

A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

**An analysis of the impact of the corona crisis on today's way of working and its potential long-term effects resulting in a new normal**

SVEA ROSENHAUER

Work project carried out under the supervision of:  
Rita Cunha

04-01-2021

## **Abstract**

This research aims to understand how COVID-19 influences our way of working with regards to potential long-term effects. While much research exists on the epidemiological consequences of COVID-19, its impact on the way of working has received less attention. The author wants to close that research gap by studying the impact on overall usage of remote work, decision-making and communication. Therefore, a survey with 220 participants split in two groups was conducted. The results of a direct analysis of means and a t-test statistic between the two groups reveal that the crisis did not significantly alter communication and decision-making patterns.

**Keywords:** COVID-19, New Normal, Remote Working, Decision-making, Leadership, Communication

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

## **Introduction**

The COVID-19 pandemic has become the most dominant topic not only in our personal life but also in the business environment. The pandemic has made people break old habits and imagine a new normal, it can be seen as a ‘gateway between one world and the next’ (Roy, 2020). With the rapidly rising number of COVID-19 infected people in Europe beginning in February/March 2020 and the subsequent lockdown in almost all Western countries, many organizations switched to an emergency mode: crisis teams were set up, quick decision-making paths were created, new rules introduced and simultaneously old ones discarded (Haufe, Metaplan, 2020). Besides working remotely, decisions had to be made very quickly not only by changing the work habits but also in terms of adjusted short-term objectives influenced by the crisis. The motivation behind conducting this study is the very recent COVID-19 situation and the fact that the impact of home office (HO) due to the pandemic on our way of working has not been sufficiently analyzed so far. Thus, the work aims at closing this research gap. Further, the author’s personal interest in what this uncertain time does with former established ways of the usage of remote work, decision-making, communication led to choosing this field of study.

### **1. Literature review**

To investigate the impact of the corona crisis on today’s way of working and its potential long-term effect, this thesis first explores the current state of research in each focus topic, namely remote working, decision-making and communication between leaders and employees. Two hypotheses per dimension will be developed to first be able to discuss the impact of the crisis on today’s way of working and second, to analyze its potential long-term effects. Since it is a highly current topic and therefore subject to changes on a daily basis, the author will only consider literature published until 30.11.2020.

## **1.1. Remote working**

In Germany, even though about 56 percent of all employees were technically able to work from home already before the crisis, less than half of these people used or were allowed to use this possibility (Alipour, Falck, & Schüller, 2020). However, since the corona crisis, most companies were forced to send their employees home, leading to millions of Germans working remotely, holding their meetings via video conferences, and using digital platforms for fulfilling their jobs. Jochen Wallisch, part of the management team of Siemens Germany, sums up how the COVID-19 pandemic and remote work interact with each other: “If there is one positive thing in this crisis, it is that it has shown what is possible with remote working.” (Miller, 2020).

### **Impact on productivity and flexibility**

Looking at productivity, researchers found that working from home indeed increases productivity and leads to healthier lifestyles - but often at the cost of employees’ work-life balance (see next paragraph) (Caramela, 2020). Due to the elimination of long commute distances when working remotely, a reduction of stress and costs can be observed which has a positive impact on the productivity and satisfaction of employees (Schmidt, 2020). However, there are also studies arguing that home office impacts productivity in a negative way. For example, a study in Germany conducted with >1000 companies in October 2020 showed, that only 5-7% of the interviewed companies noticed an increase in productivity, while 27% reported a decrease (WirtschaftsWoche, 2020). Especially for parents with younger or several children, it is difficult to be productive when working from home. For them, remote work may rather result in conflicts between work and family needs than in higher satisfaction due to an easier reconciliation of work and social life (Arntz, Yahmed, & Berlingieri, 2020). Including the social component in the discussion, a survey undertaken by the Boston Consulting Group (BCG) states that employees satisfied with their social connectivity are two to three times more likely to have maintained or even improved their productivity. However, with the shift to remote work, the survey

highlights that employees miss social gatherings and spontaneous discussions with co-workers, which might be a reason for a decrease in productivity (Dahik, Lovich, & Kreaflle, 2020). However, the quieter working environment is often perceived as an advantage of working from home. Alongside a lower noise level and fewer distractions which contribute to a more relaxed working atmosphere, employees report increased job satisfaction through greater autonomy (Caramela, 2020; Göpner-Reinecke, 2019).

Coming to flexibility, working from home allows most employees to create their own daily schedule which seems to make personal needs more includable into work life. A study from the AOK Research Institute reports, that when working remotely, people are mostly able to shift their working hours to accommodate their personal situation (e.g. do not work full time during the day but shift their working hours to the evening or weekend) (Göpner-Reinecke, 2019). Thus, they can benefit from the flexibility gained through home office. However, the work-life-balance can also be negatively impacted by working remotely, for example when private laptops and mobile phones are used for work purposes or company-provided devices for private communication which results in a self-imposed obligation to be constantly tied to work-centered mobile devices. As a result, employees working from home may constantly feel obliged to be available and thus forgo leisure and recreation (Badura, Ducki, Schröder, Klose, & Meyer, 2019). As the positive aspects seem to prevail, the short-term hypothesis is as follows:

*H<sub>1</sub>: Remote working gives employees the ability to better structure daily tasks*

### **Potential impact on the future way of working**

The pandemic has shown that it is not necessary to always be physically present in the office in order to work productively. Companies recognized this, which is why many employees have been allowed to stay away from the office even after the lockdown eased during the summer months (Schaible, 2020). Google, for example, told their employees to work from home until July 2021 while Twitter and Facebook stated, that they will support remote work forever for

every role that allows (Copeland & Grant, 2020; Paul, 2020). But not only companies like Google and Twitter foresee this change in the way of working. According to a study from Global Workplace Analytics as of October 2020, only 5% of companies expect a return to “normal” when the pandemic ends, while 47% assume that the corona crisis will permanently change the way of working, with continued work from home after the crisis is over (Global Workplace Analytics, 2020). Also, employees prefer to work from home at least occasionally in the future found out by another study from Global Workplace Analytics. 76% of global office workers that participated in the study stated that they want to keep working from home at least weekly (Global Workplace Analytics, 2020). This paragraph leads to the long-term hypothesis:

*H<sub>2</sub>: Remote working will remain the new normal even in the long run*

## **1.2. Decision-making**

### **Trend to decentralization**

Decentralization indicates to what extent decision-making power is distributed among the organization’s members away from its center. The opposite, where power and authority are concentrated at the center, is defined as centralization (Broekstra, 2018). More and more companies have tried to attract employees with flat hierarchies and a greater say for everyone in terms of decision-making and have benefitted from the resulting agile, flexible, and often better decisions (Billinger & Workiewicz, 2019; Vantrappen & Wirtz, 2017). Active participation in company decisions by employees has a significant positive impact on company loyalty (Harrison & Freeman, 2004). However, also the choice to centralize decisions can help a company to prevent losing control of its core elements. Particularly when resolving difficult conflicts of interest is critical, centralized hierarchies may be best (Malone, 2004).

### **Decision-making in crisis**

During a crisis, daily routines are typically completely shattered and uncertainty about how life and business will continue dominates the way of working. Changes and unprecedented

challenges force leaders to make decisions under pressure and within very tight time constraints (Cole, 2020). Besides regular business decisions and continuing business services to clients and partners, questions about laying off or furloughing, cutting salary, freezing hiring, or canceling programs are asked and employees expect quick answers on all important matters (Davis-Laack, 2020). Looking at centralized decision-making, managers can make decisions without having everyone's approval, for example on which employees to lay off during a crisis (Malone, 2004).

A study conducted focusing on a former crisis, namely the Great Recession of 2008/09, found that centralizing decision-making as a response to a crisis has the strongest association with employment shocks (e.g. workforce reduction) and the postponement of innovation projects. Nevertheless, also several other factors seem to have a significant impact on centralization during recessions, for example ownership structures (family-owned/company groups, non-owner/owner CEOs) (Bakonyi & Muraközy, 2016). The COVID-19 pandemic is considered as the biggest recession since World War II (Felsenthal, 2020). Many companies document heavy losses in their sales which implies they must react on a cost-level basis. This also includes a reduction or shift in the workforce for several companies and a change of focus or/and strategy. Decisions like these are easier done by the managers themselves without getting everyone's approval. Since these arguments give rise to less co-decision, the short-term hypothesis is:

*H<sub>3</sub>: During the crisis, decision-making is centralized*

Dependent on the short-term hypothesis, it is expected that a change into more centralized decision-making will have a long-lasting impact on decision-making structures, which leads to the long-term hypothesis:

*H<sub>4</sub>: Organizational hierarchies will be more present in the long-term*

### **1.3. Communication between leaders and employees**

Communication is defined by the Cambridge Dictionary as “the process of sharing information, especially when it increases understanding between people or groups” (Cambridge Dictionary, 2020). Business communication is explained by sharing information between individuals within and outside of a company (McKay, 2019). It involves the expression of meaning in order to create a similar understanding as well as to influence actions in business organizations. Practically all kind of communication contain notions of meaningful interactions between leaders and subordinates (Tang, 2015). Thus, good communication skills are important to guarantee successful coworker and customer interactions, and especially for effective leadership (McKay, 2019).

#### **Interpersonal communication**

Interpersonal communication has been the object of study in various areas of psychology (e.g. social, developmental and industrial) as well as in other areas such as family business or business management (Kwiatkowski, 2019). The focus of this thesis lies on interpersonal communication in the context of leadership. Especially the relation between interpersonal communication and company’s performance is of increasing interest for scholars and corporate management. In this discussion, the literature differentiates three skills, namely: (1) effective listening, (2) clear and vivid expression of ideas, and (3) the ability to provide performance feedback in a supportive manner. The focus is set on these skills, as each of them comprises various communicative micro-skills (Moskalenko & Yevsieieva, 2015; Zielińska, 2016; Strielkowski & Chigisheva, 2018). The first skill primarily focuses on not only understanding the speaker’s message but rather the true feelings behind it (May & Akerson, 2003; Kwiatkowski, 2019). The second skill, expressing ideas clearly and vividly, supports the leaders’ ability to influence the employees. Lastly, providing performance feedback is an important skill to promote good communication and understanding (Atwater & Waldman, 2012). A study showed, that when leaders

are able to fulfill all three skills, it allows them not only to trigger both cognitive and emotional responses of employees, but also to improve the understanding between leader and employees (Kwiatkowski, 2019).

### **Communication during a crisis**

During a crisis like the one we are dealing with currently, behavioral science highlights the human desire for transparency, guidance and assessment of what happened (Mendy, Stewart, & VanAkin, 2020). To meet this desire, early and regular communication with employees is of high importance to give credibility and to help them overcome possible anxiety (Argenti, 2020). Many researchers came up with different advice to guide businesses during the current time. However, for leaders, the most frequently mentioned key take-away is “transparency”, as early and honest communication will help maintain credibility (Argenti, 2020).

A former study, that included the event of 9/11, illustrates the importance of leaders communicating with their employees, whether in person or through different media platforms to reduce anxiety (Argenti, 2002). The most important parts when communicating with employees is to (1) post information regularly and visibly, (2) explain how decisions were made about issues such as travel, working remotely, etc., (3) communicate at least every other day and fourth (4) better provide timely information than waiting until all answers are known (Argenti, 2020). Derived from the previous discussion, the short-term hypothesis for the dimension is:

*H<sub>5</sub>: Communication becomes more frequent and personal during the crisis*

Further advice to improve regular communication during COVID-19 includes the focus on maintaining formal and social information flow. As informal talks in the office-corridor rapidly declined due to the crisis, it is important to maintain not only structured but also casual connections with employees. Therefore, video calling software should not only be used for business talks but also for informal get-togethers (British Chambers of Commerce, 2020). Depending on how long the crisis will proceed and social distancing will persist, the

maintenance of information flow, professional as well as casual, might be challenging. This leads to the long-term hypothesis:

H<sub>6</sub>: *In the long run, information flow will decline*

## **2. Methodology**

The goal of this study is to find out whether and what current ad hoc changes in the working environment due to the corona crisis will have a lasting impact resulting in a new normal. To do so, a quantitative methodology was used by asking participants to complete a survey developed by the author. Since the current situation is experienced very differently by everyone, quantitative research was chosen to get a more holistic overview. By questioning a large number of participants quantitatively rather than a lower number of participants qualitatively, the study is more representative and can more likely be applied to the community as a whole. To collect the necessary data, a survey via the platform “Microsoft Forms” was conducted with 235 participants.

### **2.1. Structure of the questionnaire**

The survey was developed by the author to best match the hypotheses and consists of two prefixed questions on the average share of working hours done remotely and its development over time. The first question was asked to pre-group the respondents depending on whether the crisis directly affected the participants’ way of working, which would allow for further analysis of the differences in experiences and expectations for the other two dimensions, decision-making, and communication between leaders and employees. After the prefixed questions, 6-8 statements for each focus topic (remote work, decision-making and communication) were asked to understand the participants’ experiences and expectations (see Appendix A.1. Structure of questionnaire). For simplification in the text, the statements were abbreviated (see Appendix A.2: Renaming statements). Demographic questions were asked to complete the survey (see below).

Except for the demographic questions, the survey used statements that were evaluated on a 5-point Likert scale ranging from “*not at all applicable*” (=1) to “*almost fully applicable*” (=5). As already mentioned, each dimension queries one short-term and one long-term hypothesis. To test the reliability of the variables below, Cronbach’s alphas were checked, where ideally scales with values above .70 are reached (George & Mallery, 2003). As suggested in the literature, values significantly below .70 were reinvestigated (Gliem & Gliem, 2003).

## **Measures**

***Structuring daily tasks:*** To assess whether remote work results in being able to better structure daily tasks, participants were asked to assess the statement “with home office, I am able to structure my daily tasks better”. Through assessing this statement, respondents at the same time indicated their ability to adapt work to private life. Since this variable was directly answered by the participants, no Cronbach’s alpha was derived.

***Home office as new normal:*** To analyze employees’ expectation regarding whether home office remains as new normal also in the long run, respondents were requested to answer the statement “I see myself working remotely regularly in the new normal”. Since this variable was also directly answered by the participants, no Cronbach’s alpha was derived.

***Decentralized decision-making:*** To assess whether decision-making was centralized, participants were requested to evaluate their leader’s way of acting. To make the participants more comfortable to assess their leader, all statements were formulated towards decentralized decision-making. The variable *decentralized decision-making* includes the mean assessment of participants for the following abbreviated statements: “decisions included”, “involves ideas in decisions”, “decisions quickly”, “delegates closest to the problem”, “uncompromising decisions” (reversed score) and “more responsibility”. Cronbach’s alpha for this variable was  $\alpha = .612$ . Deleting “more responsibility” resulted in an increase of Cronbach’s alpha for the dimension

to .669. Additionally, erasing “uncompromising decisions” resulted in a further increase of Cronbach’s alpha to .701, which was accepted (see Appendix B.1. Cronbach’s alpha for *decentralized decision-making*).

***Personal and fixed meetings:*** In order to evaluate the hypothesis that communication became more frequent and personal during the crisis the variable *personal and fixed meetings* was calculated with the following statements: “more fixed meetings”, “informs me”, “interest personal situation”, “more personal interest since crisis”, “resolves important questions”, “not there when needed” (reversed score). Cronbach’s alpha was .639 and would increase to .695 if deleting the item “more fixed meetings”. However, as this statement is central for the discussion, the author kept the variable and accepted a questionable alpha of .639.

***Information flow:*** To evaluate potential long-term effects of the crisis on communication, namely whether information flow will decline due to missing interpersonal relations as a result of remote work and social distancing, a new variable called *information flow* was calculated. To calculate this variable, the following statements were included: “feedback on work”, “resolves important questions”, “informs me”, “more fixed meetings”, “no corridor talk information” (reversed scale). Cronbach’s alpha was originally  $\alpha=.606$ . After erasing the item “more fixed meetings” the  $\alpha$ -value raised to .700 and thus, reached an acceptable range. See Appendix B.2. Cronbach’s alpha for *information flow* for details.

***Control variables.*** To give scope for additional analysis, some individual differences were measured. These include gender, age, living situation, and size of company. An overview can be found in Appendix A: Survey and Appendix C: Sample characteristics.

## **2.2. Data cleaning and preparation**

Overall, 235 participants took part in the survey. Regarding the questionnaire, the second pre-fixed question (change of balance between remote working and office days) was dependent on

the first one (average percentage of working hours done remotely), as a change toward/ backward home office can only be chosen in accordance to the first question. However, some respondents stated that they were not working remotely at all (0%) in the first question, arguing in the second one that their office days increased even though they were already at 100% beforehand. These answered were also observed the other way around (100% HO and a stated increase in HO). Consequently, 15 participants were erased from the analysis, to avoid randomly made statements and a distorting effect on the results coming to 220 answers used for analysis.

In addition, several variables were rephrased in negative terms to give the participants another point of view and to avoid them choosing the same answer throughout the whole survey. However, for the analysis the answers were reversed as follows: 1→5, 2→4, 3=3, 4→2 and 5→1 to guarantee a correspondence to the rest of the questions and thus be able to compare them. Affected by this reversing are: “switch off hard”, “not there when needed”, “uncompromising decisions” and lastly “no corridor talk information”.

### **2.3. Participants**

As mentioned before, after data cleaning, a total of 220 participants remained that will be included in the analysis. The participants for the study sampled themselves into the study, with the only restriction of having worked in an office job (either permanent, working student or intern) during the last months. To achieve this, the survey was distributed within the author’s personal network with many agreeing to further distribute the survey within their circle of acquaintances or work colleagues (snowball sampling). Additionally, the link was spread in several groups on social media platforms (e.g. LinkedIn, Facebook). To have the possibility for analyzing differences in experiences and expectations depending on the level of remote work, the author divided the participants into two groups: **Group 1** working fully remotely, i.e. 100%, with 110 participants, which equals 50% of the total sample size and **Group 2** working at least

occasionally in the office and thus still holding some meetings face-to-face, also with 110 participants (50%). Further characterization of the participants can be found in the table below and in Appendix C: Sample characteristics. Between the groups, no significant differences in the distribution within each category could be observed and thus were not visualized.

Category	Group divisions	Distribution
Age	20 – 29	69%
	30 – 39	18%
	40 – 49	3%
	50+	9%
Gender	Male	53%
	Female	47%
	Diverse	0,5%
Living Situation	Living with the partner	43%
	Living with family members	19%
	Living alone	17%
	Living in a shared flat	15%
	Living with children/relatives in need of care	5%
Company Size	>1,000 Employees	57%
	100 – 999 Employees	21%
	<100 Employees	21%

*Figure 1: Characterization of participants*

## 2.4. Evaluation approach

To test the hypotheses, a two-step analysis was conducted using SPSS as the software. Since the survey questions were already formulated in a way that reflects change throughout the pandemic, no separate statistical analyses were conducted in the first step, but the overall means were analyzed descriptively. Based on the overall answers, more than 50% must at least moderately agree with the statement ( $M > 3.00$ ) in order that the hypotheses were accepted. As a second step, differences between the two groups were analyzed using a t-test, which determines the statistical significance of the differences between means of two groups (Rédei, 2008). At the end of the result section, additional analyses were conducted using linear regression, whose goal is the derivation of implications about which parameters have an impact on accepting or rejecting specific hypotheses.

Analyses and conclusions were based on a significance level of 5%. Only variables with an acceptable Cronbach's alpha were included. If not stated differently, the group composition was always based on 2.3.: group 1 doing 100% home office and group 2 shifting at least occasionally between home office and office work (<100% HO).

### **3. Results**

#### **3.1. Main analysis**

##### **Remote working: Testing hypotheses 1 and 2**

Starting with the analyses for the dimension home office, the statements target the participants' flexibility and expectation about the prevalence of home office in the new normal. When testing the hypotheses, the two variables explained in 2.1: Measures will be used. However, to additionally understand what experience with remote work impacts the above-explained variables, all statements for the dimension home office will be analyzed to give room for additional analysis and discussion. Further, to understand how experiences vary between people working only remotely and the ones shifting between working from home and at the office, the author investigated differences between the groups composed in 2.3. Starting with the first two statements, the overall reversed mean value for "switch off hard" is 3.07 (SD=1.176), with the mean for "performance at home" being almost identical with 3.05 (SD=1.223). For both, no significant difference in means between the two groups can be observed. For the second statement, it is interesting how the life situation influences performance at home. While participants of this survey living with children or relatives in need of care can be seen as positive outliers (M=3.4, SD=1.24), participants living in a shared flat seem to have most problems with keeping up their performance when working remotely (M=2.6, SD=1.22). However, as only 12 participants are living with children/relatives in need of care, the author did not perform further analysis for this group. For all other living situations, the mean values range from 3.08 to 3.10 (SD~1.22). "Fullfill expectations" is with an average of 3.94 (SD=1.069) almost "mostly applicable". The

difference in means between the groups is significant ( $p(218)=3.933$ ,  $p<0.001$ ), with group 1 having a mean of 4.23 ( $SD=1.020$ ) and group 2 having a mean of 3.65 ( $SD=3.65$ ). See Appendix D.1. + D.2. for all descriptive statistics for the remote working variables.

***H<sub>1</sub>: Remote working gives employees the ability to better structure daily tasks:*** To answer the hypothesis, the author analyzes the variable *structuring daily tasks*. The variable illustrates a mean of 3.25 and a standard deviation of 1.264. Due to the fact, that ~70 percent of the respondents are at least moderately agreeing with the statement and the mean is above 3, H<sub>1</sub> will be accepted as remote work seems to have a significant impact on the ability to structure daily tasks better. However, a clear difference between group 1 ( $M=3.58$ ,  $SD=1.244$ ) and group 2 ( $M=2.93$ ,  $SD=1.202$ ) can be observed which is statistically significant ( $t(218)=3.968$ ,  $p<0.001$ ). This difference implies that people working remotely 100% seem to be able to better use the home office set-up for structuring daily tasks than the ones shifting their workplace.

***H<sub>2</sub>: Remote working will remain the new normal even in the long run:*** Coming to the long-term expectations, ~52% of all respondents mostly or almost fully agree with the statement “remotely in new normal”, with another 24% moderately agreeing. Since only 24% disagree with the statement, H<sub>2</sub> is accepted. Analyzing the data, the author found out that people working from home a maximum of two days per week have a much lower mean for this statement than the ones working remotely more often ( $M=2.67$ ,  $SD=1.06$  vs.  $M=3.54$ ,  $SD=1.171$ ). The significance level of the mean difference is  $p<0.001$  and thus with high certainty, the mean for long-term expectation will be different between the groups (see Appendix D.3. Extra group comparison).

The question of whether a balance of working from home or at the office, a “hybrid system”, is preferred, has a high consent among the participants. Almost 85% of all respondents mostly or fully agree with the statement, resulting in a mean of 4.34 ( $SD=0.930$ ). This result allows focusing on discussing a hybrid system in the next section.

### **Decision-making: Testing hypotheses 3 and 4**

When analyzing the second dimension, the author will look at how the crisis affects decision-making and what conclusions can be drawn when comparing the group working only remotely to the group having face-to-face interaction at least sometimes. Regardless of the work location, 60 percent reveal that they are mostly or fully integrated into decisions, leading to an overall mean of 3.63 on the Likert scale. The difference in means between group 1 (M=3.75, SD=0.962) and group 2 (M=3.51, SD=1.064) is not significant for the aspired significance level of  $p < 0.05$  ( $t(218)=1.728$ ,  $p=0.085$ ). Following up on the statement “involves ideas in decisions”, the overall average is 3.77 (SD=0.982). For this statement, the difference in means between group 1 (M=3.94, SD=0.941) and group 2 (M=3.60, SD=0.997) is significant ( $t(218)=2.573$ ,  $p=0.011$ ). Coming to “decisions quickly”, the overall mean is 3.40 with a standard deviation of 0.967. Between group 1 and group 2 is a mean difference of 0.282, which is significant ( $t(218)=2.181$ ,  $p=0.03$ ). Looking at the statement “delegates closest to problem”, ~55% of all participants see this statement as mostly or fully applicable with another 30% that moderately agree. This leads to an overall mean of 3.54 (SD=0.96). Looking separately at the different groups, the mean difference of 0.245 is only significant for the confidence interval of 90%, but not for the aspired 95% interval ( $t(218)=1.874$ ,  $p=0.062$ ). Concluding the individual analyses, even though there are significant differences between the groups for most of the statements, the means are not very far apart from each other (max. difference = 0.336). This implies that changes are rather resulting from other factors than from the workplace. As already explained in 2.1: Measures, a variable for testing the hypothesis was calculated with the individual statements, called *decentralized decision-making*. Since the hypotheses are formulated towards centralized decision-making and the variable towards decentralized decision-making, the results will be reversed in order to test the hypotheses (see Appendix D.4. and D.5. for SPSS-output).

***H<sub>3</sub>: During the crisis, decision-making is centralized:*** To answer the hypothesis, the author looks at the variable *decentralized decision-making*. As this variable is based on several statements, the average of them was used. By doing so, 80% of all respondents at least moderately agree with this variable. Almost 50% mostly or almost fully agree that their leaders follow a decentralized decision-making. As the majority of both groups perceived the decision-making to be rather decentralized, resulting in a calculated variable for *decentralized decision-making* of 3.57 (SD=0.716), H<sub>3</sub> is rejected. When looking at the groups, group 1 (100% HO) has a mean of 3.71 (SD=0.688) while group 2 (<100% HO) has a mean of 3.43 (SD=0.721). The average difference between the variables is significant ( $t(218)=2.896$ ,  $p<0.01$ ). Thus, people doing 100% home office have the feeling that decision-making was more decentralized than the ones shifting between working from home and at the office.

***H<sub>4</sub>: Organizational hierarchies will be more present in the long-term:*** The long-term hypothesis for decision-making is based on H<sub>3</sub>. As evaluated above, no change towards more centralized decision-making, as an effect of the crisis so far, can be observed. Thus, also in the long run, there is, at this point in time, no reason to believe that organizational hierarchies will be more present due to the COVID-19 pandemic. This leads to H<sub>4</sub> being rejected with no expectation of changes in organizational hierarchies triggered by short-term shifts towards more centralized decision-making (as a consequence of the pandemic).

### **Communication between leaders and employees: Testing hypotheses 5 and 6**

To give room for interpretation of the dimension communication, all statements within this dimension are analyzed individually before deriving two overarching variables used for testing the hypotheses. Starting with evaluating “feedback on work”, the average scale is 3.65 (SD=1.147). Assessing “resolves important questions”, the overall mean is 3.59 (SD=0.934). For both statements, there are no significant mean differences between the groups ( $p>0.2$ ).

Coming to the next statement, ~70% mostly or almost fully agree with the statement “informs me” (M=3.82, SD=0.948). Again, no significant difference in means between the groups can be observed ( $t(218)=0.996$ ,  $p=0.320$ ). The next statement, “not there when needed” has a reversed mean value of 4.04 (SD=1.037). Only 10% of the respondents feel that their leader is not there when needed, with almost no difference between the group means (0.055) which also is not significant ( $t(218)=0.389$ ,  $p=0.698$ ). Continuing with “interest personal situation”, the average score is 3.59 (SD=1.165). Again, there is almost no difference in means between the groups. Focusing on changes in communication as a result of the crisis, ~54 percent of all respondents say that the number of fixed meetings has increased during the crisis. Looking at the difference in means between the groups ( $t(218)=2.656$ ,  $p<0.01$ ), it becomes clear that, on average, respondents working only remotely have significantly more experienced an increase in fixed meetings since the crisis than group 2 (g1: M=3.60, SD=1.301; g2: M=3.14, SD=1.288). “More personal interest since crisis” was evaluated with a mean of 2.72 and a standard deviation of 1.048 with almost no difference between the groups (-0.009). The last statement addresses a potential decline in casual conversation, with almost 70% having the feeling that information previously exchanged via “corridor talk” is eliminated. The difference in reversed means between group 1 (M=2.17, SD=0.887) and group 2 (M=2.39, SD=0.978) is not significant on a 0.05 level but on a 0.1 level ( $t(218)=-1.734$ ,  $p=0.084$ ). It is interesting that, within this dimension, most assessments of the statements do not seem to be caused by the place of work, as most mean differences between the groups are either marginal or not statistically significant. Also, additional analyses in terms of gender, age and size of company do not give any indications of different experiences in communication. This suggests that it is rather due to other reasons, not part of this study, that communication is perceived differently.

As already explained, two variables were calculated based on the individual assessments to test the hypotheses within this dimension. First the variable *personal and fixed meetings* was

created, combining the averages of the relevant variables as explained in 2.1: *Measures*. This variable will be used for testing hypothesis 5. Further, the variable *information flow* was created. It includes professional as well as casual communication and information flow. As explained before, this variable is calculated with statements expressing functioning information flow (e.g. “resolving important questions”, “informs me”). Thus, the reversed score will be relevant for accepting or rejecting the hypothesis. Looking at Appendix D.6. and D.7. the relevant SPSS-outputs can be found.

***H<sub>5</sub>: Communication becomes more frequent and personal during the crisis:*** To test the short-term hypothesis, the variable *personal and fixed meetings* is relevant. The overall mean is 3.37 (SD=0.721). The difference of the average answer between group 1 (M=3.45, SD=0.759) and group 2 (M=3.28, SD=0.673) is not below the chosen significance level ( $t(218)=1.754$ ,  $p=0.081$ ), which means that there is no statistically significance difference in means between people working remotely 100% and the ones working at the office regularly. When looking at the overall mean of 3.37 (“moderately” to “mostly agreeing” with the statement), some evidence for the hypothesis exists, which leads to accepting H<sub>5</sub>. However, recalling the individual analyses above and looking only at the assessment of the frequency in fixed meetings, a significant difference in means shows that group 1 (100% HO) has noticed more of a change towards an increase in fixed meetings than group 2.

***H<sub>6</sub>: In the long run, information flow will decline:*** To test the hypothesis, the variable *information flow* will be assessed. Looking at all participants, ~40% mostly or fully agree with receiving relevant information from their leader with another ~50% moderately agreeing. Only ~10% of the respondents do not agree with the statement. Due to the reversed expression it means that only ~10% perceive a decline in information flow which leads to rejecting the hypothesis. Between the groups, no significant difference in means was observed ( $t(218)=1.532$ ,  $p=0.127$ ). However, with regards to the casual information flow alone, only 8% of all

participants have the feeling that there is no change in information previously exchanged via “corridor talk”, while almost 70% have a strong feeling that it is eliminated (see individual analyses above). This shows, that even though there does not seem to be a lack in professional communication, social distancing in general (independent of staying at home or being at the office) leads to less “casual-talks” and a decline in the corresponding information flow.

### **3.2. Additional analysis**

#### **Factors relevant for expecting home office to remain the new normal**

Considering the dependent variable “remotely in new normal”, there is a significant correlation with the assessment of the other statements within the “remote working”-dimension (“switch off hard” (reversed score), “performance at home”, “structuring daily tasks”, “fulfill expectations”, “balance remote office”) as well as with the statement “delegates closest to problem”. These are included as independent variables in the regression analysis. The variables have a positive correlation and an adjusted  $R^2$  of 0.293. As  $R^2$  is very low, the regression model is insufficient as many explanatory variables do not seem to be included. The overall regression model is significant with  $F(6.213)=16.136$ ,  $p<0.001$ . However, only the statements “daily tasks better”, “balance remote office” and “delegates closest to problem” show a significant impact ( $p<0.05$ ). Looking at “structuring daily tasks”, each point increase for this variable (*ceteris paribus*), leads to an increase of the mean response of “remotely in new normal” of 0.355. The same applies to the statement “balance remote office”, with an increase per point for that variable leads to an increase of 0.299 for the mean response of expecting home office to remain the new normal also in the long term. Each additional scale-point for agreeing with the statement “delegated closest to problem” leads to an increase of 0.157 for the mean response of the independent variable (see Appendix E.1. SPSS Output – Regression analyses).

## **Factors that influence the ability to structure daily tasks better**

Looking at reasons for being able to structure daily tasks better, a regression was conducted with “structuring daily tasks better” as the dependent variable and “fulfill expectations”, “performance at home” and the reversed score of “switch off hard” as independent variables. A positive correlation between the variables can be observed. The adjusted  $R^2$  is 0.194. This value is even lower than the one above and not even 20% of the variance of the dependent variable can be explained through the variance of the independent variables. While the overall model is statistically significant ( $F(3,216)=17.582, p<0.001$ ), only two independent variables have a significant impact on the dependent variable. “Performance at home” has a significant positive impact of 0.196, while “fulfill expectations” has a higher impact with an increase of 0.412 per scale-point on “structuring daily tasks”. Thus, it can be derived that when employees are able to keep up their performance and still fulfill managers’ expectations when working remotely, they are also better able to structure daily tasks through home office (see Appendix E.2. SPSS Output – Regression analyses).

## **4. Discussion**

### **4.1. Summary of research findings**

The presented study aims at contributing to the existing literature on the effects of a crisis on the way of working, taking the current COVID-19 crisis as an example. Data from the survey shows that most people in office jobs worked remotely during the crisis at least occasionally, while half of the participants fully worked remotely and thus did not have any face-to-face interactions. Within this dimension both hypotheses were accepted. Most of the respondents were able to benefit from the increased flexibility coming from individual responsibility due to no direct supervision when working remotely. Looking at both groups, it can be derived that people working remotely 100% seem to have organized working from home in a way, where they can benefit even more from the gained flexibility without lacking quality. Furthermore,

especially the ones working remotely 100% can picture home office to remain the new normal, while people not doing home office regularly might not be able to picture themselves working remotely on a regular basis as they have not experienced potential benefits. However, even though home office is expected to become new normal, a balance between working from home and at the office, a “hybrid system”, is preferred.

Looking at potential changes in decision-making due to the crisis, the hypothesis was that the effect of a fast change in the way of working, a reevaluation of business strategies and a stronger focus on “surviving” for many companies would lead to a more centralized decision-making. However, this was not supported by the results of the analysis. It rather seems that due to less possibility of supervision and quick coordination, people being mostly involved in a topic also get the corresponding decision-making power. Also, employees do not feel any less included in decisions. Due to this, also the long-term hypothesis was rejected as there are currently no indications to expect more present organizational hierarchies as a consequence of the pandemic.

Coming to the dimension communication between leaders and employees, it was expected that, especially for participants only working remotely, the number of fixed meetings would increase as casual and spontaneous meetings become more difficult due to different work locations. Additionally, since the crisis does not only affect us professionally but also on a personal level, it was expected that interest in the personal situation increases. While an increase in fixed meetings was especially experienced by the ones doing 100% home office, personal interest did not increase according to the analysis. Finally, decreasing social connectivity is described as one major downside of working remotely across academic literature. Having this in mind, the expectation was a decrease in information flow, on the one side professionally since new findings/information cannot be “called across the table”, but also in terms of casual communication and information flow due to no opportunity for “corridor talks”. While overall, the hypothesis was rejected as most of the people still had the impression to be adequately informed about

important things, casual communication seems to have rapidly declined. This was expected to be primarily true for the group working only remotely as they do not see any colleagues and supervisors in person. However, the analysis shows that there is no significant difference between the groups. Thus, social distancing also affects people seeing others in the office since gatherings keep being forbidden. As a result, if social distancing will continue, casual communication and thus potentially also interpersonal relations will not only further decline for people doing home office exclusively but for everyone.

## **4.2. Conclusion**

Looking at practical contributions, a few managerial recommendations deserve attention. Based on the findings, it can be derived that shifting to remote work completely in the new normal, would maybe not risk professional communication but casual personal exchanges, which can lead to dissatisfaction of employees. Over the long-term, this could also result in a decline in performance (Dahik, Lovich, & Kreafler, 2020). Additionally, work-life-balance can suffer from working from home when no clear borders are set, as already described in the literature review (using private laptops for work purposes or company-provided devices for private communications resulting in a self-imposed obligation to be constantly tied to work-centered mobile devices) (Badura, Ducki, Schröder, Klose, & Meyer, 2019). Therefore, in order to decrease the downsides of regularly remote working, leader/teams should (1) set clear rules and structures for the day, which might include check-ins and check-outs with the team to have direct contact at least twice and to discuss schedules for the day, so that personal and work life can be better integrated into each other, (2) have regular informal meetings, for example remote lunch meetings, fixed coffee breaks with each other or even after-work-activities done remotely. When setting focus of these points, it will support the way of working in different ways. First, it will help people to be able to structure daily tasks better by having indirect supervision, as well as fixed settings where things can be discussed (e.g. when introducing check-ins). Second, fixed

“work-unrelated” meetings support the regular casual information flow even though people are doing home office. Third, when supervision and agreements are kept up, decision-making is very unlikely to get further centralized as a result of the corona crisis after all. Looking long-term at a “hybrid” system, the benefits of home office (i.e. the gain of flexibility to better integrate work into personal life) can be achieved while reducing the downsides of remote work, namely social isolation, lack of performance over the long-term, decreasing information flow as well as potentially increasing health problems (e.g. burnout due to no clear borders). Thus, this study contributes to the field of research on the very recent COVID-19 pandemic and its potential long-term effects. In this way, a gap in literature is filled.

### **4.3. Limitations and further research**

When looking at the results, limitations of the underlying study must be taken into account. First, these refer to partially low Cronbach’s alpha values. Further, the current research was conducted during the COVID-19 pandemic. As the pandemic is an ongoing event, changes can happen daily and therefore might influence each dimension in a different way than they did before. Also, publications or governmental order can change expectations and future implications that could not be foreseen by the author at the time of conducting the research. Thus, it has to be taken into account that the study is only a snapshot of the current, extraordinary situation without having sufficient reference points both for the future and the past. It cannot be guaranteed that the expectations and experiences assessed by the respondents are not also influenced by other factors, unknown to the author. Further, the sample size is not large enough in order to derive the results to the total population. Especially for certain groups (living with children/relatives in need, older people, only office etc.) not enough people participated in the survey to allow for profound secondary analysis. Since the sample was comprised mostly of people in the authors’ (distant) circle of acquaintances in the age range between 20 – 29, an additional limitation is imposed, as younger adults are more familiar with cloud services or

video calls, as well as are proven to adapt more quickly to new circumstances (Levitt, 2016). However, since this age group will be affected the longest by potential long-term changes it might reduce the general applicability for today but increases insights into our future way of work. Interestingly, the analysis revealed that the living conditions (e.g. living alone, with a partner or children) had no significant impact on the experience of flexibility or productivity gained through remote working as well as on future expectations. This topic was not the primary focus of this study and as already discussed, not enough people of each group participated for conducting further analyses. Thus, it merits further research. In general, it should be acknowledged that the underlying results do not imply causality.

While this study focused on the analysis of differences depending on the work location, it is recommended that further research has a sample with a broader age range and more participants with different living situations. This helps to better understand additional reasons for being able to structure daily tasks better, how different groups experienced and expect decision-making and possible reasons behind it or how to support ongoing communication also in times of social distancing. As already indicated, the research topic is very recent and thus, doing a similar analysis with more insights and including newly introduced regulatory circumstances (e.g. a potential nationwide regulation regarding remote working) will give new valuable insights on how the way of working changes but especially what we can expect for the future. Moreover, it could be insightful to conduct qualitative research for getting further insights, e.g. on how it is possible for people to structure daily tasks better or how to keep up the performance level. These insights then could be again queried for a wider group of participants to get representative results of peoples' experiences and expectations.

## References

- Alipour, J.-V., Falck, O., & Schüller, S. (2020). Germany's Capacity to Work from Home. *cesifo Working Paper No. 8227*, 2.
- Argenti, P. A. (2002, December). *Crisis Communication: Lessons from 9/11*. Retrieved September 15, 2020, from Harvard Business Review: <https://hbr.org/2002/12/crisis-communication-lessons-from-911>
- Argenti, P. A. (2020, March 13). *Communicating Through the Coronavirus Crisis*. Retrieved September 3, 2020, from Harvard Business Review: <https://hbr.org/2020/03/communicating-through-the-coronavirus-crisis>
- Arntz, M., Yahmed, S. B., & Berlingieri, F. (2020). *Working from Home and COVID-19: The chances and risks for gender gaps*. Mannheim: ZEW. Retrieved December 11, 2020, from [http://ftp.zew.de/pub/zew-docs/ZEWKurzexpertisen/EN/ZEW\\_Shortreport2009.pdf](http://ftp.zew.de/pub/zew-docs/ZEWKurzexpertisen/EN/ZEW_Shortreport2009.pdf)
- Atwater, L. E., & Waldman, D. (2012). *Leadership, feedback, and the open communication gap*. New York: Taylor & Francis Group.
- Badura, B., Ducki, A., Schröder, H., Klose, J., & Meyer, M. (2019). *Fehlzeiten-Report 2019: Digitalisierung - gesundes Arbeiten ermöglichen*. Berlin Heidelberg: Springer.
- Bakonyi, Z., & Muraközy, B. (2016). *Centralization of strategic decisions during the Great Recession: An empirical analysis of European manufacturing firms*. Budapest: INSTITUTE OF ECONOMICS, CENTRE FOR ECONOMIC AND REGIONAL STUDIES.
- Billinger, S., & Workiewicz, M. (2019). Fading hierarchies and the emergence of. *Journal of Organizational Design*, 1-6.

- British Chambers of Commerce. (2020, April 16). *Effective communication during Coronavirus*. Retrieved September 15, 2020, from British Chambers of Commerce Web Site: <https://www.britishchambers.org.uk/news/2020/04/effective-communication-during-coronavirus>
- Broekstra, G. (2018). Decentralization. In A. M., & T. D.J., *The Palgrave Encyclopedia of Strategic Management*. London: Palgrave Macmillan. Retrieved from [https://link.springer.com/referenceworkentry/10.1057/978-1-137-00772-8\\_726](https://link.springer.com/referenceworkentry/10.1057/978-1-137-00772-8_726)
- Cambridge Dictionary. (2020). "*Communication*". Retrieved September 12, 2020, from Cambridge Dictionary.com: <https://dictionary.cambridge.org/dictionary/english/communication>
- Caramela, S. (2020, March 31). *Working From Home Increases Productivity*. Retrieved August 31, 2020, from Business News Daily: <https://www.businessnewsdaily.com/15259-working-from-home-more-productive.html>
- Cole, B. M. (2020, April 14). *Forbes*. Retrieved from 7 Simple Steps For Good Decision Making During A Crisis: <https://www.forbes.com/sites/biancamillercole/2020/04/14/follow-these-7-steps-for-good-decision-making-in-a-crisis/#7bf72da93fe4>
- Copeland, R., & Grant, P. (2020, July 27). Google to Keep Employees Home Until Summer 2021 Amid Coronavirus Pandemic. *The Wall Street Journal*. Retrieved December 5, 2020, from <https://www.wsj.com/articles/google-to-keep-employees-home-until-summer-2021-amid-coronavirus-pandemic-11595854201>
- Dahik, A., Lovich, D., & Kreafler, C. (2020, August 11). *What 12,000 Employees Have to Say About the Future of Remote Work*. Retrieved August 31, 2020, from Boston

- Consulting Group: <https://www.bcg.com/publications/2020/valuable-productivity-gains-covid-19>
- Davis-Laack, P. (2020, April 1). *The Art Of Making Tough Decisions In A Crisis*. Retrieved from Forbes: <https://www.forbes.com/sites/pauladavislaack/2020/04/01/the-art-of-making-tough-decisions-in-a-crisis/#4b0722f52fa0>
- Felsenthal, M. (2020, June 8). *COVID-19 to Plunge Global Economy into Worst Recession since World War II*. Retrieved from The World Bank: <https://www.worldbank.org/en/news/press-release/2020/06/08/covid-19-to-plunge-global-economy-into-worst-recession-since-world-war-ii>
- George, D., & Mallery, P. (2003). *SPSS for Windows Step by Step: A Simple Guide and Reference, 11.0 Update*. Boston: Allyn & Bacon.
- Gliem, J. A., & Gliem, R. R. (2003). *Calculating, Interpreting, And Reporting Cronbach's Alpha Reliability Coefficient For Likert-Type Scales*. Columbus, Ohio: Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education. Retrieved from <http://hdl.handle.net/1805/344>
- Global Workplace Analytics. (2020). *Global Work-from-Home Experience Survey Report*. Retrieved from <https://globalworkplaceanalytics.com/wp-content/uploads/edd/2020/05/Global-Work-from-Home-Experience-Survey-Report-FINAL.pdf>
- Global Workplace Analytics. (2020). *The Future of Home Office Cost Sharing*. Design Public Group. Retrieved December 5, 2020, from <https://globalworkplaceanalytics.com/wp-content/uploads/edd/2020/10/The-Future-of-Home-Office-Cost-Sharing.pdf>

- Göpner-Reinecke, C. (2019). *Arbeiten im Homeoffice: Höhere Arbeitszufriedenheit, aber stärkere psychische Belastungen*. Berlin: AOK Research Institute; AOK Federal Association.
- Harrison, J., & Freeman, E. (2004). *Is organizational democracy worth the effort? Academy of Management Executive*.
- Haufe, Metaplan. (2020). *The Next Normal: Perspektiven zur Zukunft des Organisierens*. Haufe.
- Kwiatkowski, C. (2019). Effective Team Leader and Interpersonal Communication Skills. In W. Strielkowski, *Sustainable Leadership for Entrepreneurs and Academics*. Springer Proceedings in Business and Economics (pp. 121-130). Springer, Cham. Retrieved from [https://doi.org/10.1007/978-3-030-15495-0\\_13](https://doi.org/10.1007/978-3-030-15495-0_13)
- Levitt, G. (2016). *Team Planning for Project Managers and Business Analysts*. Boca Raton: CRC Press.
- Malone, T. W. (2004, March 29). Making the Decision to Decentralize. In T. W. Malone, *The Future of Work: How the New Order of Business Will Shape Your Organization, Your Management Style, and Your Life*. Boston: Harvard Business School Press. Retrieved September 3, 2020, from Harvard Business School Working Knowledge: <https://hbswk.hbs.edu/archive/making-the-decision-to-decentralize>
- May, R., & Akerson, A. (2003). *The Leader as Communicator: Strategies and Tactics to Build Loyalty, Focus Effort, and Spark Creativity*. New York: Amazon.
- McKay, M. (2019, March 8). *Effective Business Communication Skills*. Retrieved September 13, 2020, from [smallbusiness.chron.com: https://smallbusiness.chron.com/effective-business-communication-skills-2865.html](https://smallbusiness.chron.com/effective-business-communication-skills-2865.html)

- Mendy, A., Stewart, M. L., & VanAkin, K. (2020, April 17). *A leader's guide: Communicating with teams, stakeholders, and communities during COVID-19*. Retrieved September 3, 2020, from McKinsey.com:  
<https://www.mckinsey.com/business-functions/organization/our-insights/a-leaders-guide-communicating-with-teams-stakeholders-and-communities-during-covid-19>
- Miller, J. (2020, July 23). *Covid crisis softens Germany's stiff corporate culture*. Retrieved August 30, 2020, from Financial Times: <https://www.ft.com/content/338b1d6d-8b46-4c75-8c2b-d9518477b8e1>
- Moskalenko, V., & Yevsieieva, I. (2015). Effective leadership conflict management in food technology enterprises. *International Economics Letters*, Vol.4(2), 91-102.
- Paul, K. (2020, May 12). Twitter announces employees will be allowed to work from home 'forever'. *The Guardian*. Retrieved 12 5, 2020, from <https://www.theguardian.com/technology/2020/may/12/twitter-coronavirus-covid19-work-from-home>
- Rédei, G. P. (2008). t-Test. In *Encyclopedia of Genetics, Genomics, Proteomics and Informatics*. Dordrecht: Springer Netherlands. doi:[https://doi.org/10.1007/978-1-4020-6754-9\\_17572](https://doi.org/10.1007/978-1-4020-6754-9_17572)
- Roy, A. (2020, April 3). *Arundhati Roy: 'The pandemic is a portal'*. Retrieved August 17, 2020, from Financial Times: <https://www.ft.com/content/10d8f5e8-74eb-11ea-95fe-fcd274e920ca>
- Schaible, S. (2020, November 25). The Home Office Becomes the New Normal. *Think: Act22*, pp. 54-58.

Schmidt, S. (2020, March 25). *Mehr Flexibilität durch Homeoffice – egal in welchen Zeiten*.

Retrieved August 31, 2020, from Haufe: Zukunft Immobilienwirtschaft:

[https://www.haufe.de/immobilien/wohnungswirtschaft/homeoffice-flexibilitaet-in-krisenzeiten-und-darueber-hinaus\\_260\\_512544.html?page=11](https://www.haufe.de/immobilien/wohnungswirtschaft/homeoffice-flexibilitaet-in-krisenzeiten-und-darueber-hinaus_260_512544.html?page=11)

Strielkowski, W., & Chigisheva, O. (2018). Social, Economic, and Academic Leadership for Sustainable Development of Business and Education in the Future: an Introduction. In

W. Strielkowski, & O. Chigisheva, *Leadership for the Future Sustainable*

*Development of Business and Education* (pp. 3-8). Springer, Cham. Retrieved from

[https://doi.org/10.1007/978-3-319-74216-8\\_1](https://doi.org/10.1007/978-3-319-74216-8_1)

Tang, K. N. (2015). Communication in educational institutions, Unit 4. In *EED514/05*

*educational administration: Theory and practice*. Penang, Malaysia: Wawasan Open University.

Vantrappen, H., & Wirtz, F. (2017, December 26). *When to Decentralize Decision Making, and When Not To*. Retrieved from Harvard Business Review:

<https://hbr.org/2017/12/when-to-decentralize-decision-making-and-when-not-to>

WirtschaftsWoche. (2020, November 14). *Homeoffice nicht gut für Produktivität*. Retrieved from WirtschaftsWoche: [https://www.wiwo.de/unternehmen/unternehmensumfrage-](https://www.wiwo.de/unternehmen/unternehmensumfrage-homeoffice-nicht-gut-fuer-produktivitaet/26624808.html)

[homeoffice-nicht-gut-fuer-produktivitaet/26624808.html](https://www.wiwo.de/unternehmen/unternehmensumfrage-homeoffice-nicht-gut-fuer-produktivitaet/26624808.html)

Zielińska, A. (2016). Information is a market products and information markets. *Czech*

*Journal of Social Sciences, Business and Economics, Vol.5(4)*, 31-38. Retrieved from

<https://doi.org/10.24984/cjssbe.2016.5.4.4>

# Appendix

## Appendix A: Survey

### Appendix A.1. Structure of questionnaire

## Impact of Corona on our way of working

Dear participant,

The corona virus affects us all in different ways. In recent months, we have had to overcome different challenges in the way we work (with each other), in our leadership, but also for each of us individually.

My name is Svea Rosenhauer and I am currently doing my Masters in Management at Nova School of Business and Economics in Lisbon. In my master thesis I am dealing with the impact of the corona crisis on today's way of working and its potential long-term effects resulting in a new normal. The survey addresses office-jobs.

The survey is completely voluntary and anonymous. Your answers can in no way be traced to you, your employer or leader. By participating, you are helping to ensure that the results best possible reflect our current experiences and what we expect for the future.

The survey takes about 5 minutes and is divided into three sections, followed by some demographic questions. Please answer these questions completely intuitively.

Thank you very much for your participation and thus your important contribution to my master thesis!

Best,  
Svea

\* Erforderlich

### Home office as the new normal

The following section refers to how you experience working from home over the last few months.

1. Please specify the average percentage of your working hours done remotely during the high phase of the crisis (March/April) \*

*each number counts for 10%*

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

only in the office

fully mobile

2. Has the balance between mobile working and office days changed in the last two months (July/August) compared to the answer given above (March/April)? \*

- Home office increased
- It stayed the same as stated in question 1
- Office days increased

3. Please make an assessment of the following statements \*

*This is about your personal and subjective assessment. Please answer the questions quickly and intuitively.*

	not at all applicable	mostly not applicable	moderate applicable	mostly applicable	almost fully applicable
I find it hard to switch off after work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working from home does not affect my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
With home office, I am able to structure my daily tasks better	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In home office I fulfil my managers' expectations in terms of my role and my scope of responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I see myself working remotely regularly in the new normal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer having the possibility of working remotely and in the office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Decision-making during the crisis

The following section refers to how you experience decision-making within the corona crisis. Please always refer to the leader who has been with you most during the crisis. If you are led by more than one person, please refer to only one of them.

4. My leader... \*

	not at all applicable	mostly not applicable	moderate applicable	mostly applicable	almost fully applicable
includes me in decisions that directly affect me and my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
makes decision quickly and without hesitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
includes my and my team's ideas in decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
delegates most major decisions to the persons closest to the problem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please make an assessment of the following statements \*

	not at all applicable	mostly not applicable	moderate applicable	mostly applicable	almost fully applicable
Since the crisis, I was mostly presented uncompromising decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since the crisis, I have been given more responsibility in my area of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Communication between leaders and employees during the crisis

The following section refers to how you experienced decision-making within the Corona crisis. Please always refer to the leader who has been with you most during the crisis. If you are led by more than one person, please refer to only one of them.

6. My leader... \*

	not at all applicable	mostly not applicable	moderate applicable	mostly applicable	almost fully applicable
gives clear feedback to my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
resolves important questions straight away	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
informs me about important things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
is not there when needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
shows interest also for my personal situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please make an assessment of the following statements \*


	not at all applicable	mostly not applicable	moderate applicable	mostly applicable	almost fully applicable
the amount on fixed meetings has increased during the crisis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Since the crisis, my supervisor shows more interest in my personal situation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information previously exchanged via "corridor talk" is completely eliminated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Some demographic questions

8. Please state the gender you mostly identify yourself with

- Female
- Male
- Diverse
- Other

9. Please specify your Age

10.  

- under 20
- 20 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- above 59

ring mobile working  
of care

10. Please specify your Work- and Life situation during mobile working

- Living with children to look after or relatives in need of care
- Living together with your partner
- Living in a shared flat
- Living with family members
- Living alone

11. Please specify the size of your current company

- 1 - 99
- 100 - 999
- > 1000

## Appendix A.2. Renaming statements

Nr.	Statement	Statement Name
	<b>Remote Working</b>	
1	I find it hard to switch off after work	Switch off hard
2	Working from home does not affect my performance	Performance at home
3	With home office, I am able to structure my daily tasks better	Structuring daily tasks
4	In home office I fulfil my managers' expectations in terms of my role and my scope of responsibilities	Fulfill Expectations
5	I see myself working remotely regularly in the new normal	Remotely in new normal
6	I prefer having the possibility of working remotely and in the office	Balance Remote Office
	<b>Decision-making</b>	
7	My leader includes me in decisions that directly affect me and my team	Decisions Included
8	My leader makes decision quickly and without hesitation	Decisions Quickly
9	My leader includes my and my team's ideas in decisions	Involves Ideas in Decisions
10	My leader delegates most major decisions to the persons closest to the problem	Delegates closest to problem
11	Since the crisis, I was mostly presented uncompromising decisions	Uncompromising decisions
12	Since the crisis, I have been given more responsibility in my area of operation	More responsibility
	<b>Communication</b>	
13	My leader gives clear feedback on my work	Feedback on work
14	My leader resolves important questions straight away	Resolves important questions
15	My leader informs me about important things	Informs me
16	My leader is not there when needed	Not there when needed
17	My leader shows interest also for my personal situation	Interest personal situation
18	The amount on fixed meetings has increased during the crisis	More fixed meetings
19	Since the crisis, my supervisor shows more interest in my personal situation	More personal interest since crisis
20	Information previously exchanged via "corridor talk" is completely eliminated	No corridor talk information

**Appendix B: SPSS Output – Reliability analysis**

***Appendix B.1. Cronbach’s alpha for decentralized decision-making<sup>1</sup>:***

Table 1: Cronbach’s alpha including all relevant variables for decentralized decision-making

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Decisions_Included	17,02	8,027	,548	,479
Decisions_Quickly	17,25	9,476	,306	,583
Involves_Ideas_in_Decision	16,88	7,962	,596	,461
Delegates_Closest_to_Problem	17,15	8,813	,425	,536
Reversed_Uncompromising_Decisions	17,34	10,407	,160	,634
More_Responsibility	17,60	10,224	,109	<b>,669</b>

Table 2: Cronbach’s alpha after excluding “More\_Responsibility”

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Decisions_Included	13,97	6,323	,558	,550
Decisions_Quickly	14,20	7,512	,335	,655
Involves_Ideas_in_Decision	13,83	6,162	,635	,513
Delegates_Closest_to_Problem	14,10	7,223	,390	,632
Reversed_Uncompromising_Decisions	14,29	8,205	,217	<b>,701</b>

---

<sup>1</sup> n=220, original alpha=.612

**Appendix B.2. Cronbach's alpha for information flow<sup>2</sup>:**

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Feedback_on_Work	17,10	8,516	,573	,450
Resolves_Important_Questions	17,15	9,452	,583	,471
Informs_Me	16,92	9,606	,539	,486
Reversed_not_there_when_needed	16,70	9,826	,426	,526
More_Fixed_Meetings	17,37	11,459	,055	<b>,700</b>
Reversed_no_Corridor_Talk_Information	18,46	12,596	,030	,666

---

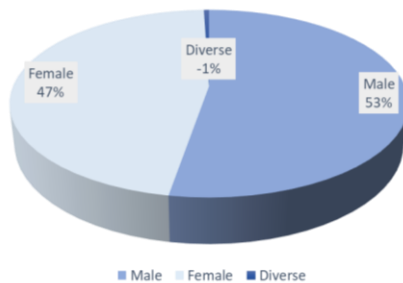
<sup>2</sup> n=220, original alpha=.606

## Appendix C: Sample

### Appendix C.1. Average percentage of working hours done remotely

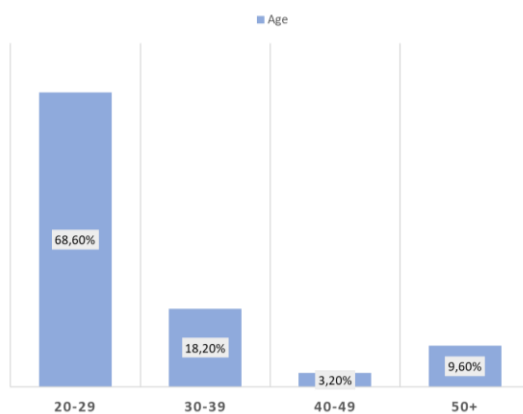
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0,00%	11	5,0	5,0	5,0
	10,00%	11	5,0	5,0	10,0
	20,00%	8	3,6	3,6	13,6
	30,00%	8	3,6	3,6	17,3
	40,00%	5	2,3	2,3	19,5
	50,00%	10	4,5	4,5	24,1
	60,00%	14	6,4	6,4	30,5
	70,00%	12	5,5	5,5	35,9
	80,00%	19	8,6	8,6	44,5
	90,00%	12	5,5	5,5	50,0
	100,00%	110	50,0	50,0	100,0
	Total		220	100,0	100,0

### Appendix C.2. Gender distribution



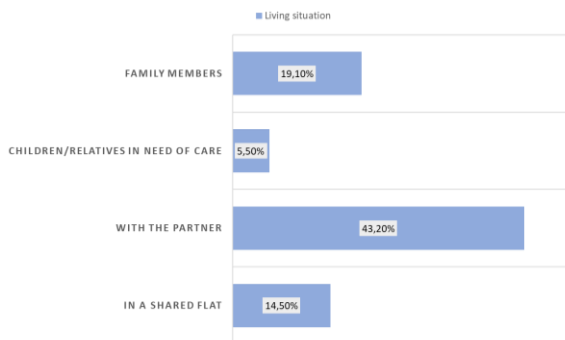
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diverse	1	,5	,5	,5
	Female	103	46,8	46,8	47,3
	Male	116	52,7	52,7	100,0
	Total	220	100,0	100,0	

### Appendix C.3. Age distribution



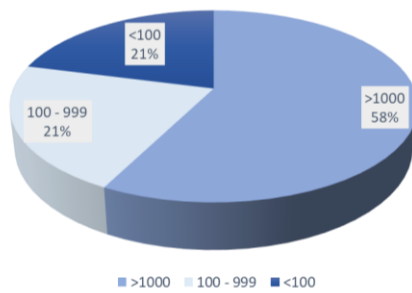
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	,5	,5	,5
20 - 29	151	68,6	68,6	69,1
30 - 39	40	18,2	18,2	87,3
40 - 49	7	3,2	3,2	90,5
50 - 59	18	8,2	8,2	98,6
above 59	3	1,4	1,4	100,0
Total	220	100,0	100,0	

### Appendix C.4. Living situation



	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	,5	,5	,5
Living alone	38	17,3	17,3	17,7
Living in a shared flat	32	14,5	14,5	32,3
Living together with your partner	95	43,2	43,2	75,5
Living with children to look after or relatives in need of care	12	5,5	5,5	80,9
Living with family members	42	19,1	19,1	100,0
Total	220	100,0	100,0	

### Appendix C.5. Size of company



	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	,5	,5	,5
> 1000	126	57,3	57,3	57,7
1 - 99	46	20,9	20,9	78,6
100 - 999	47	21,4	21,4	100,0
Total	220	100,0	100,0	

## Appendix D: SPSS Output – Descriptive statistics and t-tests

### *Appendix D.1. All participants – descriptive statistics for remote work variables*

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
Reversed_Switch_Off_Hard	220	3,07	1,176
Performance_at_home	220	3,05	1,223
Structuring_Daily_Tasks	220	3,25	1,264
Fulfill_Expectations	220	3,94	1,115
Remotely_in_New_Normal	220	3,42	1,193
Balance_Remote_Office	220	4,34	,930
Valid N (listwise)	220		

3

### *Appendix D.2. Group comparison (100% vs. <100%) – t-test for comparing means for remote working variables*

<b>Group Statistics</b>					
	Group	N	Mean	Std. Deviation	Std. Error Mean
Reversed_Switch_Off_Hard	1	110	3,12	1,123	,107
	2	110	3,03	1,230	,117
Performance_at_home	1	110	3,12	1,269	,121
	2	110	2,97	1,177	,112
Daily_Tasks_Better	1	110	3,58	1,244	,119
	2	110	2,93	1,202	,115
Fulfill_Expectations	1	110	4,23	1,020	,097
	2	110	3,65	1,137	,108
Remotely_in_New_Normal	1	110	3,74	1,131	,108
	2	110	3,11	1,176	,112
Balance_Remote_Office	1	110	4,61	,637	,061
	2	110	4,07	1,090	,104

---

<sup>3</sup> □ = variables for hypotheses testing

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Reversed_Switch_Off_Hard	Equal variances assumed	1,580	,210	,572	218	,568	,091	,159	-,222	,404	
	Equal variances not assumed			,572	216,218	,568	,091	,159	-,222	,404	
Performance_at_home	Equal variances assumed	1,375	,242	,882	218	,379	,145	,165	-,180	,471	
	Equal variances not assumed			,882	216,774	,379	,145	,165	-,180	,471	
Daily_Tasks_Better	Equal variances assumed	,299	,585	3,968	218	,000	,655	,165	,329	,980	
	Equal variances not assumed			3,968	217,737	,000	,655	,165	,329	,980	
Fulfill_Expectations	Equal variances assumed	3,068	,081	3,933	218	,000	,573	,146	,286	,860	
	Equal variances not assumed			3,933	215,468	,000	,573	,146	,286	,860	
Remotely_in_New_Normal	Equal variances assumed	,458	,499	4,033	218	,000	,627	,156	,321	,934	
	Equal variances not assumed			4,033	217,667	,000	,627	,156	,321	,934	
Balance_Remote_Office	Equal variances assumed	17,355	,000	4,457	218	,000	,536	,120	,299	,774	
	Equal variances not assumed			4,457	175,665	,000	,536	,120	,299	,774	

**Appendix D.3. Extra group comparison (>20% vs. <=20% HO) – t-test for comparing means for variables indicating long-term expectations for home office**

**T-Test**

Group Statistics					
	Group	N	Mean	Std. Deviation	Std. Error Mean
Remotely_in_New_Normal	1	190	3,54	1,171	,085
	2	30	2,67	1,061	,194

Independent Samples Test											
		Levene's Test for Equality of Variances				t-test for Equality of Means				95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
Remotely_in_New_Normal	Equal variances assumed	,781	,378	3,851	218	,000	,875	,227	,427	1,323	
	Equal variances not assumed			4,138	40,987	,000	,875	,212	,448	1,303	

**Appendix D.4. All participants – descriptive statistics for decision-making variables**

**Descriptive Statistics**

	N	Mean	Std. Deviation
Decisions_Included	220	3,63	1,019
Decisions_Quickly	220	3,40	,967
Involves_Ideas_in_Decision	220	3,77	,982
Delegates_Closest_to_Problem	220	3,50	,977
decentralized_decisions	220	3,5716	,71612
Valid N (listwise)	220		

**Appendix D.5. Group comparison (100% vs. <100%) – t-test for comparing means for decision-making variables**

**Group Statistics**

	Group	N	Mean	Std. Deviation	Std. Error Mean
Decisions_Included	1	110	3,75	,962	,092
	2	110	3,51	1,064	,101
Decisions_Quickly	1	110	3,54	,964	,092
	2	110	3,25	,952	,091
Involves_Ideas_in_Decision	1	110	3,94	,941	,090
	2	110	3,60	,997	,095
Delegates_Closest_to_Problem	1	110	3,62	,977	,093
	2	110	3,37	,966	,092
decentralized_decisions	1	110	3,709	,6878	,0656
	2	110	3,434	,7205	,0687

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Decisions_Included	Equal variances assumed	1,459	,228	1,728	218	,085	,236	,137	-,033	,506
	Equal variances not assumed			1,728	215,807	,085	,236	,137	-,033	,506
Decisions_Quickly	Equal variances assumed	,101	,750	2,181	218	,030	,282	,129	,027	,537
	Equal variances not assumed			2,181	217,967	,030	,282	,129	,027	,537
Involves_Ideas_in_Decision	Equal variances assumed	3,145	,078	2,573	218	,011	,336	,131	,079	,594
	Equal variances not assumed			2,573	217,274	,011	,336	,131	,079	,594
Delegates_Closest_to_Problem	Equal variances assumed	,032	,859	1,874	218	,062	,245	,131	-,013	,504
	Equal variances not assumed			1,874	217,974	,062	,245	,131	-,013	,504
decentralized_decisions	Equal variances assumed	,087	,768	2,896	218	,004	,2750	,0950	,0878	,4622
	Equal variances not assumed			2,896	217,532	,004	,2750	,0950	,0878	,4622

**Appendix D.6. All participants – descriptive statistics for communication variables**

**Descriptive Statistics**

	N	Mean	Std. Deviation
Feedback_on_Work	220	3,65	1,147
Resolves_Important_Questions	220	3,59	,934
Informs_Me	220	3,82	,948
Reversed_not_there_when_needed	220	4,04	1,037
Interest_Personal_Situation	220	3,59	1,165
More_Fixed_Meetings	220	3,37	1,312
More_Personal_Interest_Since_Crisis	220	2,70	1,048
Reversed_no_Corridor_Talk_Information	220	2,28	,938
personal_fixed_meetings	220	3,516	,6463
information_flow	220	3,493	,6779
Valid N (listwise)	220		

**Appendix D.7. Group comparison (100% vs. <100%) – t-test for comparing means for communication variables**

**Group Statistics**

	Group	N	Mean	Std. Deviation	Std. Error Mean
Feedback_on_Work	1	110	3,71	1,168	,111
	2	110	3,58	1,128	,108
Resolves_Important_Questions	1	110	3,66	,881	,084
	2	110	3,52	,984	,094
Informs_Me	1	110	3,88	,936	,089
	2	110	3,75	,960	,091
Reversed_not_there_when_needed	1	110	4,06	1,025	,098
	2	110	4,01	1,054	,100
Interest_Personal_Situation	1	110	3,57	1,207	,115
	2	110	3,60	1,127	,107
More_Fixed_Meetings	1	110	3,60	1,301	,124
	2	110	3,14	1,288	,123
More_Personal_Interest_Since_Crisis	1	110	2,69	1,107	,106
	2	110	2,70	,991	,095
Reversed_no_Corridor_Talk_Information	1	110	2,17	,887	,085
	2	110	2,39	,978	,093
personal_fixed_meetings	1	110	3,579	,6899	,0658
	2	110	3,453	,5961	,0568
information_flow	1	110	3,511	,6852	,0653
	2	110	3,476	,6731	,0642

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Feedback_on_Work	Equal variances assumed	,005	,943	,822	218	,412	,127	,155	-,178	,432
	Equal variances not assumed			,822	217,740	,412	,127	,155	-,178	,432
Resolves_Important_Questions	Equal variances assumed	1,598	,208	1,155	218	,249	,145	,126	-,103	,394
	Equal variances not assumed			1,155	215,392	,249	,145	,126	-,103	,394
Informs_Me	Equal variances assumed	,023	,879	,996	218	,320	,127	,128	-,125	,379
	Equal variances not assumed			,996	217,863	,320	,127	,128	-,125	,379
Reversed_not_there_when_needed	Equal variances assumed	,270	,604	,389	218	,698	,055	,140	-,222	,331
	Equal variances not assumed			,389	217,837	,698	,055	,140	-,222	,331
Interest_Personal_Situation	Equal variances assumed	1,560	,213	-,173	218	,863	-,027	,157	-,338	,283
	Equal variances not assumed			-,173	216,967	,863	-,027	,157	-,338	,283
More_Fixed_Meetings	Equal variances assumed	,000	,982	2,656	218	,008	,464	,175	,120	,808
	Equal variances not assumed			2,656	217,981	,008	,464	,175	,120	,808
More_Personal_Interest_Since_Crisis	Equal variances assumed	,891	,346	-,064	218	,949	-,009	,142	-,288	,270
	Equal variances not assumed			-,064	215,408	,949	-,009	,142	-,288	,270
Reversed_no_Corridor_Talk_Information	Equal variances assumed	3,960	,048	-,1734	218	,084	-,218	,126	-,466	,030
	Equal variances not assumed			-,1734	215,957	,084	-,218	,126	-,466	,030
personal_fixed_meetings	Equal variances assumed	2,918	,089	1,447	218	,149	,1258	,0869	-,0456	,2971
	Equal variances not assumed			1,447	213,507	,149	,1258	,0869	-,0456	,2971
Information_flow	Equal variances assumed	,014	,907	,381	218	,704	,0348	,0916	-,1456	,2153
	Equal variances not assumed			,381	217,930	,704	,0348	,0916	-,1457	,2153

## Appendix E: SPSS Output – Regression analyses

### *Appendix E.1. Regression analysis: Factors relevant for expecting home office to remain the new normal*

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,559 <sup>a</sup>	,312	,293	1,003

a. Predictors: (Constant), Delegates\_Closest\_to\_Problem, Performance\_at\_home, Reversed\_Switch\_Off\_Hard, Balance\_Remote\_Office, Structuring\_Daily\_Tasks, Fulfill\_Expectations

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97,398	6	16,233	16,136	,000 <sup>b</sup>
	Residual	214,288	213	1,006		
	Total	311,686	219			

a. Dependent Variable: Remotely\_in\_New\_Normal

b. Predictors: (Constant), Delegates\_Closest\_to\_Problem, Performance\_at\_home, Reversed\_Switch\_Off\_Hard, Balance\_Remote\_Office, Structuring\_Daily\_Tasks, Fulfill\_Expectations

#### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,223	,454		,491	,624
	Reversed_Switch_Off_Hard	-,028	,058	-,027	-,477	,634
	Performance_at_home	,041	,058	,042	,714	,476
	Structuring_Daily_Tasks	,355	,061	,376	5,808	,000
	Fulfill_Expectations	,040	,069	,037	,575	,566
	Balance_Remote_Office	,299	,080	,233	3,728	,000
	Delegates_Closest_to_Problem	,157	,070	,129	2,235	,026

a. Dependent Variable: Remotely\_in\_New\_Normal

**Appendix E.2. Regression analysis: Factors that influence the ability to structure daily tasks better**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,443 <sup>a</sup>	,196	,185	1,141

a. Predictors: (Constant), Fulfill\_Expectations, Reversed\_Switch\_Off\_Hard, Performance\_at\_home

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68,644	3	22,881	17,582	,000 <sup>b</sup>
	Residual	281,101	216	1,301		
	Total	349,745	219			

a. Dependent Variable: Structuring\_Daily\_Tasks

b. Predictors: (Constant), Fulfill\_Expectations, Reversed\_Switch\_Off\_Hard, Performance\_at\_home

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,884	,378		2,341	,020
	Reversed_Switch_Off_Hard	,048	,066	,044	,727	,468
	Performance_at_home	,198	,064	,191	3,076	,002
	Fulfill_Expectations	,412	,070	,363	5,844	,000

a. Dependent Variable: Structuring\_Daily\_Tasks