

جامعة حمدان بن محمد الذكية
Hamdan Bin Mohammed Smart University

Remote Working as a Workplace Paradigm Change in the Context of COVID-19

An empirical investigation in the UAE

Research Report

2020

Professor Martin Spraggon

Dean of School of Business and Quality Management
Hamdan Bin Mohammed Smart University

Dr. Omya Shehata

Faculty Member, School of Business and Quality Management
Hamdan Bin Mohammed Smart University

Nassim Abd

General Manager, NEXCELLENCE
Hamdan Bin Mohammed Smart University, Alumni

Nour Abu Mahfouz

Hamdan Bin Mohammed Smart University, Alumni

Maryam Al Moosawi

Hamdan Bin Mohammed Smart University, Masters Learner

Ebtihal Jassim

Hamdan Bin Mohammed Smart University, Masters Learner

Noora Al Zaabi

Hamdan Bin Mohammed Smart University, Masters Learner

Mariam Al Dhaheri

Hamdan Bin Mohammed Smart University, Masters Learner

Soheila Ali Reza,

Hamdan Bin Mohammed Smart University, Alumni

ZahraAllowatia,

Hamdan Bin Mohammed Smart University, Masters Learner

ACKNOWLEDGMENTS

We would like to thank H.E. Dr. Mansoor AlAwar, the Chancellor of Hamdan Bin Mohammed Smart University, Dubai, United Arab Emirates and the Chairman of the Governing Board, UNESCO Institute for Information Technologies in Education. His relentless support and encouragement enabled us to perform this research. Our sincerest gratitude to the respondents from both the public and private sectors who participated by contributing to the survey. Thanks also go to the Deanship of Research and Doctoral Studies for editing of the report.

TABLE OF CONTENTS

08	INTRODUCTION
10	OPPORTUNITIES AND BENEFITS
14	CHALLENGES
16	BEST PRACTICES
18	RESULTS AND FINDINGS
43	CONCLUSIONS AND RECOMMENDATIONS
47	FUTURE RESEARCH

EXECUTIVE SUMMARY

COVID-19 has been the greatest challenge of this century that the world has ever faced. Such unprecedented difficulties were unheard of, which required profound changes in our daily lives that will remain etched in our minds forever. Aiming to cope with the current pandemic reality and implications, organizations and governments re-directed their focus on remote working, gaining speed, and becoming the new work standard across industries around the world. Remote working is reconfiguring and challenging nearly every aspect of life, including its personal, professional, political, technological, and societal dimensions. Only one thing is certain: the world will never be the same after COVID-19. This empirical study seeks to explore the phenomenon of remote working as an emergent paradigm shift in our working lives within the context of UAE amidst COVID-19. The study emphasizes the measures implemented and discusses the opportunities and benefits, obstacles and challenges, best practices, and implications derived from the implementation of remote working in public and private sectors in the UAE.

KEYWORDS

*Remote Working, Remote Employees,
COVID-19 Pandemic, Public Sector, Private Sector, UAE*

ملخص تنفيذي

يعدّ كوفيد-١٩ أكبر تحدٍ واجهه العالم في هذا القرن. الأمر الذي تطلب معه تغييرات حادّة في حياتنا اليومية. ستبقى محفورة في أذهاننا إلى الأبد. لمواجهة الصعوبات المصاحبة له وغير المسبوقة. وبهدف التعامل مع الواقع الوبائي الحالي وآثاره، أعادت المؤسسات والحكومات توجيه تركيزها وبسرعة نحو العمل عن بُعد؛ ليصبح معيار العمل الجديد عبر القطاعات المختلفة في جميع أنحاء العالم. أبرز العمل عن بُعد تحديات عدّة، وأدى إلى إعادة تشكيل كل جوانب الحياة تقريباً، بما فيها أبعادها الشخصية والمهنية والسياسية والتقنية والمجتمعية.

إن الأمر الوحيد المؤكد: هو أن العالم لن يكون كما كان بعد كوفيد-١٩. تسعى هذه الدراسة التجريبية إلى استكشاف ظاهرة العمل عن بُعد كتحوّل للصورة النمطية السائدة في حياتنا العملية ضمن سياق دولة الإمارات العربية المتحدة أثناء جائحة كوفيد-١٩. تسلّط الدراسة الضوء على الإجراءات التي تم تنفيذها، وتناقش الفرص والفوائد والعقبات والتحديات وأفضل الممارسات، والآثار المترتبة على تطبيق نظام العمل عن بُعد في القطاعين العام والخاص في دولة الإمارات العربية المتحدة.

INTRODUCTION

COVID-19 is a new strain of coronavirus, which is known to cause illness in both animals and humans. The virus, as speculated, originated from Wuhan City, Hubei Province, China. Due to the endless waves of COVID-19 pandemic crisis and the application of lockdown procedures practiced by several countries across the world, which has become an ongoing phenomenon since the last month of 2019, a need was triggered for the continuity of both life and business. In this context, 'Remote Working' has been introduced as an alternative work system option that led to the rapid increase in digitalization, which was pursued by both the public and private entities who are desperately trying to keep up to this rapid changing scenario. Remote working adoption in the world of business has been gaining acceptance among its stakeholders as it represents a viable coping strategy in the face of COVID-19, ensuring service continuity as well as efficient productivity of remotely based employees.

Tracing back in history, we can find that the concept of remote working first emerged with the oil crisis of the 1970s. As the fuel cost rose rapidly, so did the cost associated with a daily commute to and from work. Prior to the emergence of the industrial revolution, most people worked from their homes by setting up shops at their residence, which generally required operating from home. A change was noticed with the emergence of automation and the creation of factories and machinery, employees were required to be on-site to perform and complete their designated work. Remote working refers to the concept that workers, whether on a part-time or full-time basis, perform their duties and responsibilities outside the office or the organizations' premises by effectively relying on technologies. Remote working represents a paradigm change by structurally challenging how the global workspace and society operate by leveraging technology to cope with increasing productivity and expectations.

Remote working enables workers to execute assigned tasks, duties, and responsibilities remotely in line with safety measures and staying at home with the aid of different available advanced approaches of information and communication technologies. According to Al-Khrabsheh (2018), "the world is becoming smaller in operational extent due to progress in information and communications technologies and other modern advances. Such changes do not necessitate physical existence at work-

sites or designated locations as work duties are performed through remotely based employees bestowed with different work arrangements, which could be on a full-time basis or part-time basis and temporary work contracts. In the United States, it has led to new categorizations of "essential" workers, with a large-scale shift to remote working.

These flexible work arrangements assist organizations in the public and private sectors to attract and retain talents to work with them outside the traditional full-time basis framework (Remote Working, 2020). According to The Guide of Remote Working System in the Federal Government (2020), there are various terminologies of remote working, such as Tele-working, Flexible working, Networking, and Working from home. The United Arab Emirates has rapidly and successfully implemented remote working arrangements in the public and private sectors in different entities, institutions, and industries, showing the country's readiness for IT infrastructure coupled with a solid health care system to cope with COVID-19 (MBRSG, 2020).

The next sections discuss the opportunities, benefits, challenges, and best practices stemming from remote working as an alternative work arrangement to deal with COVID-19.



OPPORTUNITIES AND BENEFITS

Remote working is not a new concept introduced in many workplaces. Research conducted by Fritz et al. (1996) shows that the adoption of remote working has increased since 1990, and conditions such as the job role and information technology (IT) equipment requirements would need to cater to the employee's efficiency when working remotely. This implies that once employees are well equipped, they can work with flexibility and autonomy to complete tasks remotely.

In Dubai, given that not all organizations have adopted remote working, the COVID-19 pandemic's impact has resulted in a change within the working environment. The opportunity that has risen was to take advantage of technological advancement and digital platforms through the collaboration of different government entities. Smart Dubai, for example, has offered several digital initiatives such as "DubaiNow" application, which has allowed the residents of Dubai to access more than 120 services from private and public sectors, and through UAE PASS offering national digital identity and digital signatures to enhance services. Thus, residents were able to access services within their smart devices and remain safe during the restriction of movement as the emirate approached a lockdown. This shows how the city of Dubai was very resilient during the pandemic and how the UAE government was able to continue the business, having converted the challenge into an opportunity with the help of its latest technological advancements.

Employee benefits and opportunities

A recent study conducted by Schall (2019) tested how certain intervening factors positively influenced remote working and job satisfaction in employees. Autonomy was an intervening factor that resulted in employees being satisfied with their jobs while working remotely. The significance of this factor is that employees would be able to make decisions, complete tasks, and provide feedback independently when not present in the regular office setting, which often increases motivation to work without pressure. Remote working has also given employees flexibility in their working hours,

which has also led to workers independently dividing their time to work, leading to more autonomy.

Klopotek (2017) conducted a study with youth that support this hypothesis, as 80% of the sample selected flexible working hours as the main advantage to remote working. This is a result of the change in lifestyle amongst millennials and younger employees. Data generated from the study constitute a preliminary indication that organizations might need to adopt remote working as a norm to keep employees motivated and remain creative in their deliverables continuously. The attitude exhibited by employees also differs when working remotely. Felstead and Henseke (2017) concluded in their research that remote working would automatically lead to longer working hours and more tasks to the employees. Working remotely requires more efforts than centralized and office working settings. However, the study has shown that employees were extremely satisfied with their jobs as long as they have the ability to work remotely. Workers are more committed to the organization and are more eager to work when they offered such flexibility via flexible remote work arrangements. Schall (2019) and Hunter (2018) agreeing with the above also stated that employees are more content and satisfied with their jobs with the option of remote working. There seems to be a common agreement supported by evidence on the extent to which employees are more satisfied with their jobs when given the option to work remotely.


Remote working has given the opportunity to prevent redundancy in different job roles. For example, receptionists and event manager roles were not in demand and thus have been temporarily transferred to call center specialists instead of permanently dismissing the role. Schall (2019) researched the impact of work-family commitment on remote work and job satisfaction and concluded that workers who work remotely often had less conflict between their work-family balances and were more satisfied with their jobs. Remote working has shown to be particularly advantageous to new mothers, giving them the opportunity to partially work whilst being at home prior to their return to a full-time job when required (Smart Dubai, 2020).

According to recent studies, remote working seems to enhance workers' satisfaction and morale. It has been shown that 38% of employees who are able to work from home at least one day a week, exhibited higher levels of satisfaction when compared to those who did not have the same flexible work arrangement. Several large companies such as Microsoft and Cisco have implemented work from home policies within their organizations with much success and appreciation from employees. Not only does working from home enhance workers' morale, but it also can boost productivity. A recent study by Dubai Future Foundation (2020) shows that over 90% of employees stated that they would like to continue to work remotely occasionally over the span of their career, reiterating the point that workers find remote working satisfying.

Employees are exposed to various IT tools that can keep them engaged when working remotely. For example, physical training can be offered virtually (Smart Dubai), team meetings can be performed via video call, screens can be shared when working on a task, and applications that allow simultaneous editing of documents can also be adopted (Klopotek, 2017). In certain organizations, senior leaders have set a virtual open invitation to communicate with their employees, for work or personal reasons. Various concerns around managers not being able to visually notice the employees' commitments have been resolved by managers focusing more on the deliverables of their employees.

Organization benefits and opportunities

Organizations can invest in better technology to better support their employees with remote working. The economy is moving towards a more knowledge-based economy,



and society would need to be engaging with the latest technologies to keep up with the trend. In keeping with such challenges key performance indicators (KPIs) for remote working would need to be included to ensure that the organization is in track with its goals as planned. A major advantage of adopting remote working as a norm in organizations is the saving on office space and utility consumption through reducing physical spaces, introducing the concept of the "hot desk", allowing employees to work remotely at least once a week. Moreover, remote working tends to dissipate power dynamics between staff and line managers while enabling the synchronization of work-related tasks via appropriate managerial supervision.

Many organizations have already invested in cloud architecture for files to be always available when needed. This signifies that the movement of documents to the cloud services does not require employees to access these files at work physically; instead, workers can access them when working remotely.

Hunter (2018) stated that the significance of remote working seeks to satisfy a cultural need rather than keeping up with the latest digital trends. The COVID-19 pandemic has proved that businesses can continue to function even when employees are working remotely. This offers all organizations an opportunity to adopt remote work as a norm and as an alternative means to enhance employees' productivity, creativity, autonomy, and motivation.

Remote working brings about limitless opportunities for public and private organizations, which understand that in today's world, inclusivity, responsiveness, innovative behavior, and work-life balance are winning recipes for success in the marketplace.

CHALLENGES

Employers Challenges

When it comes to working remotely, there are a number of challenges that can hinder work effectiveness. According to Hunter (2019), ineffective project management and lack of interaction are major downsides of remote working. Relating to both downsides, one major challenge is the limited employee checks by their line managers due to poor communication with staff (Hunter and Chekwa, 2019), which can negatively impact the completion of tasks. In addition, there is usually a need for a longer period of time to solve unanticipated problems (Hunter, 2019), which can be associated with poor communication resulting in a weak connective capital (Azasu and Babatunde, 2020). The concept of connective capital, as explained by Azasu & Babatunde (2020), refers to "the employee's ability to solve a problem not only depending on their own skills but also on those of the team that they belong to."

The lack of interaction can cause delays, especially if a task depends on the collective team effort. Additionally, poor leadership skills when managing employees from home can also result in an unwanted delay (Hunter and Chekwa, 2019). With regard to leadership, the lack of communication prevents employees from clearly understanding what their leaders expect from them (Eckhardt et al., 2019), which translates to lower employees' performance and motivation. Along the same line, it is relatively difficult for remote workers to establish a common identity across the team, which constitutes a critical component for building trust and performing complex tasks in an efficient manner, especially when it comes to engaging new employees with their teams (Hunter and Chekwa, 2019).

Remote working may bring about technical challenges that can hamper successful remote working. These include cyber-security and the stability of power supply sources, which directly impact connectivity and access to the internet (Azasu and Babatunde, 2020 and can affect work productivity (Hunter and Chekwa, 2019). Structural constraints and traditional work environments that do not fit working from home pose to be yet another challenge that needs due attention (Czaja and Sharit, 2016).

Employees Challenges

It has been reported that some employees can exhibit higher levels of performance in their job while working with their teams than when they are working remotely (Hunter, 2019). According to Felstead and Henseke (2017), a major challenge of remote working is associated with home distraction and interruption. From an emotional perspective, remote work pitfalls may include the fear of disappointing the trust of managers, the spread of negative emotions among employees, isolation from other colleagues, and the lack of human interaction and loneliness (Singh, 2019). Also, the high degree of autonomy occurring in a remote-work setting can cause a psychological difficulty to control conflicts and achieve a proper balance between personal and work responsibilities (Eckhardt et al., 2019). Stress can arise from the difficulty of unplugging from work after work hours (Hunter and Chekwa, 2019).

Managing sources of stress that are not work-related is yet another dimension that ought to be considered when working remotely. In addition, the inability of employees to gain control over their jobs can lower their job satisfaction, challenge their emotional stability and work engagement, and weaken their job-connectedness (Eckhardt et al., 2019). According to Eckhardt et al. (2019), remote workers can experience "technostress," which refers to the high and intense exposure to technology, raising concerns of issues affecting personal privacy and work overload. The load of work might increase significantly as remote workers can have access to emails, online and social platforms 24/7, blurring the limits between personal and professional life. Not only does working remotely can negatively impact the psychological aspects of workers but it also can affect their physical health through dysfunctional and unhealthy habits due to long sedentary work hours (Hunter and Chekwa, 2019). Another drawback associated with remote working is related to the potentially high cost required to make sure the necessary IT tools and network connections are available at home.

BEST PRACTICES

As a result of COVID-19 and aiming to cope effectively, several governments around the world have temporarily ordered to physically close their schools, universities and organizations, and continue their operations remotely, if possible. Remote working has been gaining significant traction around the world as a means to cope with economic contraction and sustain the world of work across industries. While working remotely has been encouraged and welcomed by government and private leaders, there seems to be a common agreement on the extent to which effective remote working cannot be sufficiently fruitful if it is performed as a random act or lacks proper planning and structure. Keeping regular working hours and schedules while working remotely has been encouraged by many organizations. For example, Kelliher and Anderson (2010) asserted that employees working remotely should be encouraged to keep to their regular working hours to avoid unnecessary time and tasks' overload.

The conflict between individuals' work and personal life has been identified as a challenge that may negatively affect remote working. Therefore, reducing interactions between non work-related contacts during regular working hours when working remotely is very important. Studies suggest that when an employee is exposed to distractions caused by the family while working remotely, remote working hours may be extended as a consequence this potential issue may be solved by setting up designated areas of work and timings to avoid unplanned distractions and interruptions. Designated working areas have been suggested as one of the best practices of remote working because it may act as a morale booster. According to Deci and Ryan (1985), designated areas may work as the intrinsic motivation that may encourage the morale of individuals working from home. Choosing random working places while working remotely may lead to time mismanagement.

Creating boundaries between work and life also represents a very important item in the best practice agenda for remote workers. Since working from home may bring the work environment into home, this may also lead to merging of the two worlds and may lead into time mismanagement or employees' burnout. There should be a dedicated place at home to work. In addition, remote workers should dress formally to have the feeling of a real working environment when working outside the office.



Indeed, developing a time frame that matches the regular work schedule to secure the separation between work and personal life represents a best practice.

Preparing and planning adequately for work is encouraged, even while working remotely. The preparations that have been suggested by different studies include, for example, breaking down the work tasks and schedule for each day of the week. Planning and scheduling can enable to set up clear individual and team goals, identify priorities and urgent tasks for team members, make sure that all remote workers acknowledge and get familiar with their KPIs, and the ways their work performance will be assessed. Also, assuring ongoing communication between employees and assuring accessibility to work-related data and information are considered best practices. It is of significant importance to keep remote workers informed by sharing and rendering important information that is easily accessible to facilitate task completion.

Scheduling socializing time is also considered to be very important to maintain well-being. Working from home wearing casual clothes may create a culture of peace and comfort that would cause confusion in separating work from their own time. There should be a set of activities planned in advance, such as exercise or going to the gym, meeting up friends via social platforms, and time allocated to spend with family. This will give a feeling of connection, productivity, maintain well-being, and reduce the feeling of being isolated. In this context, collaborative IT tools such as Microsoft collaborate or Google Hangouts represent effective interactive platforms for fostering communication and collaboration between remote workers who are dispersed in different geographic locations.

RESULTS AND FINDINGS

ANALYSIS

The Research Instruments and Analysis Methods

The survey comprised a structured questionnaire which included the following segmentation factors based on five questions: gender, work sector whether they are public or private (with a subset of business ownership), age group, education level, and marital status (with a subset of parenthood status). The segmentation factors were used to produce descriptive statistics and charts to compare the responses between the public and private (including 'business owners' as a subcategory) sectors. Data analysis was guided by an in-depth literature review on previous studies.

Respondents' evaluated twenty aspects of remote working by responding to thirty questions measured consistently using the five-point Likert scale. Table 1 depicts the count of questions under each aspect. Appendix A includes a tabulation of the thirty questions under each aspect.

Table 1. Count of Questions per Aspect

Aspect	Number of Questions allocated
Benefits - Commuting	1
Communication	2
Efficiency	2
Employee's Career	1
Flexibility	1
Future Trend	1
Isolation	1
Job Satisfaction	1
Performance Evaluation	1
Preference	5
Productivity	1
Quality Audit	2
Quality Audit Effectiveness	1
Quality Audit Efficiency	3
Self-Motivation	1
Trends	1
Well Being	1
Work Environment	1
Work-Life Balance	2
Workload	1

Six out of the twenty aspects included two or more questions, which, when posed as a question to the responders for the same characteristic (e.g. degree of Preference for remote work), permitted assessing internal consistency through the measurement of a reliability coefficient (Upton & Cook, 2006). For the purpose of the assessment, eight questions under three aspects were selected for pairing with unmistakable similarity of the characteristic pertaining to the subject of the questions, as shown in Table 2. Other potential pairs were kept out of the purview given the less robust similarity of the characteristics being questioned in each, e.g. under the "Quality Audit" aspect, question 25 ("Remote Quality audit activities add value to the remote work environment") and question 30 ("Quality audit activities should continue in the work environment remotely"). Reliability assessment was done across the entire sample regardless of the segmentation factors. The underlying assumption is that reliability is intrinsic to the instrument's nature and is independent of the segmentation factors.

Table 2. The selected pairing of Questions by Aspect, Used for Reliability Assessment

Aspect	Question Set A	Question Set B
Preference	Q6. If I had the choice, I would always work from home	Q11. I would like to work from home as much as I can
Preference	Q3. I prefer to work remotely than in the office	Q21.* I prefer to work in my office all the time
Work-Life Balance	Q12. Working from home allows me to achieve a higher level of work-life balance.	Q14. When I work from home, I can manage my time according to my daily needs
Communication	Q15. Working from home is making me feel less connected to my colleagues.	Q18.* Working from home allows me to collaborate more closely with my co-workers

*Q18 and Q21 have the opposite direction compared to their paired questions (Q15 and Q3, respectively)

Reliability Testing and Acquiesce Response Bias

In the context of measurement, such as using structured survey instruments, reliability tests are used to evaluate the degree to which measurement outcomes (the respondents chose i.e., the Likert scores to this survey) reflect the aspects being measured (e.g. Preference) instead of an effect of the measurement process itself (Clifton and Badal,

2018 and Upton and Cook, 2006). To that end, item analysis was conducted for the three aspects in Table 2. For Question 18 and Question 21, the scores were reversed prior to running the item analysis to correct the direction set in the language of the questions and align all scores in one direction.

Looking at the item analysis for Preference and Work-Life Balance, the positive Pearson correlations indicate mostly strong correlations, and the overall Cronbach's alpha values in both are above 0.7, indicating that the survey questions are measuring the same characteristic. However, the same cannot be said for Communication questions, where the language direction in the two Communication questions was opposite and necessitated a reversal of responses. Thus, leading to suspect a significant acquiescence response bias in the survey overall: this suspicion is reinforced by the poor – albeit predictably negative – Pearson's coefficient and poor Cronbach alpha when running item analysis for Communication questions without correcting language direction, suggesting that agreement bias influenced the responses.

The acquiescence response bias is the tendency of survey respondents to select the agreeable options irrespective of their sentiment concerning the actual content of the questions and is known to be a problem with Likert scale survey instruments (Chester and Hill, 1981; Clifton and Badal, 2018). Acquiescence response bias is driven by social desirability and must be accounted for when designing survey instruments to secure measuring truthful and accurate responses (Applequist, 2017). Chester and Hill (1981) advise against trying to correct for this bias by reversing the wording of questions, suggesting that this may negatively affect the accuracy of responses.

To appreciate the extent of acquiescence response bias in this study survey, a two-by-two table was constructed with counts of positive responses ("strongly agree" and "agree") and negative responses ("disagree" and "strongly disagree") for positively-worded and negatively-worded questions (see Appendix B for classification of the questions as positively-worded or negatively-worded). Neutral responses ("neither agree nor disagree") were not included. The Chi-Square test of association reveals a statistically significant association, with the largest dependence between negatively worded questions drawing negative responses. The dependence becomes larger when considering neutral responses as well.

Descriptive Statistics

Researchers collected 676 responses from the survey over the last eight days of July 2020, from which 65% were women. From the respondents, 61% work in the public sector, and 39% work in the private sector, with only a small minority indicating that they are business owners (i.e., 52 or 19% of all private-sector respondents, 8% of all respondents). By age, over half of respondents were between 30 and 45 years old, about a third were between 20 and 29, and only 15% were older than 45. From the sample, 60% of respondents are married, and 60% of those are parents. The education level was generally high, with 57% holding a bachelor's degree, 34% having done post-graduate studies, and only 9% of participants did not progress beyond high school level.

Across these factors, respondents were highly diversified, with the most common respondent profile being a female employee in the public sector, aged somewhere between 30 to 45, married and a mother, and holding a bachelor's degree (i.e., 50 or 7% of respondents). The survey included thirty Likert-scale questions exploring twenty aspects (see Appendix A for details), which can, in turn, be tabulated in three main clusters, as detailed in Table 3.

Table 3. Aspects explored in the survey are grouped into three main clusters

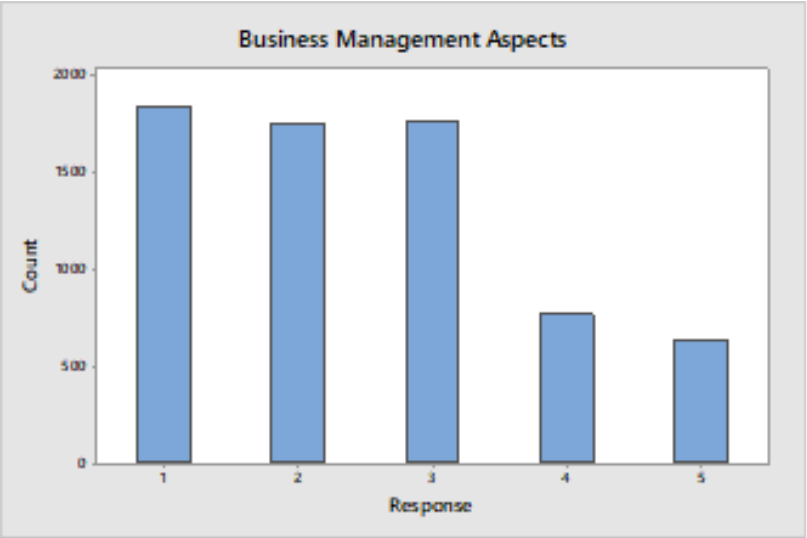
Cluster	Aspect
Business & Management Aspects	Efficiency
	Productivity
	Quality Audit
	Quality Audit Effectiveness
	Quality Audit Efficiency
	Workload
Current & Future Trends	Current Trends
	Future Trend
Employee-Related Considerations	Benefits - Commuting
	Communication
	Employee's Career
	Flexibility
	Isolation
	Job Satisfaction
	Performance Evaluation
	Preference
	Self-Motivation
	Well Being
	Work Environment
	Work-Life Balance

Given a large number of segmentation factors (gender, age, education level, sector, business ownership, marital status, and whether the respondent is a parent or not) and questions, clustering was used to summarize the results. Details at the level of individual questions can be seen in Appendix C.

Clustering is done by stacking the responses of individual questions under each cluster topic after securing the alignment of both the characteristic and the direction defined by the language of each question. For example, Question 1 (classified under the Job Satisfaction aspect) reads "Remote working increases job satisfaction," and Question 11 (classified under the Preference aspect) reads "I would like to work from home as much as I can": both questions are positively worded, and both are consistent with the "more [remote] is the better" direction, and therefore they are stacked under Employee-Related Considerations without reversal of responses.

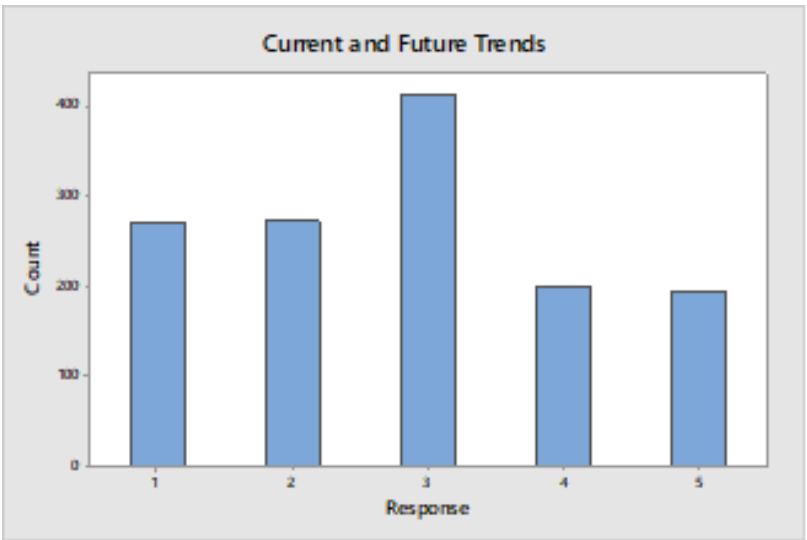
On the other hand, Question 21 that reads, "I prefer to work in my office all the time," and therefore, it is consistent with the "more [remote] is worse" direction and thus the responses were reversed before clustering (see Appendix C for details). The intent of this approach is to assess if the survey appears to reveal a more positive or negative perception of remote work for the three main clusters or themes in general and across the segmentation factors. Figures 4 to 6 show a predominance of agreeability to remote work more pronounced in employee-related aspects. Such as Preference and well-being than in business management aspects, such as productivity and efficiency. Responses on current and future trends in remote work were more symmetrical with a peak for the "I am not sure" response.

Figure 4. Clustered Response Counts for Questions on Business Management Aspects



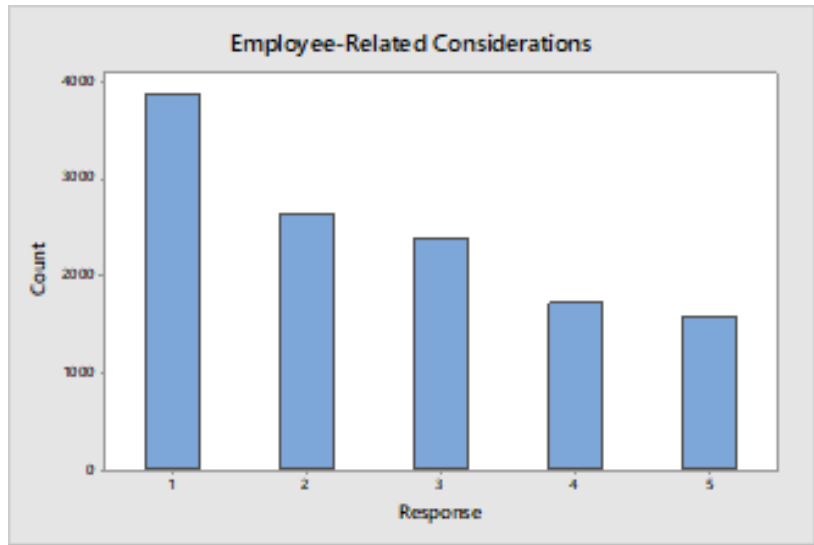
1 = Strongly Agree 5 = Strongly Disagree

Figure 5. Clustered Response Counts for Questions on Current and Future Trends



1 = Strongly Agree 5 = Strongly Disagree

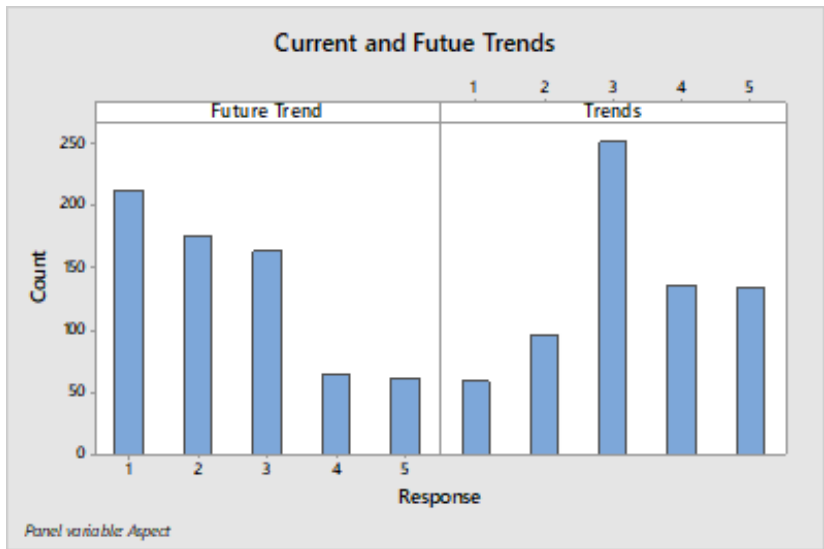
Figure 6. Clustered Response Counts for Questions on Employee-Related Considerations



1 = Strongly Agree 5 = Strongly Disagree

Evaluating current and future trends separately (Figure 7), there is a noticeable skewness to agreeability for future work and a peak of uncertainty for current trends with less agreeability. This seems to imply that employees are more agreeable to remote work when it comes to aspects that concern them compared to aspects that concern the business.

Figure 7. Response Counts for Questions on Future and Current Trends

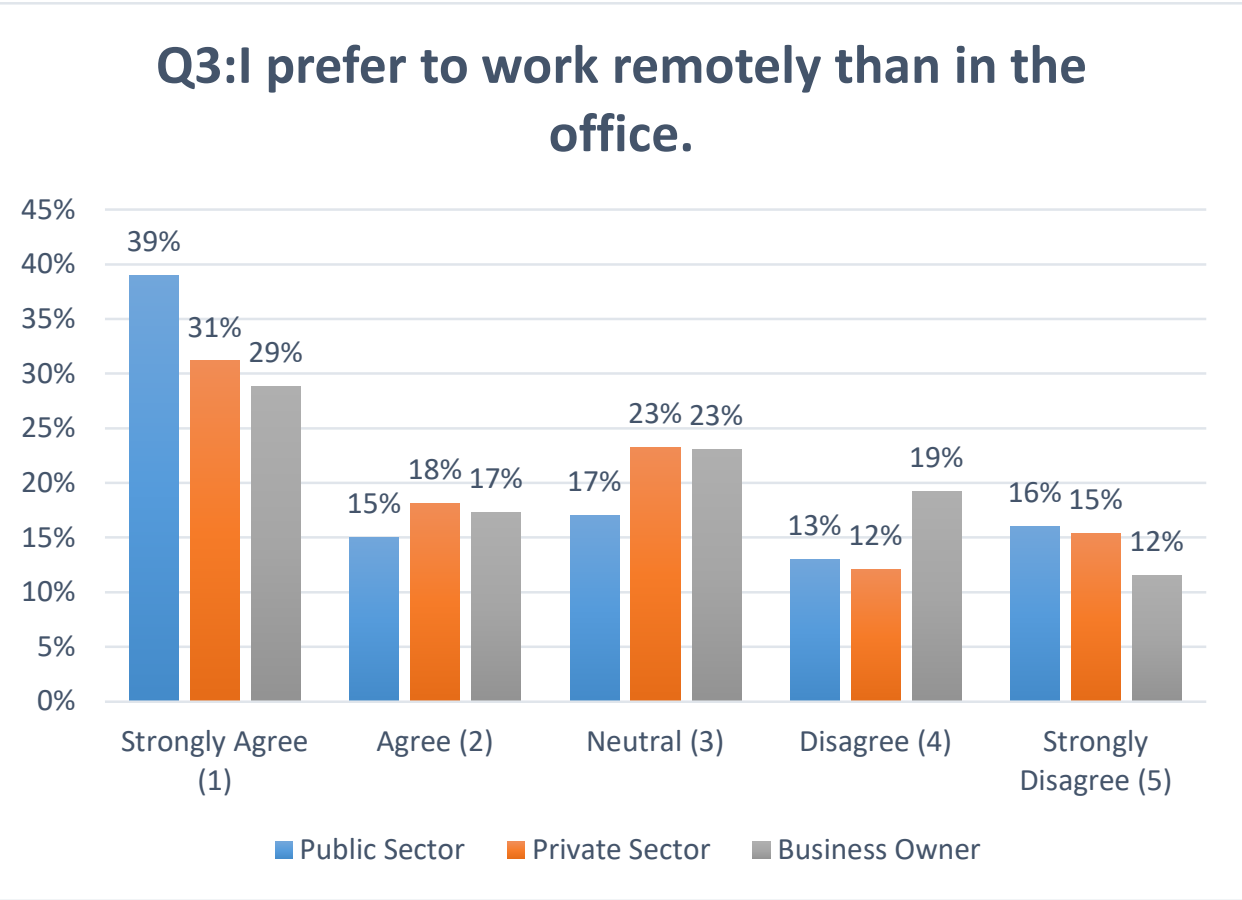


1 = Strongly Agree 5 = Strongly Disagree

FINDINGS

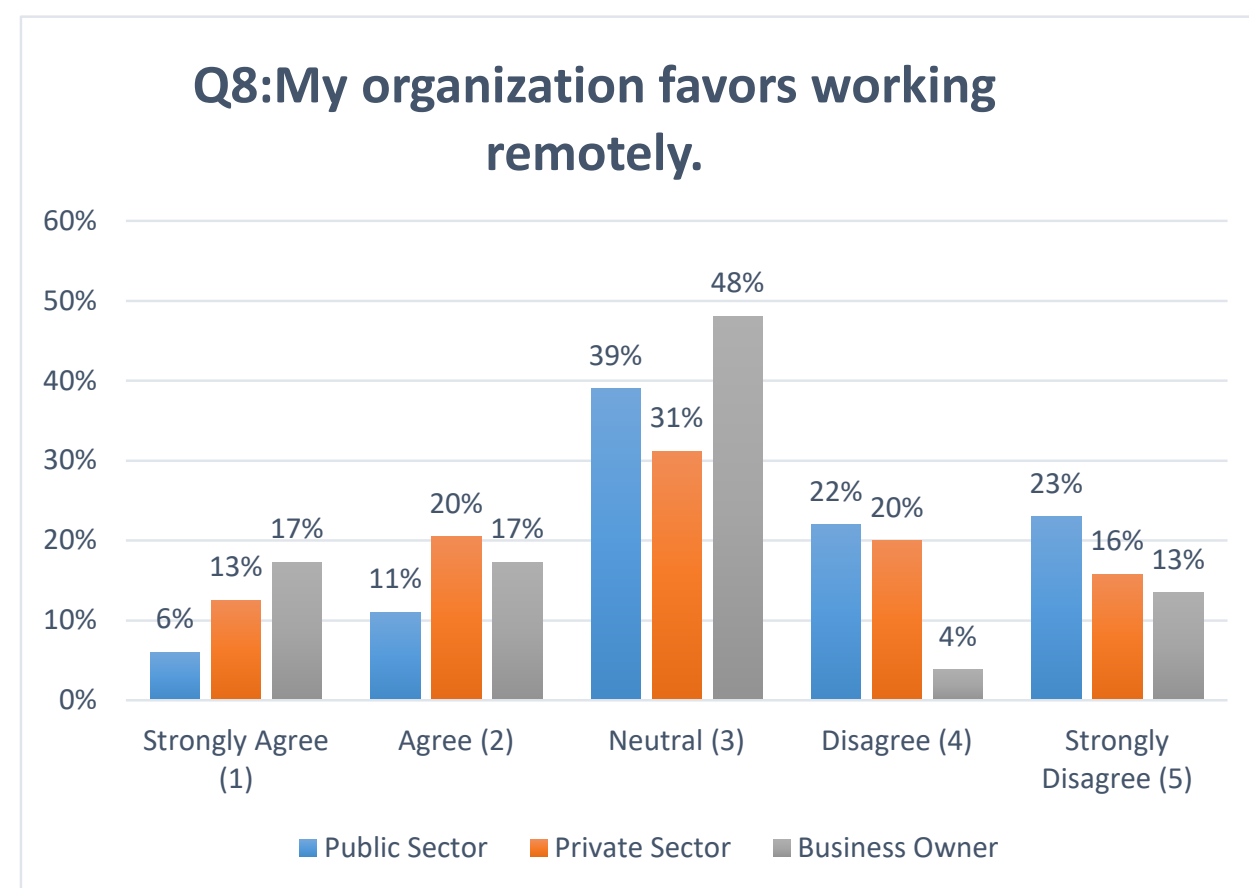
Preference for remote working

Opinions and perceptions in both the public and private sectors seem to be fragmented with regard to employees' Preference for remote working. Data show (i.e., Q3) that while 39% of public servants prefer remote work, the other 61% have very distinctive opinions in this regard. Similarly, whereas 31% from the private sector and 29% business owners' respondents strongly agree on their remote work preference, the other 70% of the sample respondents have varied preferences in terms of working outside the office's premises. An explanation to these results is that remote working as an alternative flexible work arrangement in public and private sector may require further exploration and understanding from both the employers and employees' point of view to be widely speculated and adopted as a new working paradigm.



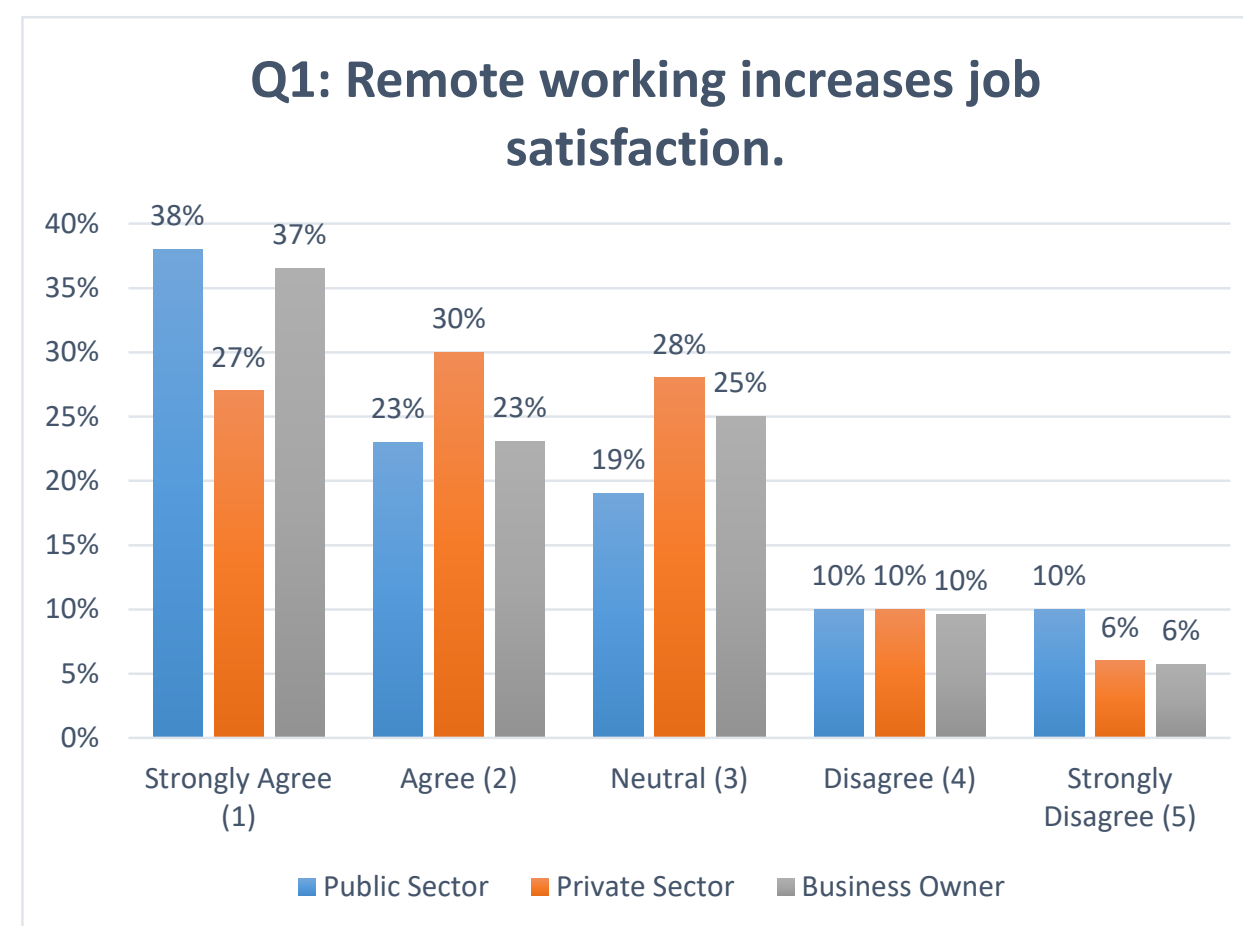
The evidence shown in the answers from Q8 confirms this rationale, demonstrating that both public and private organizations still need to buy into the remote work emerging paradigm. The Q8 seems to provide clear evidence on the extent to which government and corporate leaders do not strongly encourage nor favor employees to work remotely. Because the responses are distributed in a bell-curve, it can be interpreted from the data that there seem to be more questions than answers from the public and private employers' point of view when it comes to seizing and understanding the implications, benefits, and challenges stemming from remote working across sectors. Whereas employees exhibit a clear preference for remote working, as shown in Q3 results accounting for 39% in the public sector, Q8 data shows that only 6% of public organizations strongly favor remote work.

Regarding the private sector, only 13% and 17% of private organizations seem to favor remote work, compared to 31% (private) and 29% (business owners) of respondents strongly preferring to work from home.

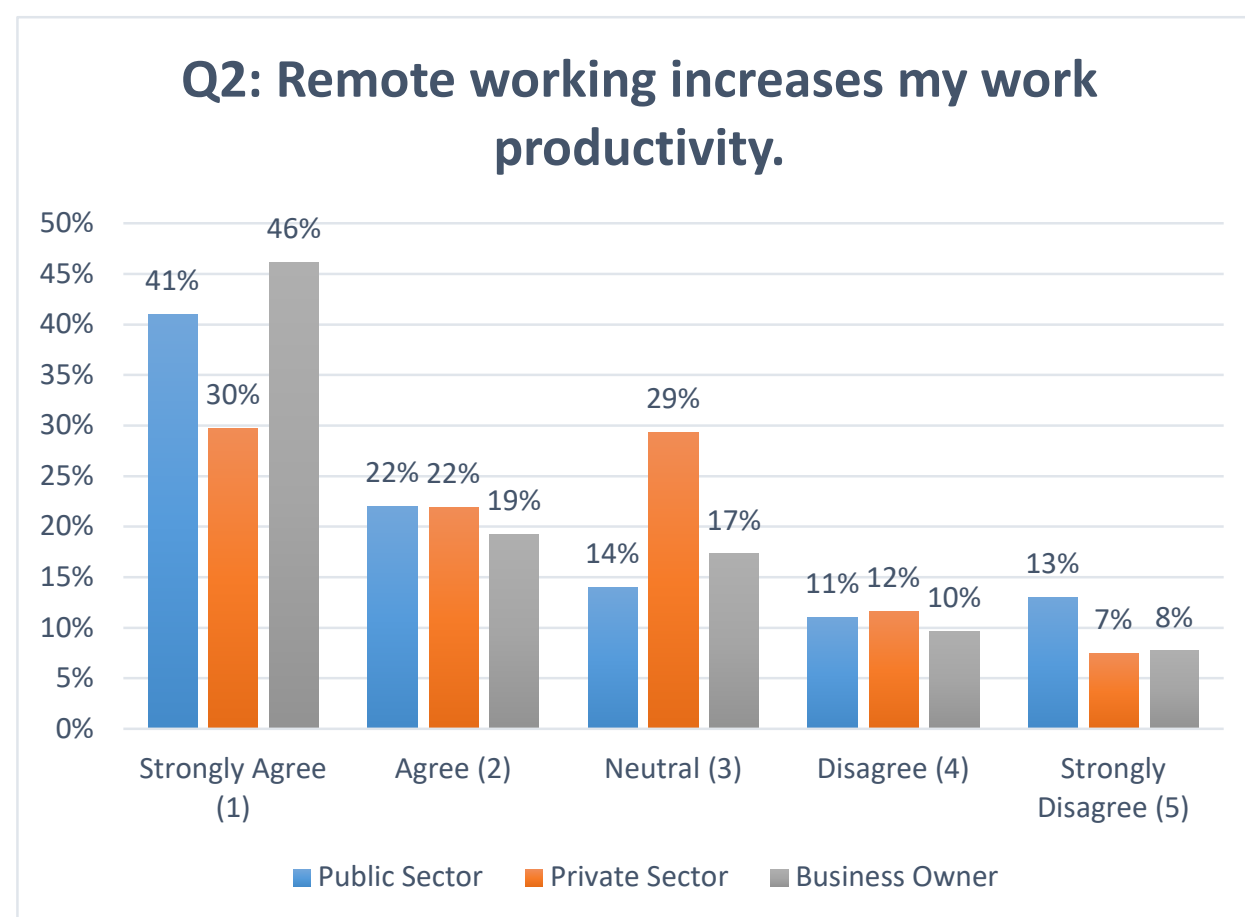


Benefits of remote working

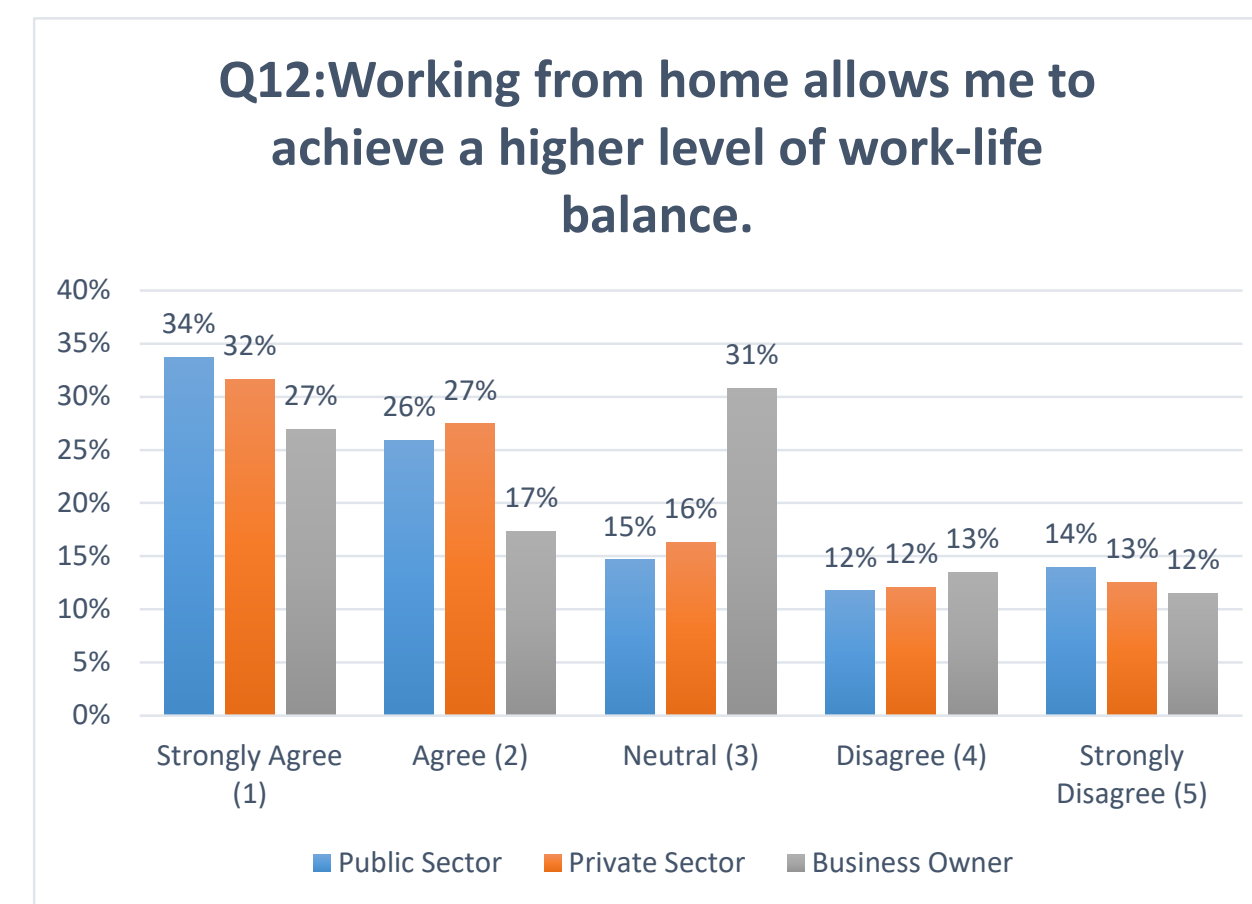
Data from question 1 (Q1) shows that there seems to be a collective agreement to the extent to which remote working tends to increase job satisfaction in both the public and private sectors. Whereas 38% of public workers strongly agree that remote working increases job satisfaction, 10% strongly disagree. However, while 27% of full-time employees from the private sector and 37% business owners' respondents strongly agree to the extent to which remote working increases job satisfaction, only 6% strongly disagree in both groups.



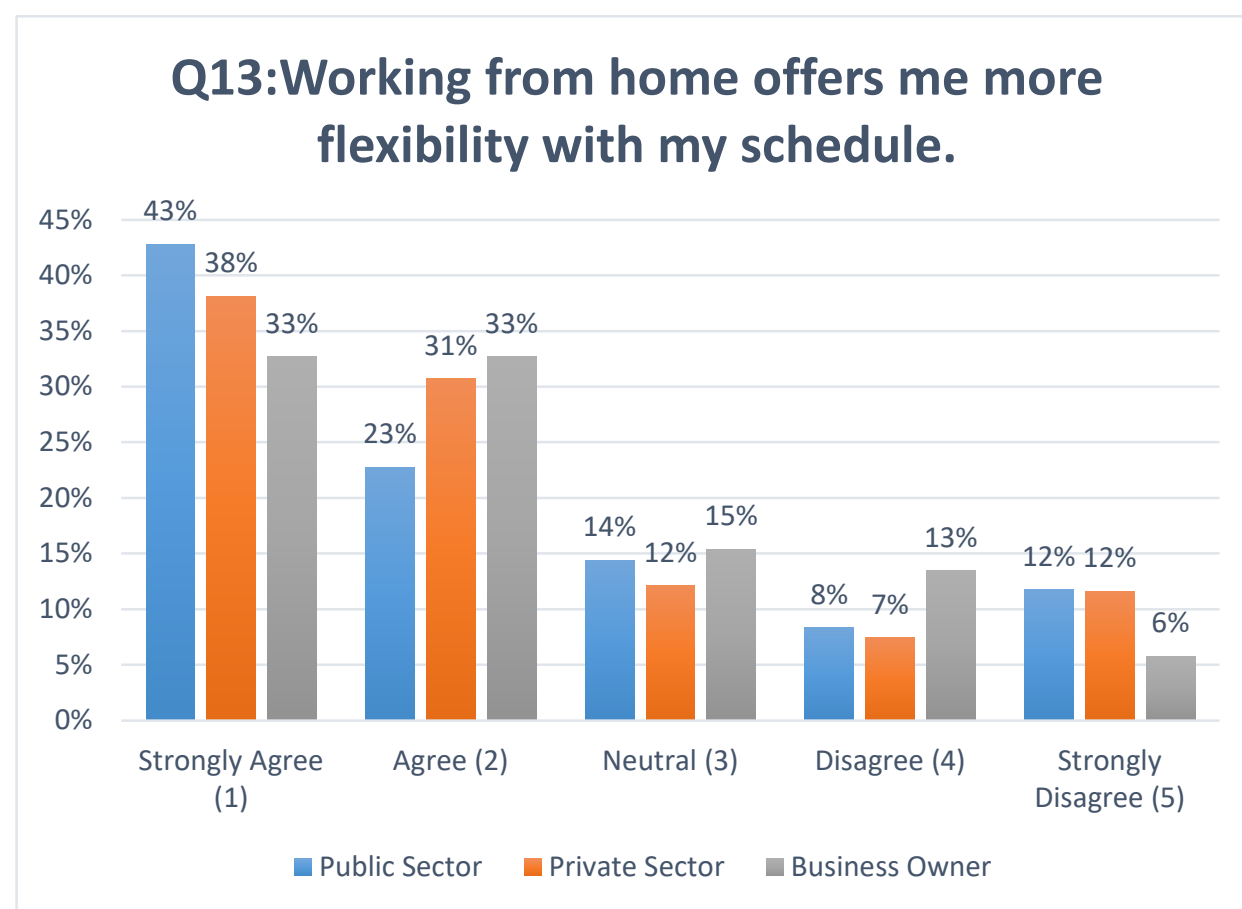
With regards to remote worker's productivity, empirical evidence (i.e., Q2) demonstrates that there is a strong agreement across the Public and Private Sectors to the extent to which remote working increases job work productivity. While 41% of public workers strongly agree that remote working increases work productivity, 13% strongly disagreed. Nevertheless, whereas 30% of full-time employees from the private sector and 46% business owners' respondents strongly agree on the extent to which remote working increases work productivity, only 7% and 8% strongly disagree, respectively.



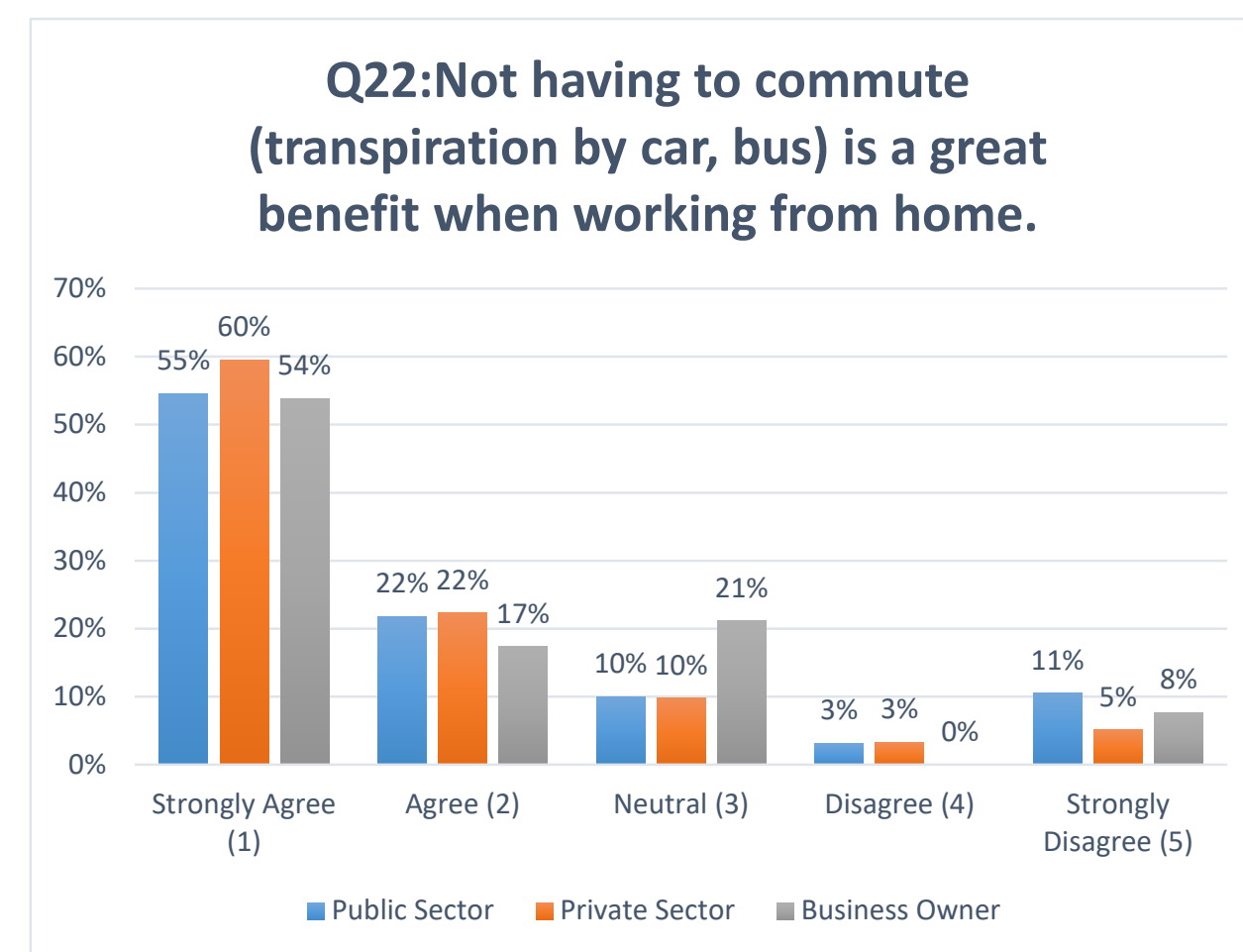
Data from question Q12 show that there seems to be a collective agreement on the extent to which remote working allows employees to achieve higher levels of work-life balance in both the public and private sectors. Whereas 34% of public workers strongly agree that remote working enables them to achieve higher work-life balance, 14% strongly disagree. However, while 32% of full-time employees from the private sector and 27% of business owners' respondents strongly agreed to the extent to which remote working helps them achieve higher levels of work-life balance, only 13% and 12% strongly disagree in both groups, respectively.



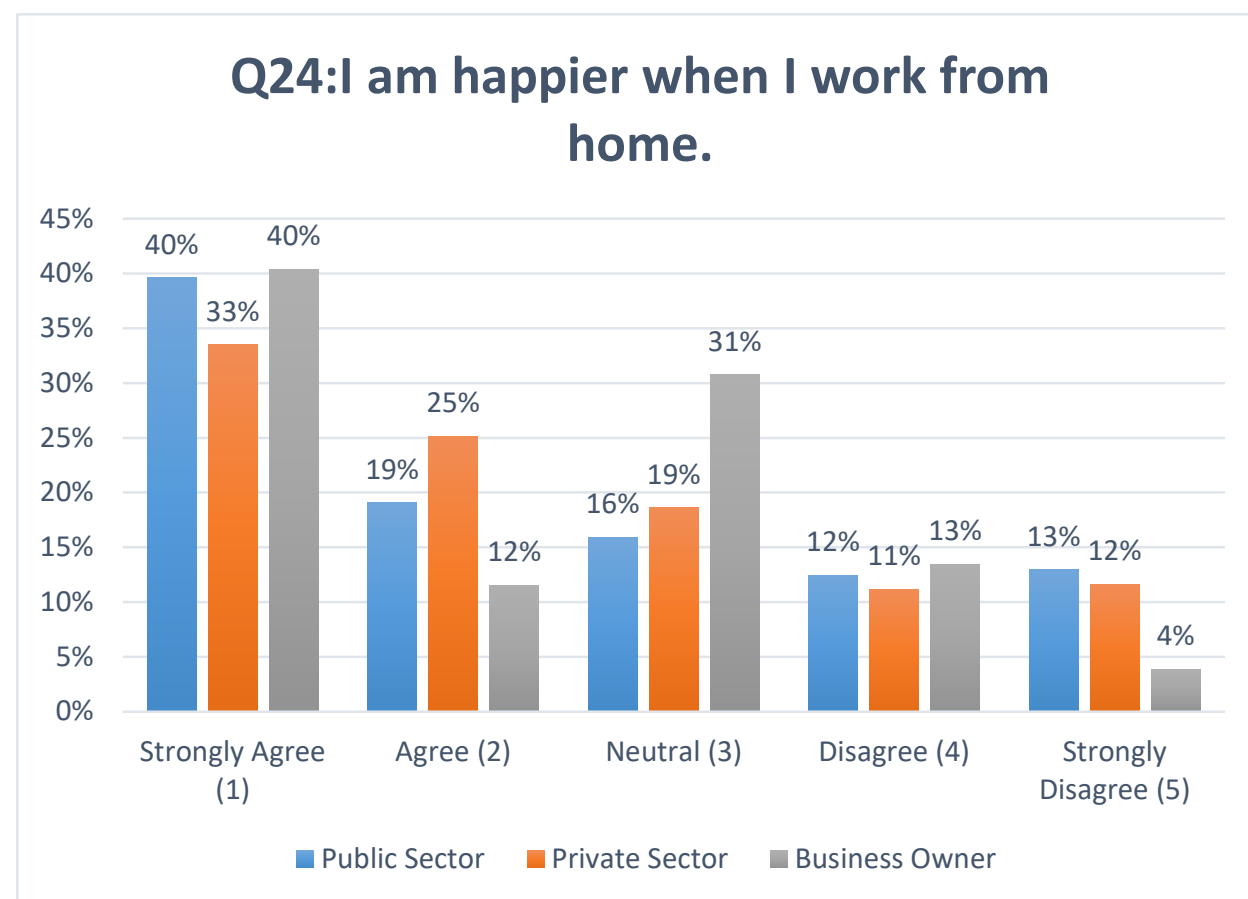
With regards to remote worker's schedule flexibility, empirical evidence (i.e., Q13) demonstrates that there is a strong agreement across the public and private sectors on the extent to which remote working increases employees' schedule flexibility. Overall, at least 66% of the respondents strongly agreed and agreed with this statement. In particular, while 43% of public workers strongly agreed that remote working increases their schedule flexibility, 12% strongly disagreed with the statement. Nevertheless, whereas 38% of full-time employees from the private sector and 33% of business owners' respondents strongly agreed to the extent to which remote working allows them to be more flexible with their schedule, only 12% and 6% strongly disagree.



Another significant benefit stemming from working remotely is that remote workers can save time and money by not commuting to their work premises. Evidence from question Q22 clearly shows a collective agreement in both the public and private sectors. Whereas 55% of public respondents strongly agree that not having to commute represents a vital benefit when working remotely, only 11% strongly disagree. Alike, while 60% full-time employees from the private sector and 54% business owners' respondents strongly agree on the benefits of not commuting, only 5% and 8% strongly disagree in both groups, respectively.

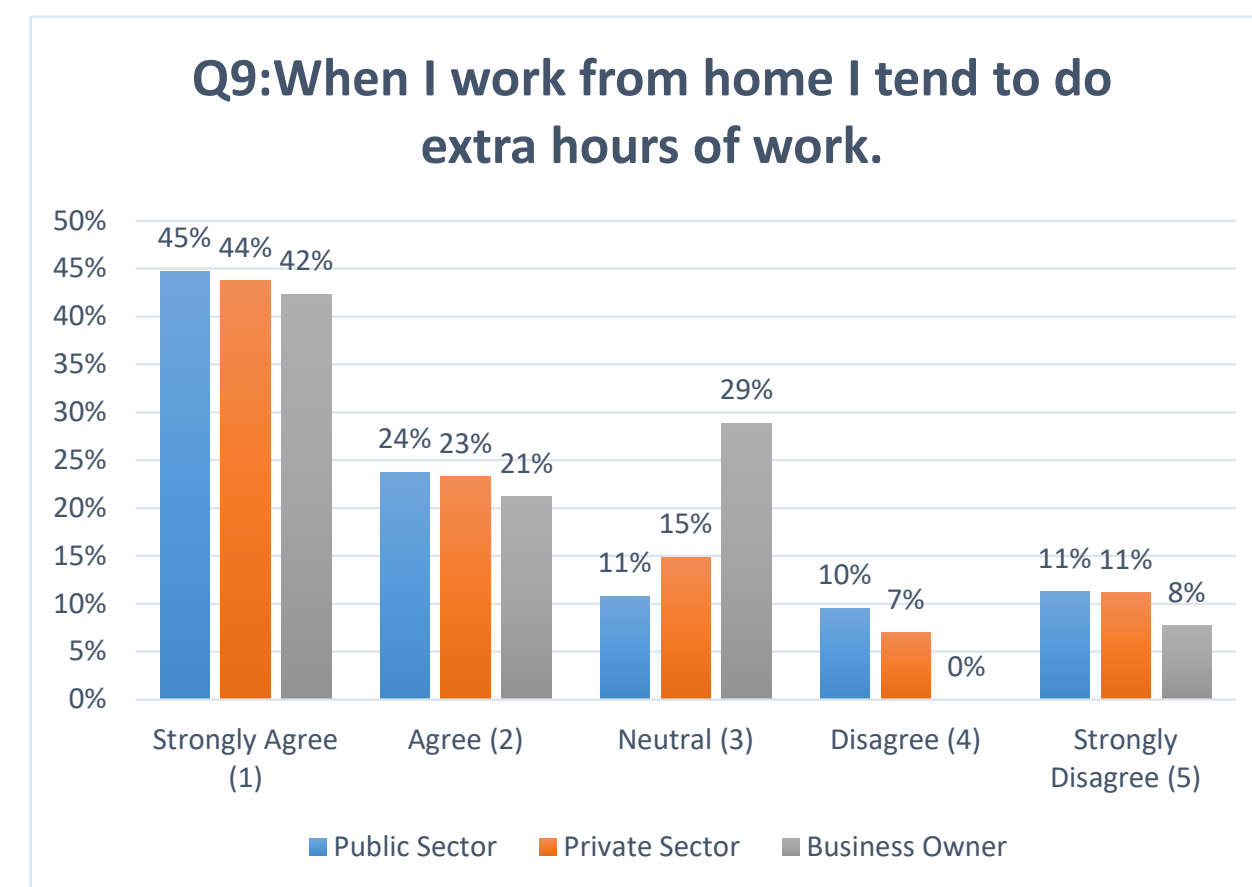


Furthermore, another benefit stemming from working remotely is the fact that remote workers declare themselves to be happier when they work outside their office premises. Data from question Q24 demonstrates a collective agreement in both the public and private sectors on the positive relationship between higher levels of happiness and remote working. Whereas 40% of public respondents strongly agree that they are happier when they work remotely, only 13% strongly disagree. 33% full-time employees from the private sector and 40% business owners' respondents strongly agreed on the positive relationship between higher levels of happiness and remote working, only 12% and 4% strongly disagreed in both groups, respectively.

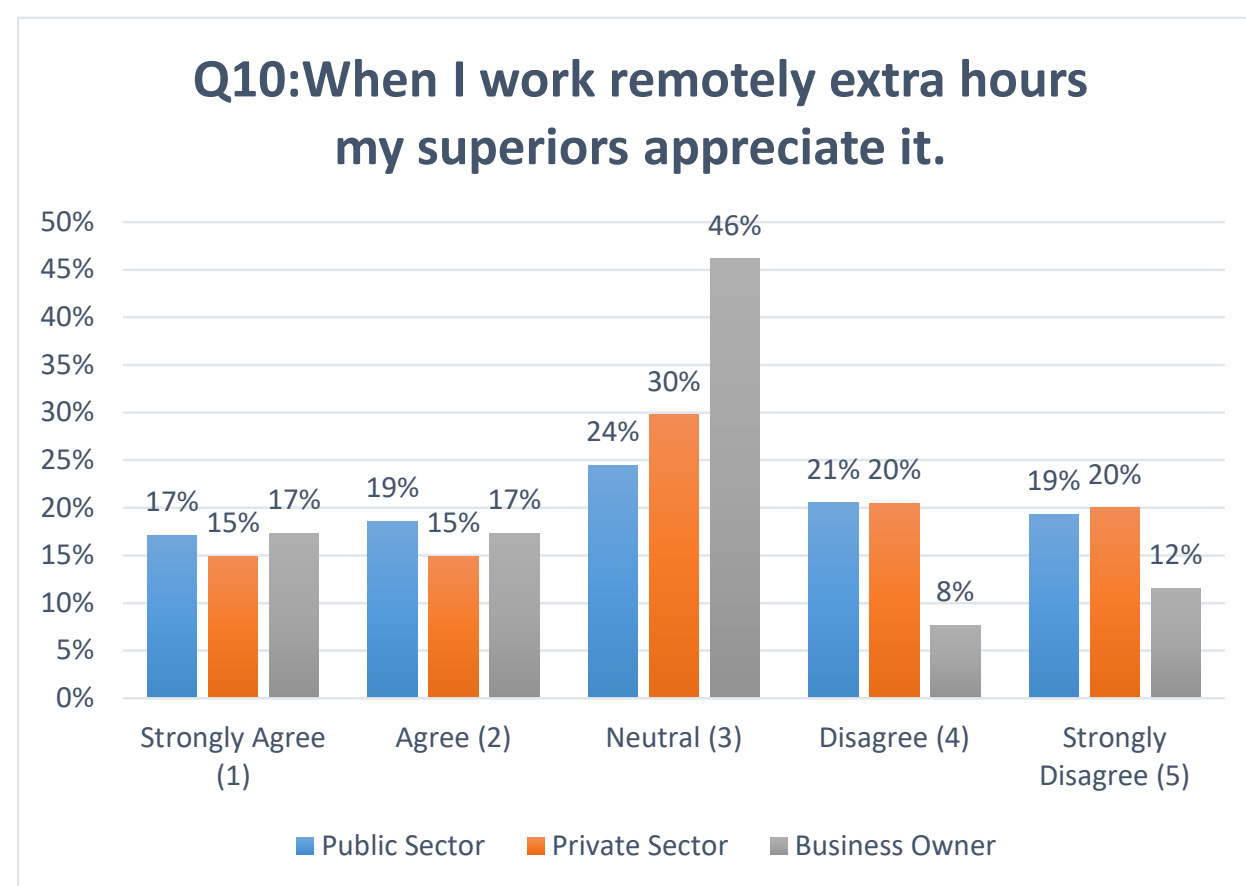


Pitfalls of remote working

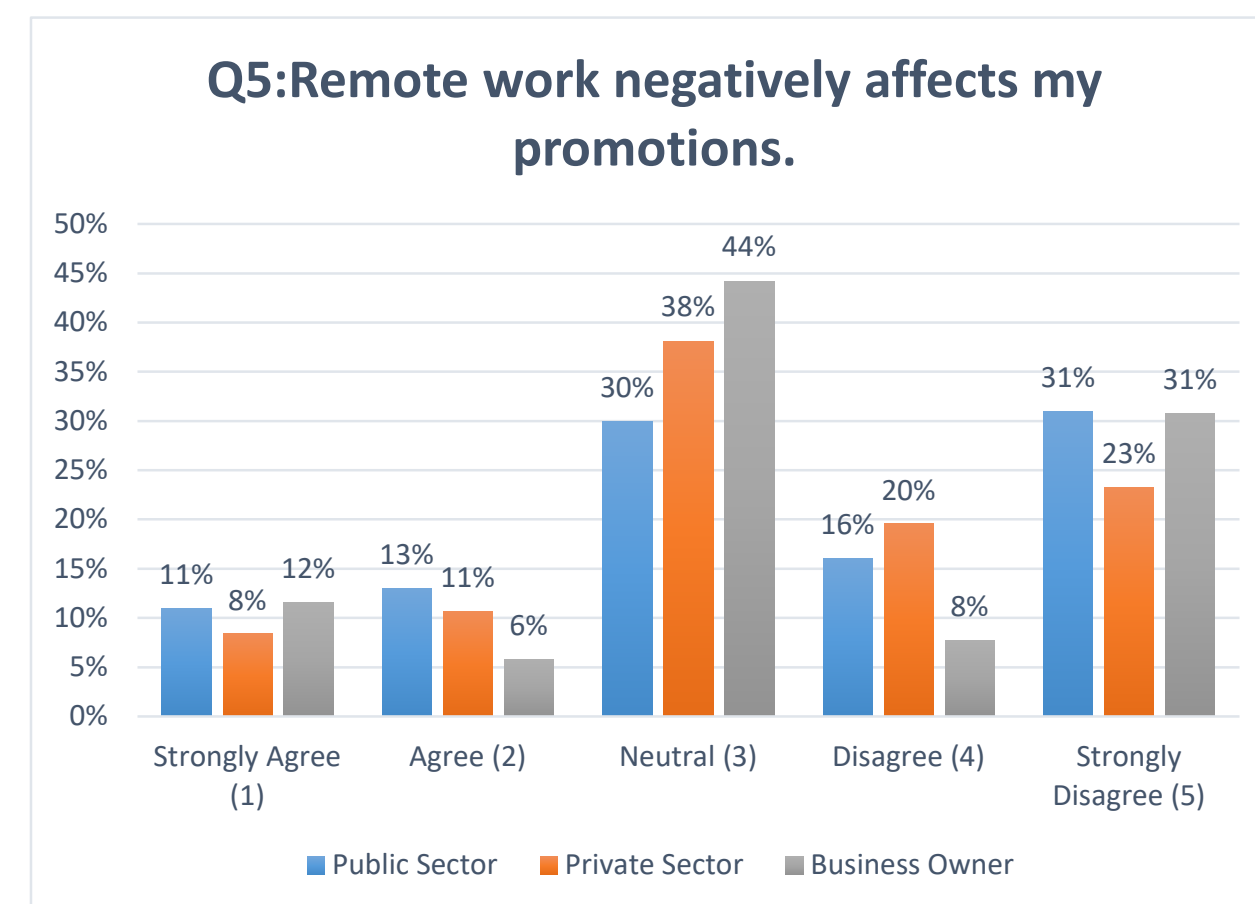
Remote working can often prove to be beneficial, it also encapsulates a set of pitfalls and challenges that should be recognized and taken into consideration by organizational leaders. Collected evidence shows a significant pitfall stemming from working remotely, associated with employees' perception of work overload. Evidence from question Q9 clearly shows a collective agreement in both the public and private sectors to the extent to which extra work hours are a common denominator when working remotely. Whereas 45% of public respondents strongly agree that when working remotely they do extra hours, only 11% strongly disagreed. 44% of full-time employees from the private sector and 42% business owners' respondents strongly agreed on the fact extra hours of work take place when they work remotely, only 11% and 8% strongly disagreed in both groups, respectively.



Despite the fact that respondents feel they engage in extra hours when working virtually as depicted in the results from Q9, employees perceive their line managers and superiors do not necessarily appreciate their extra efforts when working remotely. Data from Q10 shows very fragmented responses across sectors and scales, which seem to signify that the extra hours of work performed by remote workers are not properly acknowledged or perceived by their line managers.

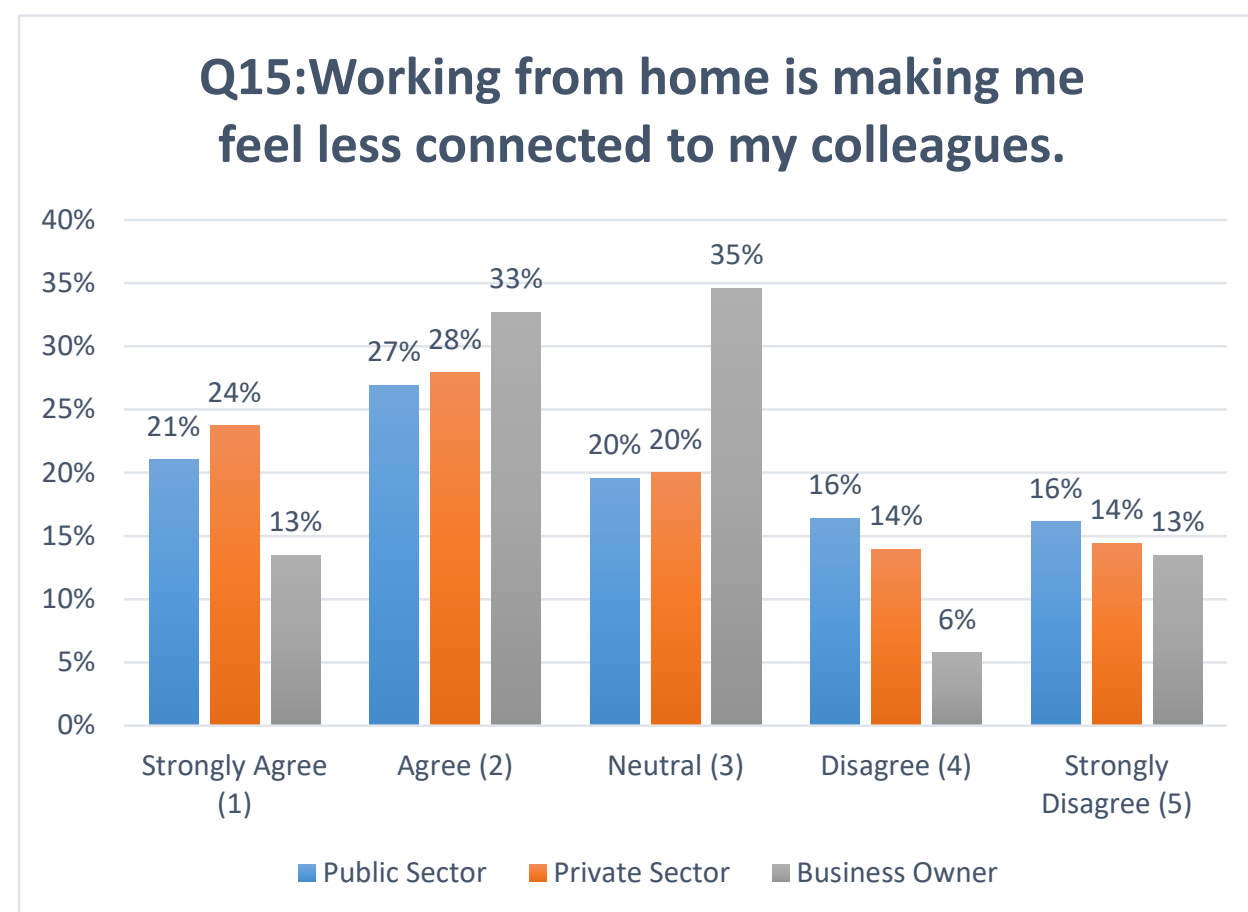


A potential pitfall stemming from remote working is the fact that some employees may feel that remote working can negatively affect their promotion, which is aligned with the results from Q10 and the perception that line managers do not acknowledge their efforts and extra hours of work when working remotely. Data from question Q5 show that the majority of respondents across sectors have a neutral position in this regard, with a tendency to disagree. Nevertheless, 11% of public respondents strongly agree with the extent to which working remotely can affect their promotion, while 31% strongly disagree. 8% of full-time employees from the private sector and 12% business owners' respondents strongly agreed that working remotely can affect their promotion, only 23% and 31% strongly disagreed in both groups, respectively.

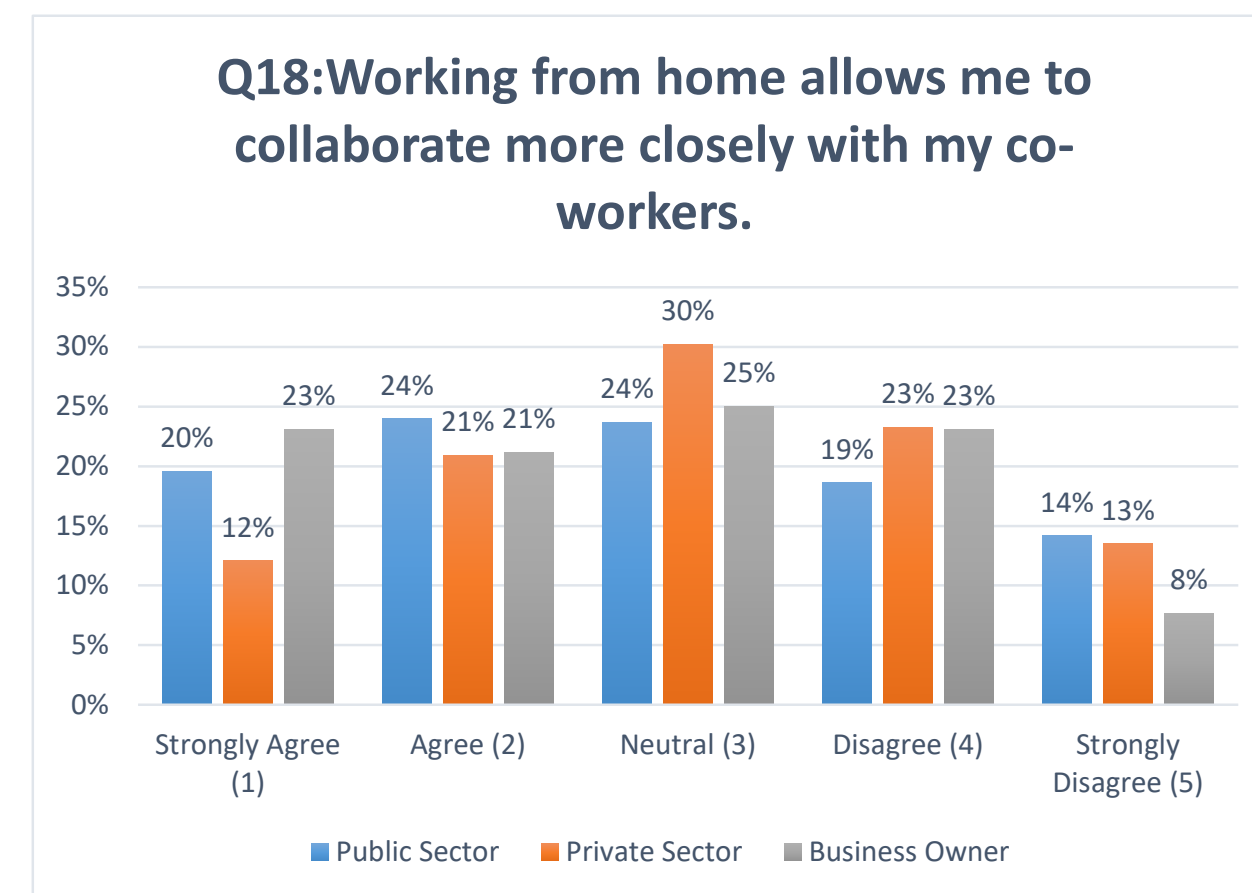


Challenges of remote working

Previous studies have shown that remote working can bring about several challenges. As working remotely naturally implies physical isolation, it can be challenging for both subordinates and line managers to achieve higher levels of collaboration, connection, and coordination among co-workers. According to the evidence collected in the responses from Q15, it seems that remote workers tend to find it challenging to connect with their colleagues as they work outside the organization's premises. Data from question Q15 show that the majority of respondents across sectors tend to agree on the extent to which working remotely makes them feel less connected to their colleagues, with a tendency to disagree. 21% of public respondents who strongly agree with the extent to which working remotely can hamper their co-worker's connection, while only 16% strongly disagreed. 24% full-time employees from the private sector and 13% business owners' respondents strongly agree that working remotely can affect their connection with their colleagues, only 14% and 13% strongly disagreed in both the groups, respectively.

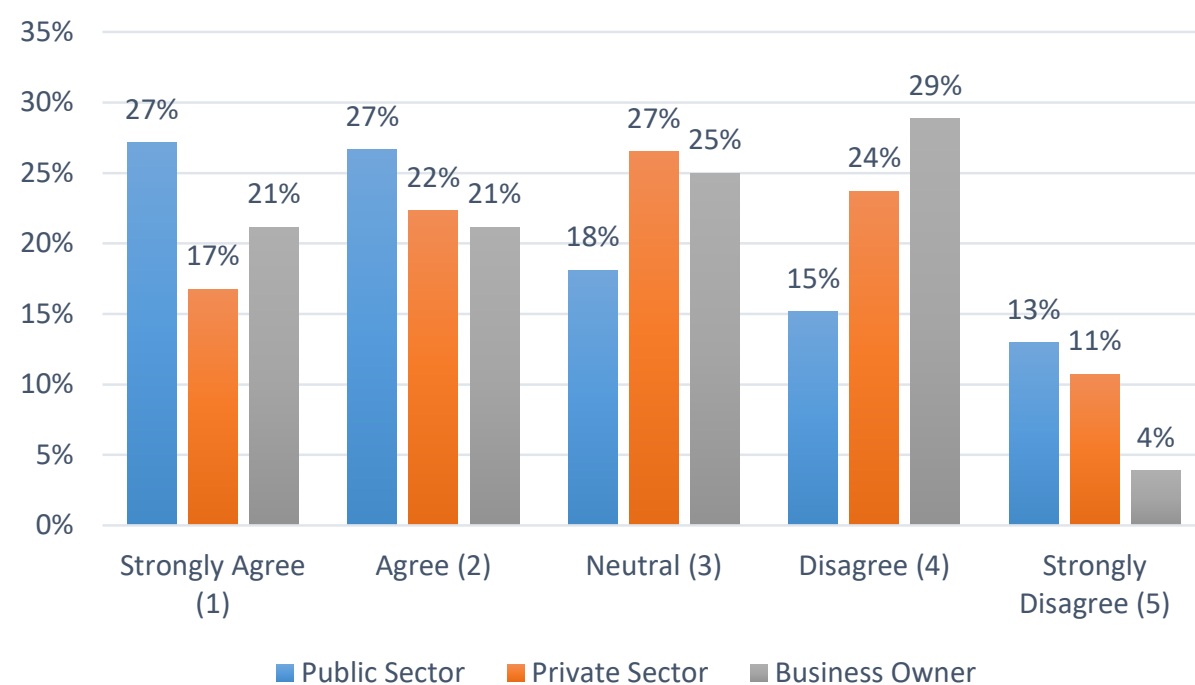


Aligned with these findings, responses from question Q18 suggest that most respondents across sectors offer fragmented answers, with a slight inclination towards agreeing on the extent to which working remotely allows them to collaborate closely with their colleagues. There are 20% of public respondents who strongly agreed that working remotely can enable them to collaborate with their co-workers closely, while only 14% strongly disagreed. 12% full-time employees from the private sector and 23% business owners' respondents strongly agree that working remotely can positively affect their collaboration with their colleagues, only 13% and 8% strongly disagree in both the groups, respectively.



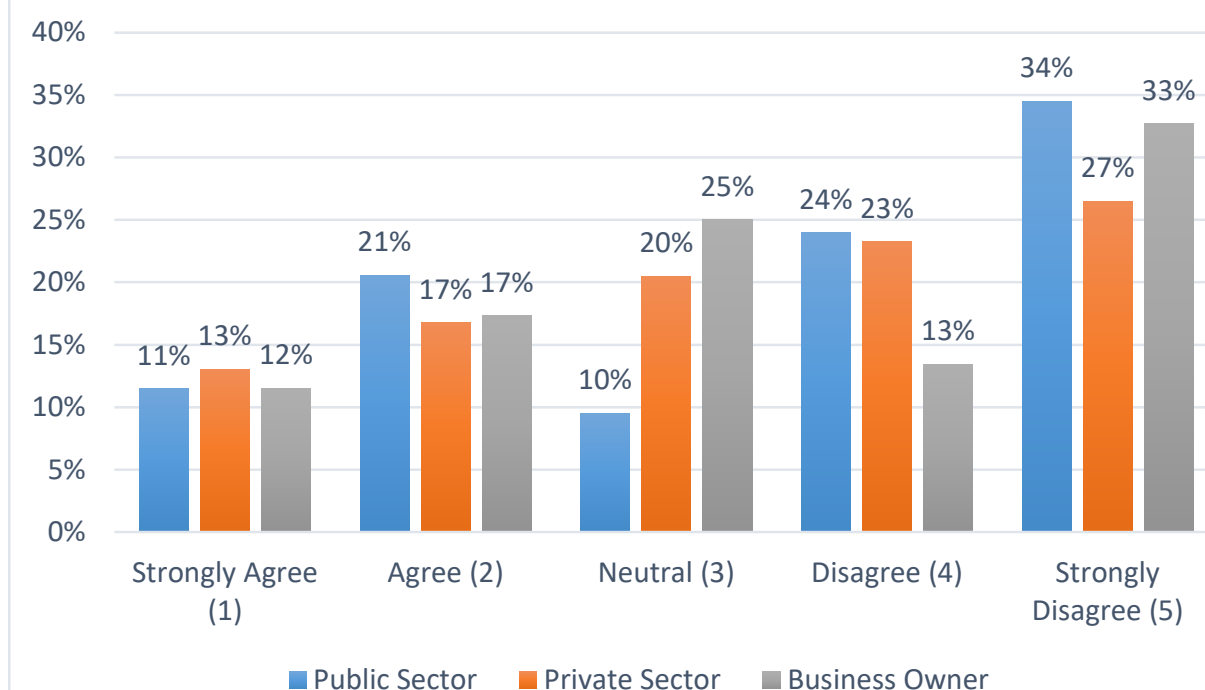
Similar results arise from Q19, suggesting that the majority of respondents across sectors offer fragmented and dispersed answers to the extent to which working remotely allows them to coordinate tasks easier with their colleagues. While results are inconclusive, close to 45% of respondents across sectors tend to exhibit a neutral position, disagree, or strongly disagree. This evidence implies that coordination in a virtual environment could be challenging for line managers and co-workers.

Q19: It is easier to coordinate tasks to be accomplished with my colleagues when I am working from home.

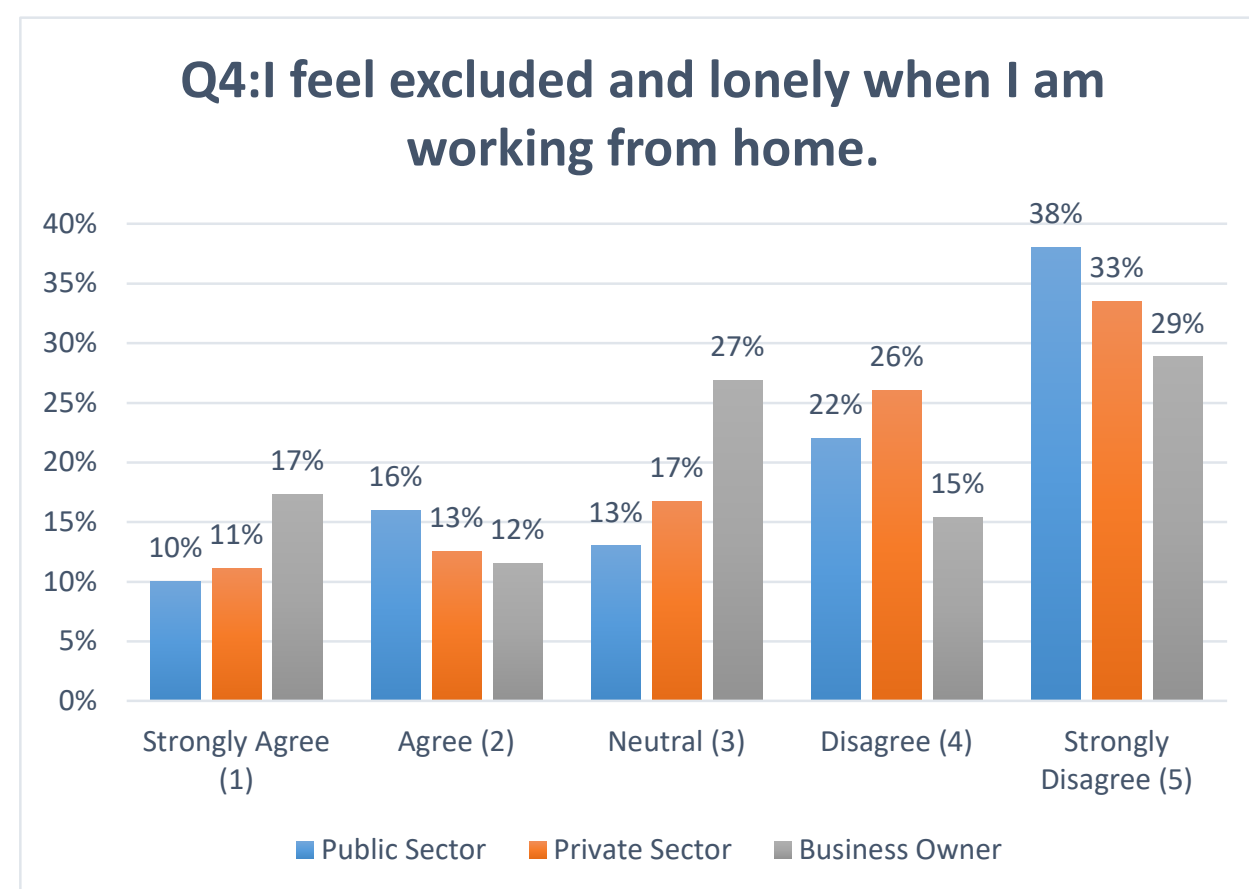


It is worth noting that contrary to previous studies, it is found in this study that working remotely does not necessarily imply that remote workers will experience more distractions. In fact, more than half of the respondents across the public and private sectors disagreed to such a statement. 34% respondents from the public sector strongly disagreed that working remotely is more difficult as distractions may abound, only 11% strongly agree. Alike, while 27% full-time employees from the private sector and 33% business owners' respondents strongly disagree on the difficulty of working remotely due to distractions, only 13% and 12% strongly agree in both groups, respectively.

Q16: Working from home becomes difficult as I get distracted easily



In keeping with the data generated before and as discussed it was found that contrary to what previous studies discovered as a remote working challenge, it was discovered in this study that working remotely does not necessarily imply that remote workers will experience loneliness or exclusion from co-workers. More than half of the respondents across the public and private sectors disagreed statement. 38% of public respondents strongly disagreed that while working remotely is more challenging as they may feel lonely or excluded, whilst only 10% strongly agreed. 33% full-time employees from the private sector and 29% business owners' respondents strongly disagreed on the difficulty of working remotely due to feeling lonely or excluded, only 11% and 17% strongly agreed in both the groups, respectively.

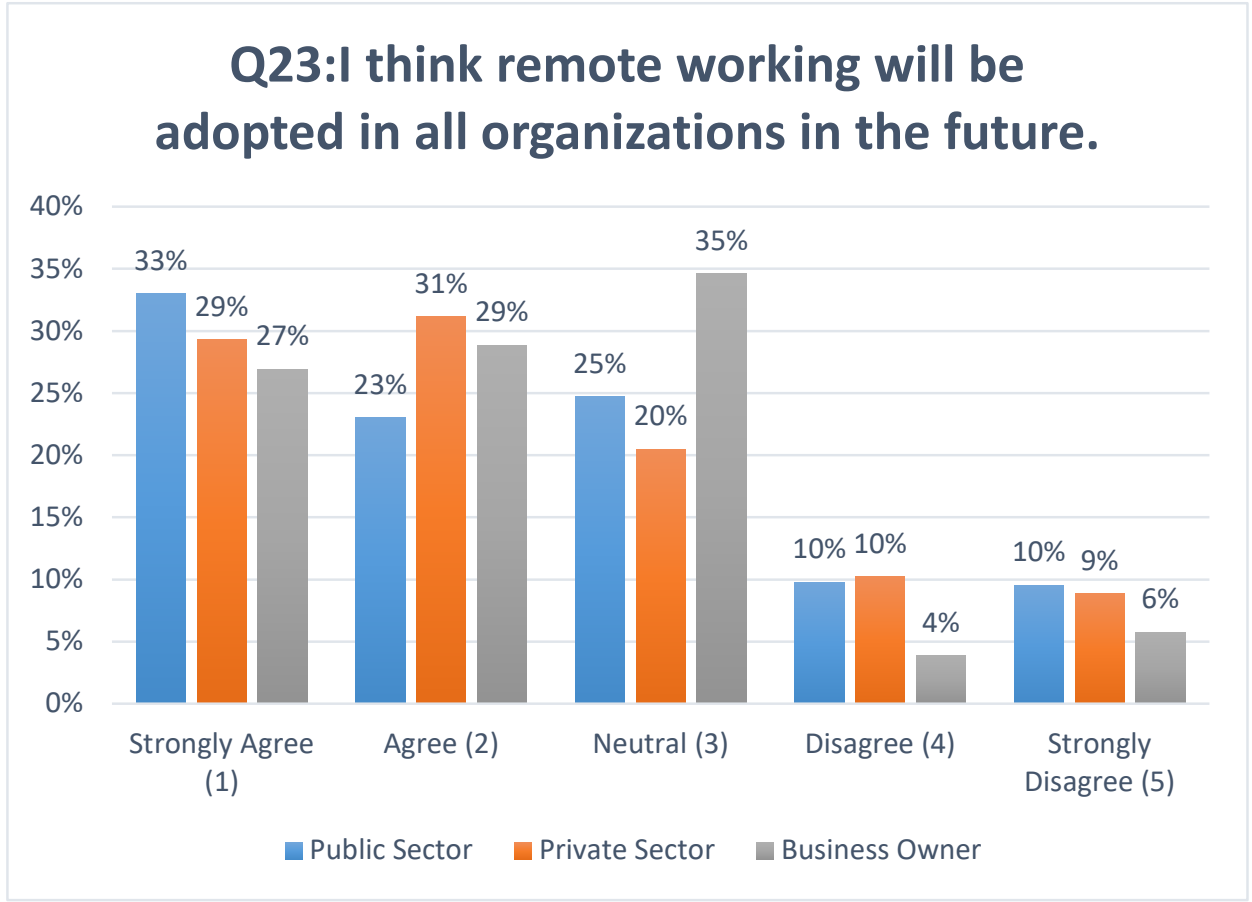


CONCLUSIONS AND RECOMMENDATIONS

Data suggest that remote work is going to become the universal way of working. It is not a temporary trend nor a simple solution to cope with COVID-19. Remote working is becoming the new paradigm in the world of work, involving a new way of working and living.

While public and private sector employees tend to prefer to work remotely, we provide clear evidence on the extent to which government and corporate leaders do not strongly encourage nor favor employees to work remotely. There seems to be some catch-up needed from the employers' point of view to understand the benefits and specificities of remote work. Our data demonstrate that both public and private organizations still need to buy into the remote work emerging paradigm. There seem to be more questions than answers from the public and private employers' point of view when it comes to seizing and understanding the implications, benefits, and challenges stemming from remote working across sectors.

As shown in the Q23 data, 56% of respondents from the public sector are envisioning working remotely overtime. Furthermore, 29% full-time employees from the private sector and 27% business owners' respondents strongly agreed on the extent to which organizations will be adopting remote working in the future. Overall, 60% of private sector respondents (i.e., an aggregate of strongly agree and agree) believe remote working will be the new way of working in the future.



The findings suggest that engaging in remote work increases employees' job satisfaction and productivity. Moreover, employees who engage in remote work have a greater perceptions of life balance based on fewer work disruptions with family time. Also, remote workers confirm they enjoy the benefits of avoiding commuting to their office premises when working remotely. According to our data analysis, remote workers declare themselves to be happier when they work outside their office premises. This is a striking discovery as previous studies concluded remote workers tend to feel lonely and isolated exhibiting lower levels of happiness.

Our analysis also reports that some challenges associated with remote working include effective coordination of tasks as well as assuring high levels of collaboration and connection with co-workers. Nonetheless, contrary to previous studies discovered as a remote working challenge, this study discovered that working remotely does not necessarily imply that remote workers will experience loneliness or exclusion from co-workers. Aiming at assuring a smooth transition and adoption of remote working as the new work paradigm in the future in the world of work, the public sector in UAE has been supporting remote work by creating well-established regulations and policies to ensure effective implementation. Our data suggest that the adoption of remote working as an alternative way of work will continue to grow for private and public organizations, even after coronavirus is contained and managed.

Drawing upon the findings in this report, we propose a set of recommendations to move forward with remote working. These recommendations can be considered as the key steps for the effective remote workforce:

Set up a remote working policy

A remote working policy is an agreement that covers the rules, procedures, and other guidelines that employees must follow when working remotely. A remote working policy provides a code of conduct that sets forward the behavioral expectations of remote workers, including working hours, cybersecurity requirements, best practices, employees' assessments, virtual decision-making, and legal rights.

Create a positive remote working culture

There seem to be several remote working challenges associated with collaboration and disconnection of remote workers. Yet, contemporary tools like task trackers, cloud-based documentation, video conferencing, and collaboration software can allow organizations to create collaboration hubs that track all the team's projects and interactions among stakeholders, helping to overcome collaboration and challenges in connectivity.

Employee well-being

The potential isolation stemming from remote work can challenge personal health and wellness. Both employees and managers can each take steps aiming at fostering and ensuring exercise routine and wellness activities. Human Resources and managers can help by setting regular communication cadence for assuring follow-ups with remote workers, inquiring employees about their physical and emotional health.

To secure a smooth and effective adoption of remote work in the future, organizations need to have a business continuity plan, and re-design operating models to ensure both units and organizational goals are achieved. Jobs and tasks that used to require physical and face-to-face involvement will necessitate to be re-visited and re-designed.

FUTURE RESEARCH

Despite the common agreement on the extent to which flexible work arrangements can be beneficial for organizations in both the public and private sectors to attract, develop and retain talents to work with them outside the traditional full-time basis framework, little is known on how organizations in general and Human Resources in particular should capitalize on, manage and seize this new work paradigm shift. This new paradigm shift that emerges in the world of work bring about several challenges and opportunities that require further undertaking from today's organizations and employees alike. For example, pay models and incentive structures for remote work arrangements should be further explored and investigated to be aligned with organizational and remote employees' new realities. How remote work should be compensated? How to align personal motivation with organizational goals in the particular context of remote working in the UAE? How remote work arrangements benefits financially organizations in the public and private sectors?

Our data show that whereas employees prefer to work from home, both public and private organizations do not favor working remotely. It would be important to further investigate the causes and rationale stemming from employers not to foster enough remote working among their employees. Further, our study reports that despite of the fact remote workers are more productive and work extra hour, going well beyond the traditional amount of hours stipulated in their traditional contracts, they do not receive the acknowledgment or recognition from their line managers.

This implies that further research is required to develop suitable Human Resources policies and procedures to effectively govern remote workers' activities in order to ensure effectiveness, fair work assessment and promotions, proper feedback and rewards. As a consequence of remote work implementation, organizations will have to re-invent and re-design themselves to be able to cope with these new emergent work agile realities.

REFERENCES

Applequist, J. (2017). Response Sets. In The International Encyclopedia of Communication Research Methods (eds J. Matthes, C.S. Davis, and R.F. Potter). doi:10.1002/9781118901731.iecrm0217

Azasu, S., & Babatunde, Y. (2020). Open-ended: Office space and remote working in the age of COVID-19. *Journal of Property Management*, 85(4), pp.34-35.

Chester, A. S., and Hill, K. D. (1981). Controlling Acquiescence Response Bias by Item Reversals: The Effect on Questionnaire Validity. *Educational and Psychological Measurement*, 41(4), 1101-1114. DOI: 10.1177/001316448104100420.

Clifton, J., and Badal, S. (2018). *Born to Build: How to Build a Thriving Startup, a Winning Team, New Customers, and Your Best Life Imaginable*. Gallup Press.

Dubai Future Foundation Looks into the Future of Work Beyond COVID-19 - Dubai Future Foundation. Dubai Future Foundation. (2020). Retrieved 5 August 2020, from <https://www.dubaifuture.gov.ae/dubai-future-foundation-looks-into-the-future-of-work-beyond-covid-19/>.

Eckhardt, A., Endter, F., Giordano, A., & Somers, P. (2019). Three Stages to a Virtual Workforce. *MIS Quarterly Executive*, 18(1), pp. 19-35. <https://doi.org/10.17705/2msqe.00006>

Felstead, A. and Henseke, G., (2017). Assessing the growth of remote working and its consequences for effort, well-being, and work-life balance. *New Technology, Work and Employment*, 32(3), pp.195-212. <https://doi.org/10.1111/ntwe.12097>

Felstead, A., & Henseke, G. (2017). Assessing the growth of remote working and its consequences for effort, well-being and work-life balance.

Fritz, M. B. W., Narasimhan, S., & Rhee, H. (1996, January). Adoption of remote work arrangements: an initial analysis. In *Proceedings of HICSS-29: 29th Hawaii International Conference on System Sciences* (Vol. 3, pp. 118-127). IEEE.

Hunter P1. *EMBO Reports* (2018). "Remote working in research: An increasing usage of flexible work arrangements can improve productivity and creativity." Published online 10 Dec 2018, 20(1) DOI: 10.15252/embr.201847435

Hunter, D. and Chekwa, C., (2019). Workplace Isolation among Ethnic Employees in Remote Work Environments. *AIMS International Journal of Management*, 13(1), pp.23.

Hunter, P. (2019). Remote working in research: An increasing usage of flexible work arrangements can improve productivity and creativity. *EMBO Reports*, pp.20(1). <https://doi.org/10.15252/embr.201847435>

Kelliher, C and Anderson, D. (2010) "Doing more with less? Flexible working practices and the intensification" Originally published online *Human Relations* DOI: 10.1177/0018726709349199 Dec 1, 2009; of work. <http://hum.sagepub.com/cgi/content/abstract/63/1/83>

Magdalena Klopotek, 2017. "The Advantages and Disadvantages of Working Remotely from the Perspective of Young Employees," *Management Challenges in a Network Economy: Proceedings of the MakeLearn and TIIM International Conference 2017*, ToKnowPress.

MBRSG - Research at Mohammed Bin Rashid School of Government. Mbrsg.ae. (2020). Retrieved 5 August 2020, from <https://www.mbrsg.ae/home/research/health-policy/rapid-response-informing-united-arab-emirates%E2%80%99-res>.

Remote Working (2020) The Ministry of Human Resources and Emiratization (MOHRE) Mohre.gov.ae. 2020. [online] Available at: <https://www.mohre.gov.ae/en/remote-working.aspx> [Accessed 5 August 2020].

Richard M. Ryan and Edward L. Deci (January 2000). "Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being." the American Psychological Association, Inc. 0003-066X/00/\$5.00 Vol. 55, No. 1, 68-78 DOI: 10.1037/110003-066X.55.1.68

S.J. Czaja & J. Sharit (2016). WORKPLACE TECHNOLOGIES AND OLDER WORKERS: OPPORTUNITIES AND CHALLENGES. The Gerontologist, 56(3), pp.208. <https://doi.org/10.1093/geront/gnw162.818>

Schall, M. A. (2019). The Relationship Between Remote Work and Job Satisfaction: The Mediating Roles of Perceived Autonomy, Work-Family Conflict, and Telecommuting Intensity.

Singh, A., (2019). A CRITICAL ANALYSIS OF MULTICULTURAL WORKPLACE INFLUENCES ON EMPLOYEES' ENGAGEMENT. The European Journal of Humanities and Social Sciences, 5, pp.40-47. <https://doi.org/10.29013/EJHSS-19-5-40-47>

Smart Dubai. (2020). COVID-19 CITY EXPERIENCE RESILIENCE & IMPACT REPORT. https://www.smartdubai.ae/docs/default-source/publications/covid-19-city-experience-resilience-impact-report.pdf?sfvrsn=9a889de9_14

The Guide of Remote Working System in the Federal Government. fahr.gov.ae. (2020). Retrieved 6 August 2020, from: <https://www.fahr.gov.ae/Portal/Userfiles/Assets/Documents/f6c8fd0.PDF>.

Upton, G. and Cook, I. (2006). Dictionary of Statistics (2nd ed). Oxford University Press.

Appendix A – List of Survey Questions Corresponding to Each Aspect
(stated in alphabetic order)

Benefits – Commuting
Not having to commute (transportation by car, bus) is a great benefit when working from home
Communication
Working from home allows me to collaborate more closely with my co-workers
Working from home is making me feel less connected to my colleagues
Efficiency
It is easier to coordinate tasks to be accomplished with my colleagues when I am working from home
Remote meetings take less time and we achieve more
Employee's Career
Remote work negatively affects my promotions
Flexibility
Working from home offers me more flexibility with my schedule
Future Trend
I think remote working will be adopted in all organizations in the future
Isolation
I feel excluded and lonely when I am working from home
Job Satisfaction
Remote working increases job satisfaction
Performance Evaluation
When I work remotely extra hours my superiors appreciate it
Preference
I prefer to work in my office all the time
I prefer to work remotely than in the office
I would like to work from home as much as I can
I would recommend remote work to others
If I had the choice, I would work always from home
Productivity
Remote working increases my work productivity
Quality Audit
Quality audit activities should continue in the work environment remotely
Remote Quality audit activities add value to the remote work environment
Quality Audit Effectiveness

Quality audit activities can achieve continuous communication to implement the business plan and produce progress reports on time in the remote work environment.
Quality Audit Efficiency
Quality audit activities help me monitor my performance in the remote work environment.
Remote Quality audit can be conducted on a more flexible time schedule
Remote work reduces the cost of the Quality audit activities by saving time and money with the use of technology
Self-Motivation
I feel motivated when I work from home
Trends
My organization favors working remotely
Well Being
I am happier when I work from home
Work Environment
Working from home becomes difficult as I get distracted easily
Work-Life Balance
When I work from home, I can manage my time according to my daily needs
Working from home allows me to achieve a higher level of work-life balance
Workload
When I work from home, I tend to do extra hours of work

Appendix B – Classification of Questions as Positively-Worded or Negatively-Worded

Question	Wording
Q1. Remote working increases job satisfaction	Positive
Q2. Remote working increases my work productivity	Positive
Q3. I prefer to work remotely than in the office	Positive
Q4. I feel excluded and lonely when I am working from home	Negative
Q5. Remote work negatively affects my promotions	Negative
Q6. If I had the choice, I would work always from home	Positive
Q7. I would recommend remote work to others	Positive
Q8. My organization favors working remotely	Positive
Q9. When I work from home I tend to do extra hours of work	Positive
Q10. When I work remotely extra hours my superiors appreciate it	Positive

Q11. I would like to work from home as much as I can	Positive
Q12. Working from home allows me to achieve a higher level of work-life balance	Positive
Q13. Working from home offers me more flexibility with my schedule	Positive
Q14. When I work from home I can manage my time according to my daily needs	Positive
Q15. Working from home is making me feel less connected to my colleagues	Negative
Q16. Working from home becomes difficult as I get distracted easily	Negative
Q17. I feel motivated when I work from home	Positive
Q18. Working from home allows me to collaborate more closely with my co-workers	Positive
Q19. It is easier to coordinate tasks to be accomplished with my colleagues when I am working from home	Positive
Q20. Remote meetings take less time and we achieve more	Positive
Q21. I prefer to work in my office all the time	Positive
Q22. Not having to commute (transpiration by car, bus) is a great benefit when working from home	Positive
Q23. I think remote working will be adopted in all organizations in the future	Positive
Q24. I am happier when I work from home	Positive
Q25. Remote Quality audit activities add value to the remote work environment	Positive
Q26. Remote Quality audit can be conducted on a more flexible time schedule	Positive
Q27. Remote work reduces the cost of the Quality audit activities by saving time and money with the use of technology	Positive
Q28. Quality audit activities help me monitor my performance in the remote work environment.	Positive
Q29. Quality audit activities can achieve continuous communication with the business plan and completion reports in the remote work environment.	Positive
Q30. Quality audit activities should continue in the work environment remotely	Positive

Appendix C –Question Classification by Aspect, Cluster, and if responses were reversed before inclusion

Question	Aspect
Remote working increases job satisfaction	Job Satisfaction
Remote working increases my work productivity	Productivity
I prefer to work remotely than in the office	Preference
I feel excluded and lonely when I am working from home	Isolation
Remote work negatively affects my promotions	Employee's Career
If I had the choice, I would work always from home	Preference
I would recommend remote work to others	Preference
My organization favors working remotely	Trends
When I work from home I tend to do extra hours of work	Workload
When I work remotely extra hours my superiors appreciate it	Performance Evaluation
I would like to work from home as much as I can	Preference
Working from home allows me to achieve a higher level of work-life balance	Work-Life Balance
Working from home offers me more flexibility with my schedule	Flexibility
When I work from home I can manage my time according to my daily needs	Work-Life Balance
Working from home is making me feel less connected to my colleagues	Communication

Working from home becomes difficult as I get distracted easily	Work Environment
I feel motivated when I work from home	Self-Motivation
Working from home allows me to collaborate more closely with my co-workers	Communication
It is easier to coordinate tasks to be accomplished with my colleagues when I am working from home	Efficiency
Remote meetings take less time and we achieve more	Efficiency
I prefer to work in my office all the time	Preference
Not having to commute (transpiration by car, bus) is a great benefit when working from home	Benefits - Commuting
I think remote working will be adopted in all organizations in the future	Future Trend
I am happier when I work from home	Well Being
Remote Quality audit activities add value to the remote work environment	Quality Audit
Remote Quality audit can be conducted on a more flexible time schedule	Quality Audit Efficiency
Remote work reduces the cost of the Quality audit activities by saving time and money with the use of technology	Quality Audit Efficiency
Quality audit activities help me monitor my performance in the remote work environment.	Quality Audit Efficiency
Quality audit activities can achieve continuous communication with the business plan and completion reports in the remote work environment.	Quality Audit Effectiveness
Quality audit activities should continue in the work environment remotely	Quality Audit



جامعة حمدان بن محمد الذكية
Hamdan Bin Mohammed Smart University



@HBMSU



facebook.com/HBMSU



@HBMSUDubai

www.hbmsu.ac.ae