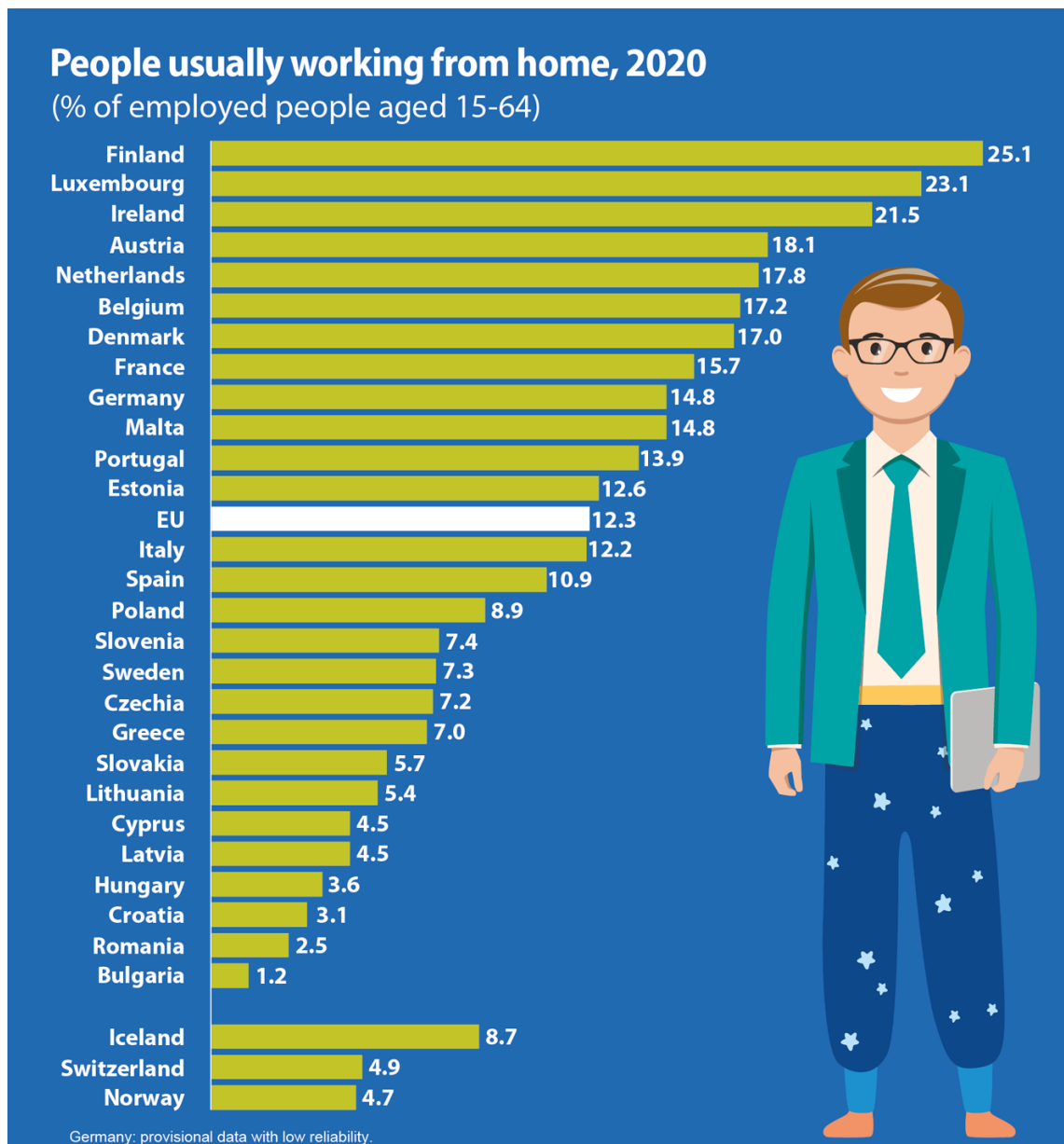


Figure 1. Statistics of persons usually working from home, 2020.

Source: Eurostat, 2021

Remote work used to be a perk that only a few companies offered with strict restrictions and conditions but it is estimated that by 2025 70% of the work force will be working remotely at least 5 days a month (Castrillon 2020). This is a change many employees want to see, remote work once being a perk and now becoming a norm. Twitter and Square paved the way of more permanent remote work in 2020 by creating a policy where employees could work from home indefinitely (Castrillon 2020). Iqbal, Khalid and Barykin (2021) came to the conclusion that that the traditional way of working is not the most effective one and



remote work is seen to be more beneficial in terms of productiveness. By fusing these two systems it is possible to try to remove the disadvantages that each system has on its own and try to maximize the benefits of each in the fusion.

Hybrid work model has become more popular already during the pandemic since it combines both the remote and on-site working. In China it is predicted that in 10 years there will be a split of 60/40 on-site/remote work and in May 2020 55% of US workers wanted a hybrid work model. Hybrid work would give more freedom to choosing when and where the employee would be working. (Ro 2020)

In Castrillon's article (2020) Convery-Pelletier suggests having specific days for in person meetings and collaborations, for brainstorming and team-building exercises, and allocating the rest of the days for remote work. This would counter the negative effects of decreasing strong relationships between employees working remotely. On-site workdays would also help highlight professional achievements which could go unnoticed if all work would be done remotely. Orientation and project kick-offs would still need the physical presence of employees but not the regular work which does not need a physical presence to be done (Ro 2020). This can include work done online on different systems on the computer. Implementing this hybrid work model would help balance collaborative and quiet work but still benefit employees by reducing the stress of commuting to the office.

However, hybrid work is not always the best option for everyone. There are socioeconomic and racial inequalities on who can accommodate working at home. Some employees might enjoy and thrive from the structure of working at the office (Ro 2020). Other prefer the independence they can have while working at home. In these cases, the employers should be able to provide help to these individuals and make sure there would not be huge gaps between employees who are able to work in a hybrid way easily and those who struggle with the concept. Employers must keep a close eye on their teams to avoid unnecessary friction between team members who might have issues with the hybrid work and how other employees are benefitting from this. Hybrid work can also cause in-

ternal communication issues if employees do not have common office days (Ro 2020).

Due to the pandemic and people rethinking their workstyle preferences there has been a great number of resignations. In the US 4,5 million workers left their jobs still in November of 2021. Workers rethinking where, how, and when they want to work can be used as an advantage with the hybrid work since it gives more freedom to the worker to control their work environment. For 2022 it is predicted that resignations will continue but not be as high as in 2021. While remote work will become more competitive and flexible work arrangements will be come the norm (Smith 2022).

This change of work styles from the beginning of the pandemic to the present has also been documented by Gallup by performing a survey on 140 000 US employees (Wigert 2022). Wigerts survey clearly maps out how employees mind set has changed from the importance of on-site work to remote work as shown in figure 2. This survey can be seen as an affirmation for the future of hybrid work models.

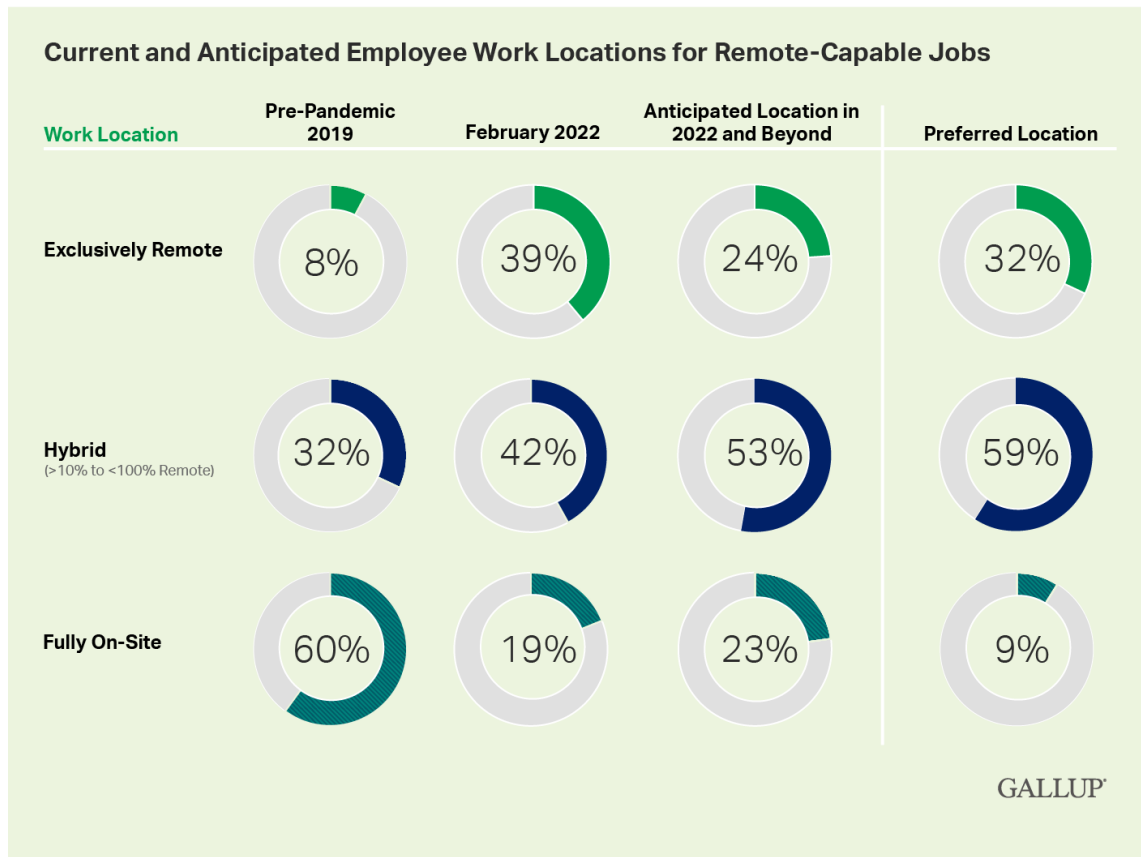


Figure 2. Current and anticipated employee work locations for remote-capable jobs, 2022.

Source: Workplace, 2022

This survey also uncovered that managers prefer hybrid work and have some hesitation on fully working remotely. Offering the alternative of hybrid work can be an asset for companies when compared to companies that only offer on-site work. Failing to offer this option can affect hiring, performance, and employee wellbeing (Wigert 2022).

As the transition from complete remote work to hybrid work models is ongoing, employers should consider different ways in which they can support their employees in the transition. A good example of employer support can be focusing on socializing. Due to remote work, many employees might not have had face-to-face meetings with their colleagues in a while (Wright 2022). This is because the use of remote communication systems like Zoom and Microsoft Teams enable remote workers to join meetings with just a link. It can be challenging to acknowledge all of the attendees equally when a meeting has both physically and remotely attending employees. Socializing will also help build team unity and communication which might have suffered during the increased remote work period caused by Covid-19. Examples of easily executed opportunities of

socializing can include having coffee breaks together or having fun office competitions. These can help make the office environment more inviting and a place people want to come to. Employers should also make sure to inform their employees that transitioning back to office work will not mean losing all benefits of working from home. As mentioned before, if this is forgotten, the turn-over at the company might increase and employee satisfaction will suffer.

## **2.4 Working methods and data**

A quantitative survey was conducted to collect the research data for creating a baseline of satisfaction and effectiveness of the work style in question. Data collection was achieved by distributing a survey to all employees in the airfreight team of company X. The survey was answered anonymously creating a safe and secure environment for the participants and their feedback. The survey also investigates the opinions and impacts of remote work in general.

The survey gathers both categorical and numerical data from the participants. Dawson explains that categorical data can be for example sex, nationality or occupation and numerical data may include age, well-being being measured by scale of income. In this survey the respondents were asked some of these questions accompanied by more detailed questions referring to the workstyle being used and how it impacts employee motivation, time management, and expectations. These can be measured through the Likert scales which is a method of measuring a variable that cannot be directly measured by asking respondent to what extent they agree with a series of statements (Dawson 2017). Survey is the most optimal method of gathering data for this thesis because it reaches a large group of people at once and answers are comparable since they are all answered in the same framework. In an interview the answers could be too broad so having a structure of a survey helps eliminate this issue.

Survey is a way to obtain numerous facts about behaviors and situations of people by asking a sample of people about themselves (Fowler 2009). There really is no other research method that can obtain the same amount of information from a large group of people without prior material on the subject that

the survey would be about. The survey should be handed out to respondents of different backgrounds and opinions so that the results will not be biased or from just one point of view. This will ensure that the survey will be good and not tampered to show only one side of the situation that the survey aims to answer. This is why surveys tend to gather categorical data, with this data it can be shown that the respondents come from different backgrounds and are of different age. Using standardized questions in a survey as a measurement of subjective phenomena has been in use since the early 20<sup>th</sup> century (Fowler 2009). The wording of the questions is important so it does not lead the respondent to answer in a certain way, which could lead to tainting the results. Tainting the results has been an issue with interviews because the way a question is worded or depending on who is asking the question can lead the respondent to answer in a non-neutral way.

## **2.5 Thesis structure**

The structure of the thesis follows a straightforward approach to the topic. The thesis begins with an introduction to the thesis which summarizes the following chapters into one page length. The second chapter is an in depth look into the theoretical basis of the thesis with introducing some of the theories used in the following chapters and which theories the whole thesis is based on. Following chapters will dive into the research done with the company and what information was found through the survey. In addition, the chapters will analyze the results of the survey and suggest development plans for the company on how to improve the work style and employee satisfaction in the current work style the company has implemented.

### **3 TRANSFERRING FROM REMOTE TO HYBRID WORK**

In order to map out employees' feelings about remote work and transferring to hybrid work a survey was conducted. Company X airfreight manager forwarded the survey to their airfreight team which consists of 23 employees. Employees had two weeks to answer the survey. After this period, 19 answers were received which meant that the answering percentage was sufficient to carry on with the analysis of the answers. The survey was split into two sections, first asking general questions of the geographic of the respondents and their views on remote work in general, and the second part focused on the change to a hybrid work model and views on this transition.

#### **3.1 Survey results**

This survey was considered a success because the answering rate was 83%. The demographic of the respondents varied with people of different ages, having different ways of commuting to the workplace and at different frequencies. Respondents had time to answer the questions in private and at a convenient time for themselves. This means that sampling for the survey results was varied and can result in good data to analyze.

##### **3.1.1 General questions on remote work**

As mentioned previously the survey was answered anonymously to provide privacy for the employees and their answers. This way all answers can be viewed equally, and no individuals can be singled out. First few questions of the survey were categorical to establish some basic information of employees. Most of the people working in the airfreight team are between the ages of 36-55, with only a fifth of the team being younger than 36 years old. As shown in figure 3 employees live a worrying distance from the office. Considering having people who have to telecommute further having more chances to remote work would have a positive effect on ecological perspective by reducing carbon emission (Gupta 2020).

## 2. How far away do you live from the office?

19 vastausta

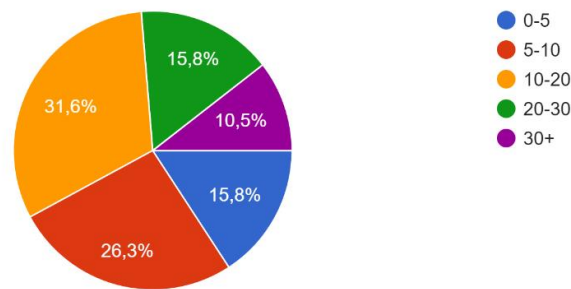


Figure 3. How far away do employees live from the office. Company X survey 2022

Using the Likert scale the survey mapped out how employees have enjoyed working remotely, how the company has met their expectations of remote work, and the employees motivation on different working styles. Most of the employees felt as if the company had met their expectations with just one answer indicating that their expectations were not met at all. Next was measured how motivated people were to work at the office compared to remotely. The Likert scale was set from 1 to 5, with 5 being feeling very motivated. When asking how motivated employees were to work remotely 18 of the 19 answered 4 or 5 on the scale. Whereas being motivated to work at the office, answered varied on the scale from 2 to 5. Still most people felt motivated when working at the office. Some of the lower scores could be explained with the answers on how office work has changed compared to before the pandemic. These answers indicated that it is harder to focus in the office because of the noise pollution caused by other workers and being used to a quieter atmosphere at home. It is also noted that training and learning opportunities have decreased at the office compared to that before the pandemic.

Increase in remote work has caused some challenges in the social aspects. Learning in groups and face-to-face meetings have decreased in number and getting familiar with new employees is harder when remote work was increased. Despite these challenges the motivation is high for both remote and office work because the combination is more flexible. Previously it was only possible to work 4 days remotely whereas now the company policy has changed to 50%

workdays at the office and 50% remotely. Attitudes have also changed prior to the pandemic; it was thought that some work was impossible to be done remotely, but the employees have shown this not to be true. Company X could be called a remote-friendly company according to Gupta (2020) because remote work is possible according to company policy and individual preference.

According to the Eurostat statics in 2021 in Finland 25,1% of the workforce were usually working from home. This prompted the question on how often the airfreight team would want to work from home. As shown in figure 4, over 50% would prefer working mostly remotely, more than the current 50% of work time that is available to them.

5. How often would you like to work remotely?

19 vastausta

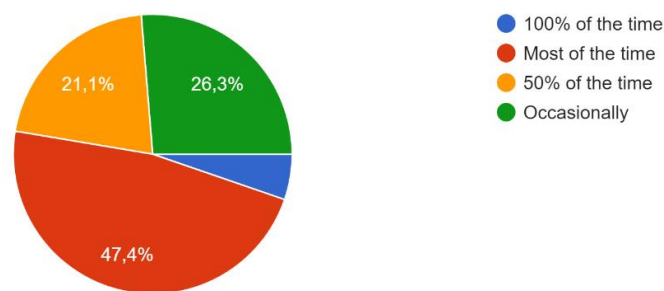


Figure 4. How often would employees prefer working remotely. Company X survey 2022

Company X could follow in the footsteps of Twitter where employees can work from home indefinitely. Kuehner-Hebert made a survey which also confirmed that most people would not want to work fully on-site work with 83 percent replying that they could not imagine this. It is good to note that only a few people answered that they want to work fully remote because even Iqbal, Khalid and Barykin (2021) confirmed that physical offices will still be needed in the future because humans are by nature social beings who want to interact with each other and what better way to do that than in the office.

When asked how remote work has affected employees' time management the replies were positive. Only three answers indicated that remote work has had no impact on their time management. The positive impact in time management



was pointed out to be the cause of eliminating the time spent on commuting from home to work and back, and instead this time could be used to do the work. In addition, answers mentioned that when an employee felt a little sick they could still work from home and not have to take time off not to infect others but still being well enough to work. This question was important to ask because Rupiatta and Beckman (2018) mentioned that the frequency of working from home affects the work effort a person provides. If a person wants to work remotely more frequently the more effort, they put into their job. With the results to this question showing that most of the employees of company X wanting to work from home they also will put more effort into their work.

### **3.1.2 Transition to hybrid work**

Survey shows that the transition from mostly remote work to hybrid work has been easy for the majority of the respondents. Some of the answers show that the transitioning has been hard or neutral which could be explained by another question that was asked; if company X has helped its employees with the transition. Answers to this question show that the employees feel that the company has only offered some help with the transition, for example being able to choose which days to be remote but other help was not offered. Lack of motivation to work at the office has made the transition harder and, some have pointed out that they would need more incentives to come to the office to make the transition easier. For some time management is harder at the office. Only incentive that made the transition back to the office easier was mentioned to be colleagues.

It was also important to see if the transition had affected some key aspects of working and work-life balance. Mostly it seems that the transition away from mostly remote work did not affect the employees largely but in some aspects company X could pay attention to make sure all employees are feeling well after the transition.

16. What kind of effects has this transition had on your...

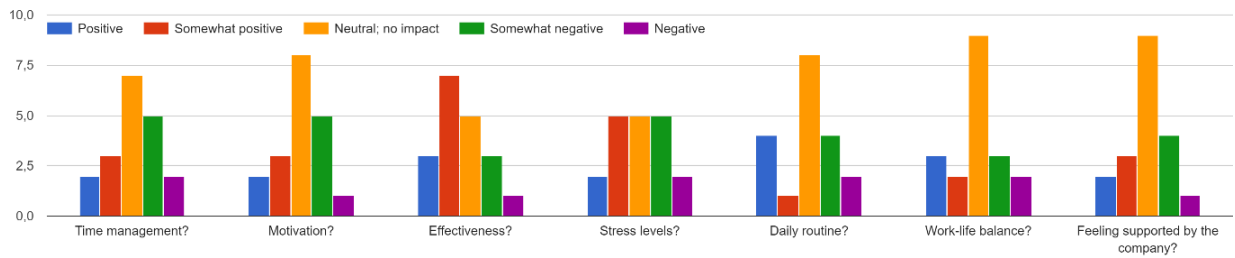


Figure 5. What kind of effect has the transition had. Company X survey 2022

As figure 5 shows, most of the answers show that the transition has had no impact or the impact has been neutral, as can be seen in the figure with the yellow bar. The figure also confirms the negative impacts on time management and motivation that working at the office can have on the respondents. These results are supported by Gupta (2020) who mentions that remote work can help employees remain proactive and improve their time management and self-organizing ability. This is why moving back to the office has had some negative impacts on these aspects for some employees. It is good to see that company X employees seem to not have many challenges with work-life balance and unplugging after work. This could have been a top issue according to Kuehner-Hebert who had unplugging after work the biggest issue.

The feeling of being supported by the company during the transition back to the office is also confirmed here to be somewhat negative by the employees. On the other hand, the transition has had a positive impact on effectiveness of the employees. The answers concerning the stress levels that the employees have during and after this transition should be taken into consideration and possibly monitored since the impact has been both negative and positive. This can also be due to peoples' different preferences on working at the office or remotely but company X should still investigate this further.

Last section of the survey was dedicated to free text answers on the benefits and drawbacks of the current workstyle. Benefits of this hybrid workstyle were listed to be better time management and the possibility to choose which days the employees are at the office. The possibility of combining both remote and on-site work freely caters to peoples' different styles of working and makes

them more comfortable at work. Not being fully remote enables the possibility to have face-to-face meetings and trainings. Working in an open office also enables sharing knowledge freely in midst of conversation and having a person near to ask for help makes asking for help easier than having to contact them through other channels. Working remotely can have its drawbacks in terms of team building and knowledge sharing if some people are harder to reach when they are remote. It can be seen in the answers that it is hard to know when certain people will be at the office and available. This can also create uncertainty of the work effort put into work when working remotely because you can not physically see them working. Being restricted to the 50/50 split was mentioned as a drawback because some might feel obliged to go to the office even if they do not deem it necessary and would work better from home.

## 4 IMPROVING HYBRID WORKSTYLE

In this final chapter we will go through the final answers to the survey which were questions emphasizing on the freedom to express employees feelings on what can be improved in the current workstyle. In addition, this chapter will provide some suggestions for company X on what is working for them in their current hybrid workstyle and what improvements to consider. The final two questions of the survey covered what could be improved in both office and remote work.

Company X seems to have a good grasp on remote work because 25% of the participants did not see any need for improvement in the remote work. Ro (2020) noted in her article that the pandemic has drawn attention to the disparities among those who work remotely, facing issues with internet connections and poor work ergonomics. This is also backed by Gupta (2020) who got some tips from the technology companies who have followed some practices to make remote work successful, one of these is creating a workspace at home. This is one point raised in the answers of the survey. Company X should consider investigating what kind of work conditions their workers have at home and if they can help in any way. According to Gupta creating a dedicated station for work at home helps with productivity and ergonomics. Company X does offer a small help with providing a gift card to their employees to buy supplies for their home offices, but they could also provide information on better work ergonomics at home and dedicating a workstation at home.

Gupta mentions that a secure network is key for successful remote work which is why focusing on connections working would help relieve frustration on connections issues when working at home. Kuehner-Hebert also acknowledged that technology problems were fifth biggest issue remote workers had. Company X could have their IT team evaluate the connections that their employees have at home because some might have their own networks whereas other might use their work phones to share the connection.

Both Ro (2020) and Wigert (2022) note that not offering the option to work remotely impacts employee well being and can affect hiring processes in the fu-

ture. In this aspect company X is adjusting to current trends and riding the wave of new hybrid workstyle. In Ro's article (2020) different experts from multiple companies note that on-site offices will be needed in the future as well and some work will still be needed to be done at the office. This would indicate that the future will not be fully remote, which company X can also agree on because some of their work still needs employees to be at the office to do physical paperwork.

As mentioned in the previous chapters of the results of the survey, participants would like more freedom on when and how often they are at the office. Ro (2020) collaborates this as an efficient hybrid workplace should not demand that everyone works the same hours, at the same pace, though occasionally this is necessary. In the survey and in Ro's article it is suggested that there should be dedicated meeting days when everyone comes to the office to have a chance to meet up in person. The lack of shared social identity that is more common in partially distributed teams can harm team effectiveness and performance, by impairing trust and team spirit (Ro 2020).

One downside of the hybrid workstyle is the inequality between people working mostly remotely and those working mostly in the office. According to the survey office regulars seem to have an edge on working conditions at the office by working at the same spots all the time. The survey suggests that it would be good to actively change the seating order in the office to offer everyone an equal opportunity to get the good seats, for example next to the window or near the toilet. Actively changing the seating order would be necessary because although there is no assigned seating, people tend to sit at the same spots and claim the seats for themselves. It is also indicated that some people prefer working remotely because of this issue that occurs at the office. Company X could include in their meetings, when everyone could be at the office, a draw to change seats monthly. This would also increase the opportunity to learn from new coworkers who might not normally sit side-by-side. The survey also indicates that quiet work is harder to achieve at the office due to noise pollution caused by other coworkers. This could be helped with providing better sound-proofed stations or providing employees with noise cancelling headphones. The

office should be as peaceful as the home environment where people work to avoid inequality between these two workstyles.

To answer the final research question of *How hybrid work might change in the future and what changes could be done already?* it is clear by the research that hybrid working will be a staple of work culture also in the future. Hybrid working will become more popular since it is already requested by people applying for jobs currently. Office buildings might need to be designed differently to accommodate more meetings and training purposes than old fashioned office work. Companies can already change the way they support their employees with their remote work by making sure the employees have everything they need to be efficient and ergonomic working from home. In addition, the companies should have regular check ups with their employees on how satisfied they are with the current hybrid work options and how they would want them to be improved.

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## APPENDICES

### Appendix 1. Survey conducted to company X airfreight team

# Company X workstyle survey

The following questioner will have questions concerning the current work style that the air freight team has and what changes could be implemented for a better work environment.

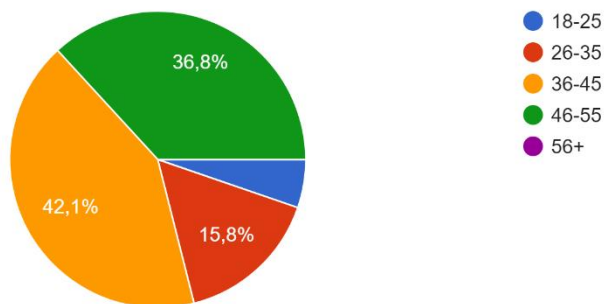
### General questions on remote work

In this section there are a few general questions on the participants and their feelings on remote work

#### 1. Which age group do you belong in?

1. Which age group do you belong in?

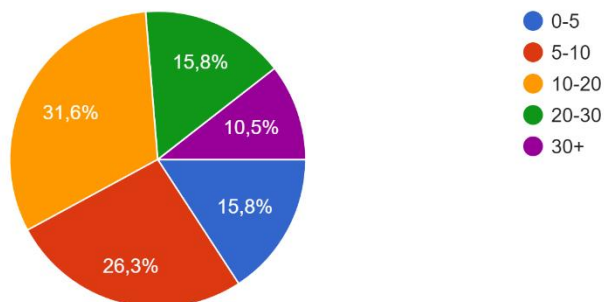
19 vastausta



#### 2. How far away do you live from the office?

2. How far away do you live from the office?

19 vastausta



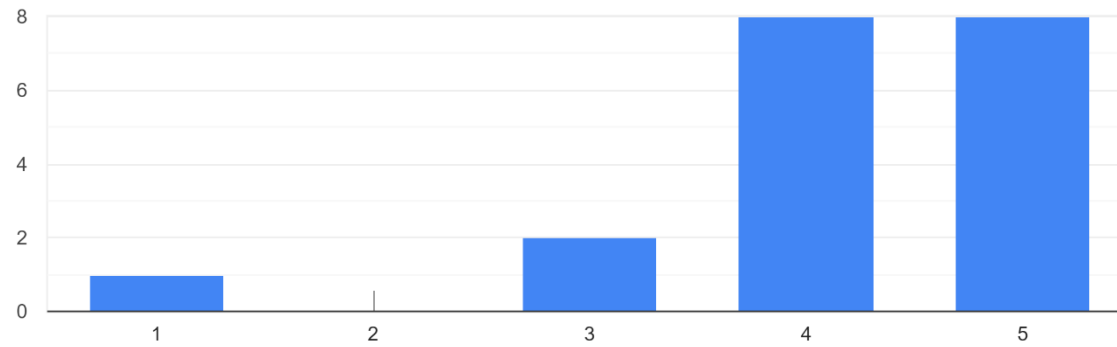
#### 3. How well has the company met your expectations of remote work?

- 5-very well
- 4-well

- 3-somewhat
- 2-not well
- 1-not at all

### 3. How well has the company met your expectations of remote work?

19 vastausta

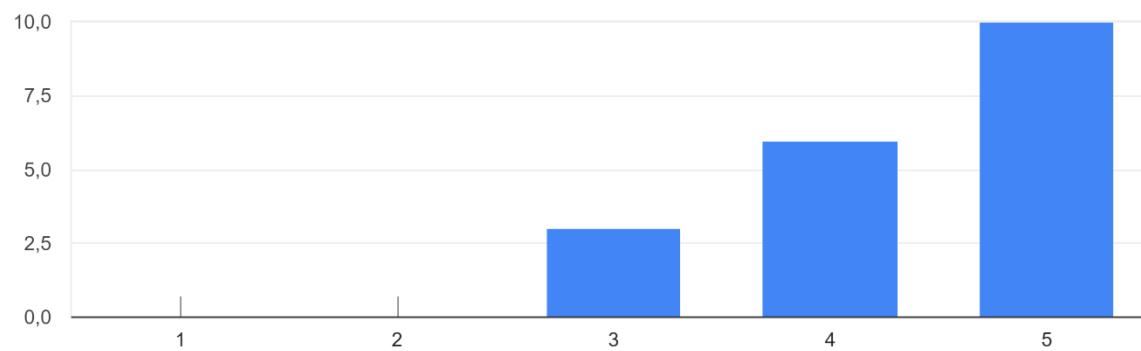


### 4. Have you enjoyed remote work?

- 5-very much
- 4-mostly
- 3-somewhat
- 2-not much
- 1-not at all

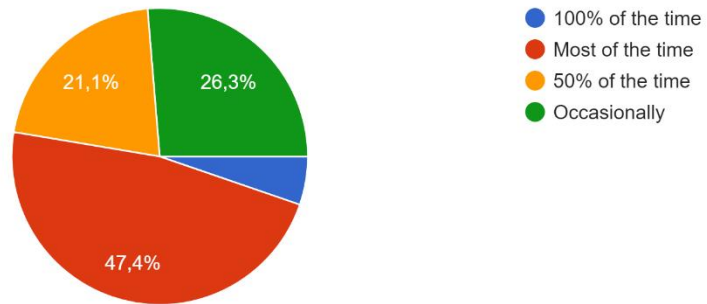
### 4. Have you enjoyed remote work?

19 vastausta



5. How often would you like to work remotely?

5. How often would you like to work remotely?  
19 vastausta



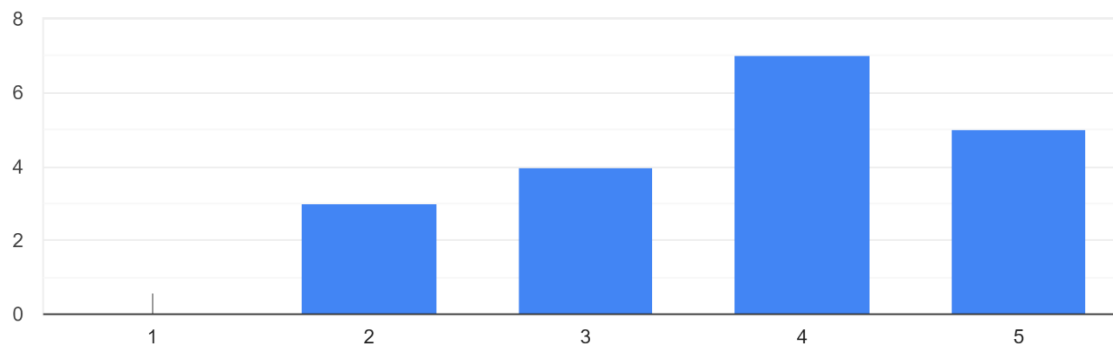
6. Has remote work changed now compared to before Covid-19 pandemic? If so, how?  
- Free text answers

7. Has office work changed now compared to before Covid-19 pandemic? If so, how?  
- Free text answers

8. How motivated do you feel working at the office?

- 5-very motivated
- 4-mostly motivated
- 3-somewhat motived
- 2-barely motivated
- 1-not at all motivated

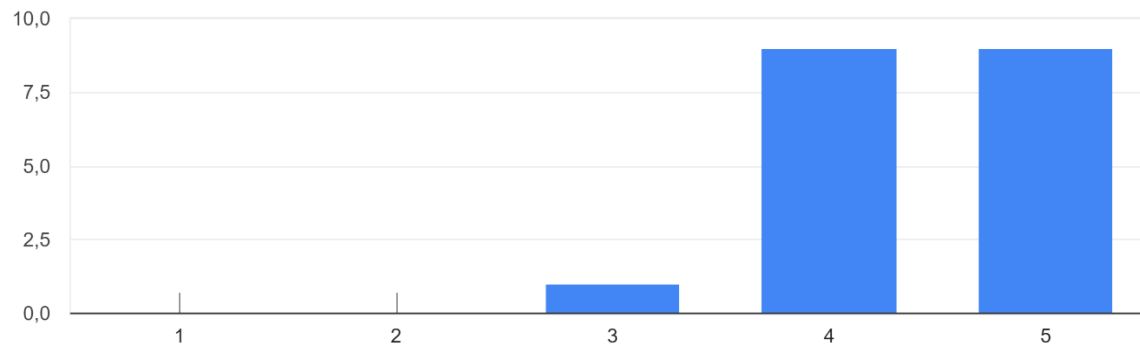
8. How motivated do you feel working at the office?  
19 vastausta



9. How motivated do you feel working remotely?

9. How motivated do you feel working remotely?

19 vastausta

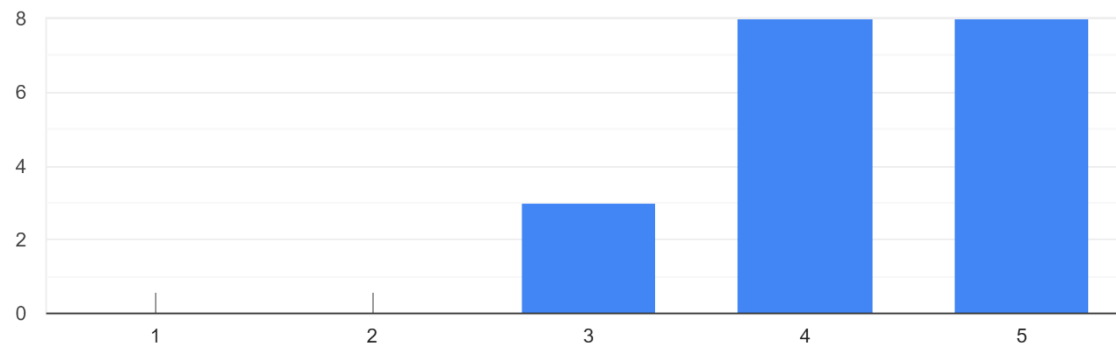


10. How has remote work impacted your time management?

- Positive
- Somewhat positive
- Neutral, no impact
- Somewhat negative
- Negative

10. How has remote work impacted your time management?

19 vastausta



11. What kind of impact does remote work have on your time management?

- Free text answers

**Questions related to moving back to the 50/50 work style**

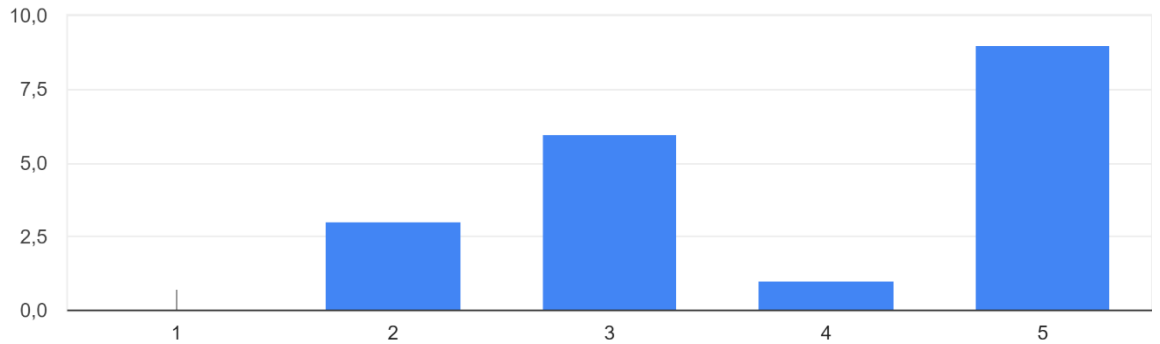
This section focuses on the transition back to 50/50 work

12. How has the transition back to 50/50 work style been for you?

- Easy
- Fairly easy
- Neutral
- Hard
- Extremely hard

12. How has the transition back to 50/50 work style been for you?

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13. What kind of help has the company provided to help easy back into 50/50 work style?

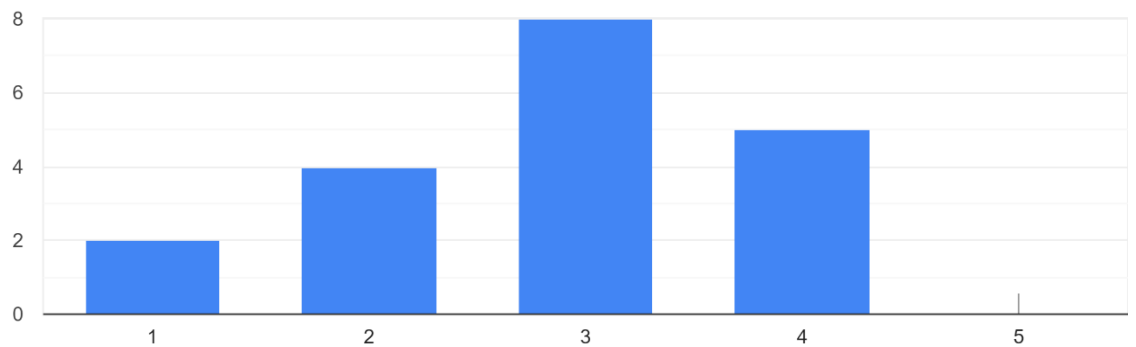
- Free text answers

14. How much has the company helped you transition back to office work?

- 5-very much
- 4-mostly
- 3-somewhat
- 2-not much
- 1-not at all

14. How much has the company helped you transition back to office work?

19 vastausta



15. Has something made the transition harder or easier for you?

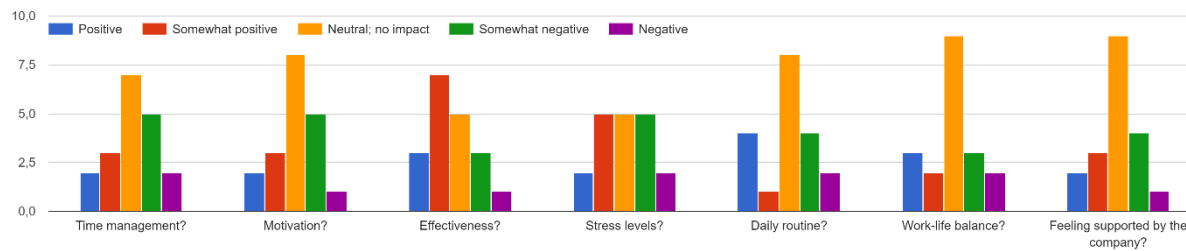
- Free text answers

16. What kind of effects has this transition had on your...

- Time management?

- Motivation?
  - Work life balance?
  - Effectiveness?
  - Stress levels?
  - Daily routine?
  - Feeling supported by your supervisors
- ➔ Options: Positive, Somewhat positive, Neutral; no impact, Somewhat negative, Negative

16. What kind of effects has this transition had on your...



## Feedback on the work styles and transition

In this final section we would like to hear your free feedback on the current working style

17. What benefits do you see in the 50/50 work style?
  - Free text answers
18. What drawbacks/challenges do you see in the 50/50 work style?
  - Free text answers
19. What could be improved when working at the office?
  - Free text answers
20. What could be improved when working remotely?
  - Free text answers