



“Remote Working Models and their impact on employee performance levels”

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ABSTRACT

Remote work models are here to stay as employees and businesses see tangible benefits in critical metrics, from better overall happiness to improved productivity and performance. However, much more must be done to fully embrace the possibilities of a remote working future, including creating an inclusive culture, developing employee retention strategies, and implementing technology infrastructure.

Given that work plays a central role in today's society, examining its evolution and the new relationships between workers and employers, characterised by both the introduction of new technologies and new challenges such as the COVID-19 pandemic, justifies examining the importance of these working models.

Thus, the dissertation aimed to investigate and understand what factors interfere with the performance process of employees working in the remote working model. The research also examined how performance is measured and how managers generate results. This will build the debate around performance in a remote working model context. In addition, the research investigated the competencies required for high performance in a remote working model, identifying the challenges and opportunities of remote working on employee performance.

A quantitative research approach was applied to this study with primary data gathered through an online questionnaire. Secondary research was also conducted to evaluate relevant academic sources in this space.

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CHAPTER 1: INTRODUCTION

1.1 BACKGROUND TO THE STUDY

The remote working model is well established as employees and companies find specific benefits in key indicators, from improved general well-being to improved productivity and work performance (Contreras et al., 2020). However, more must be done to fully realize future opportunities for remote work, especially in building a comprehensive culture, developing employee retention strategies, and deploying technology infrastructure (Chaudhary et al., 2022).

There remains uncertainty about how different remote working models affect employee participation and engagement. Chiavenato explains (2014) that an opposing point of this work model is the difficulty in dissociating work from private life and the time spent with the family, isolation and loss of visibility in front of others. It is understood, therefore, that the motivation factor cannot be neglected in this scenario, as it directly affects the results of employees and companies. Thus, the organization of the workforce and the creation of mechanisms of engagement and productivity become a determining factor in building an organizational model that simultaneously promotes economic growth and has a workforce effectively motivated and engaged, thus ensuring an improvement in employee performance (Galanti et al., 2021).

When analyzing strategic people management, Moço et al., (2020) emphasize the need for leadership styles better suited to generate engagement and the direct involvement of leadership in achieving this engagement. It is notorious that companies are living in more difficult times, and leadership's role remains fundamental to organizational results and faces new challenges. Therefore, Contreras et al. (2020) point out that in remote work, where the relationships between leader and followers are mediated by information technology, the behavioural problem may be a limiting force in using this type of work since it affects the performance of employees.

1.2 GAPS IN THE LITERATURE

Oliveira (2021) highlights increased competitiveness in the context of 21st century society as a result of both the globalization of markets and the presence of more

demanding customers. In addition, this is combined with the development and use of new technologies in company activities and the demand for systematic innovation combined with cost reduction. This complexity presents employees with new challenges, which end up effectively contributing to the achievement of corporate objectives.

Studying this new paradigm requires a better understanding of companies' work models: the face-to-face, remote and hybrid models. The face-to-face model is the conventional model of hiring model. This consists of the worker going to the office on working days according to the scheduling and fulfilling their schedule with colleagues and supervisors (Gratton, 2021). The remote model refers to providing services outside the employer's premises using technology to perform tasks and connect with colleagues, while hybrid work combines face-to-face and remote work. This modality aims to offer leaders, managers, employees, and employees flexibility and autonomy in the organization of their routines and combines the potential of both work models (Alexander et al., 2020).

Among these models, Ferreira et al., (2021) point out that remote work was the one that has gained most strongly over the last few years. The transition from the traditional face-to-face office-based work model to a remote work model, has become a recent issue for the modern day employee as this work model has become more prevalent as a result of the COVID-19 pandemic. The COVID-19 pandemic has considerably impacted the lives of the vast majority of society, affecting aspects relating to health, politics, economics, education, social life and the world of work.

Governments around the world responded to COVID-19 by enacting a remote working policy to reduce the virus transmission rate between people (Buchanan et al., 2021). Although the definition of remote work was developed over 30 years ago (Martino and Wirth, 1990), this concept continues to be refined and is associated with the advent of remote information and communication technologies (ICTs) that enable opportunities for professional performance away from the traditional workplace (Ollo-López et al., 2020). In this way, professional activities performed in locations outside the organization and mediated by the use of ICTs are understood as remote work.

Therefore, without being able to leave home, companies have found a solution in this new model so that work does not stop permanently. Yang et al., (2022) point out that it is worth noting that companies that already used remote work before the pandemic, in most cases, are more progressive organizations.

These new work models, imposed by the current global scenario and by the transformations driven by technology, require flexibility in work relationships as according to Castells and Spain (2007), the networked environment promotes an expressive physical distance in information capitalism between people at work. Nowadays, in several countries, remote work is seen as a new reality to be experienced by employees who need to learn to interact with geographically dispersed groups.

Initially, it was assumed that the measures taken concerning the pandemic would negatively affect the employees' working conditions and their commitment to it and, consequently, would impact their productivity (Moço et al., 2020). As a result of the increasing adoption of remote work and as a way to contain the negative impact of the abrupt introduction of this modality, the role of the human resources management area stands out, fundamental in organizations, since human performance is based on training and quality of working conditions of employees, ultimately reflects on organizational performance (Mascarenhas, 2020).

The function of human resource management is to stimulate, motivate, train, communicate and monitor the development of employees throughout their time in the organization. Special conditions such as remote work, for example, can make people management difficult since there is a conflict between personal and professional life in the same environment (Mascarenhas, 2020).

A fundamental factor in remote work is the interaction between people, which may become superficial (Moço et al., 2020). This barrier impacts employees psychologically and needs to be understood and discussed to develop action plans to build a collaborative network and maintain meaningful professional and personal relationships even at a distance. According to Franken et al., (2021), the lack of familiarity with this work regime is another challenge that must be considered for people management in the face of expanding remote work.

According to Losekann and Mourão (2020), the great challenge of people management in the context of remote work is to manage the needs of the employee and the company's goals and also to promote new resources, both motivational and technological, so that employees can develop a compelling performance with remote work.

Based on the theory of self-efficacy, in which behaviours associated with high self-confidence collaborate to increase productivity, Moço et al., (2020) and Figueiredo (2021) propose that the management of people at a distance is based on the identification of the innate capacity in self-management, with proactivity and active communication. The authors also highlight that most of the adaptation plans to remote work have aspects of good communication and the establishment of routines. Dialogue with leaders through regular video calls builds trust. Keeping some fixed routines, such as schedules and deadlines for task completion, can reduce anxiety, improve performance and develop time management skills.

Recent studies such as those by Figueiredo (2021) and Chamakiotis et al., (2021) are directed towards e-Leadership, a new paradigm emerging in response to global transformations driven by technological evolution and confronting leaders with distinct organizational models and structures. Figueiredo (2021) states that the objectives of leadership remain centred on vision, direction, motivation, inspiration and trust; however and Chamakiotis et al., (2021) state that the e-Leader must implement these objectives remotely, in an environment where to mediate virtual teams distributed geographically and in time.

Pereira and Almeida Cunha (2020) address the issue of performance in virtual teams, highlighting that their study proves the positive influence between the virtuality of the teams and the operational performance of the projects quantitatively and offers subsidies for a better understanding of the role of the leader of these virtual teams. Leite and Albuquerque (2009) also examined remote teams and found that, despite the challenges, it is possible to achieve engagement and sharing of values and organizational identity through these teams.

In this case, a process understood as fundamental to the employees' lives and the future of organizations is the performance appraisal, which can determine the failure

or the individual, organizational and professional success. Performance appraisal is nothing more than the constant assessment of a person's behaviour about the role entrusted to him/her; this assessment includes an objective analysis of his/her behaviour, as well as the communication of the results obtained (Almeida et al., 2021). One should follow a path with the results of the evaluations and check which motivational aspects can be used.

1.3 ACADEMIC JUSTIFICATION

As a result of the introduction and development of new production and management techniques, the nature of human work and the expected profile of workers have changed rapidly over the last two decades. Traditional working organizations are being replaced by more flexible models and regulations, especially during crises-accelerated organizational changes such as the new coronavirus and the Covid-19 pandemic. This is the case for remote work.

However, according to Chamaniotis et al. (2021), these changes and trends can negatively impact employee performance. Therefore, it is essential to develop a study to investigate the impact of remote work on employee performance.

1.4 RESEARCH AIMS AND OBJECTIVES

Remote working is an alternative to more traditional working models in various companies to maintain productivity while maintaining employee health. Therefore, it is necessary to investigate the impact of this type of work model on the employee performance. The main purpose of this study was to investigate and understand the factors that influence the performance process of employees working in the remote working model.

This study investigated how to measure performance and how managers achieve results. This stimulates discussions about the performance of remote working models. In addition, this study investigated the competencies required for high performance in

the remote work model and identified remote work challenges and opportunities related to employee performance.

In order to achieve these objectives, the following research objectives have been set:

1. To determine the remote working models currently in use in organisations.
2. To investigate how performance is measured and how managers are driving results.
3. To determine what skills are required for high performance in a remote working model.
4. To identify the challenges and opportunities of remote working on employee performance.

1.5 RESEARCH QUESTIONS

The context presented makes it possible for remote work to claim that a company is a living reality in the 21st century (Ferreira et al., 2021; Gratton, 2021); employee performance is this new task. Directly influenced by the model (Contreras et al., 2020; Chaudhary et al., 2022), remote work and leadership continue to be the basis for achieving organizational goals (Contreras et al., 2020; Chamakiotis et al., 2021).

Taking these statements into account, this study sought to understand how the performance process of employees working in the remote working model works.

1.5.1 MAIN RESEARCH QUESTIONS

1. What are the remote working models in use?
2. How is the performance process measured and how are the managers driving results?
3. What are the competencies required for high performance in a remote working model?

4. What are the challenges and opportunities of remote working on employee performance?

1.6 METHODS AND SCOPE

The research approach chosen for this study is quantitative. Saunders et al. (2015) state that quantitative research provides researchers the results of statistical analysis procedures and statistical facts guided by measuring variables such as behaviour, views, and beliefs.

This approach is used to study how remote work affects employee performance. Therefore, as this method is consistent with the research strategy based on the descriptive model and the deductive approach, the quantitative method based on the application of an online questionnaire was adopted for this study.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Creswell et al. (2007) identified a literature review as a form of study that presents other studies related to what is being studied. The literature review is the preview of research findings and discussions of other authors on the research topic. In other words, it is the contribution of theories from research sources.

This chapter reviews existing literature on the impact of remote work on employee performance. In this study, working models will be outlined and reviewed with a focus on remote working model. This study then examines the literature on organizational leadership and its capabilities, highlighting their importance in the context of human resource management with a focus on remote work. Finally, this study explores the literature on remote work model management and assessment challenges, especially about performance.

2.2 OVERVIEW OF WORKING MODELS

Labour relations are being reformulated, especially with the outbreak of the health crisis caused by COVID-19 and its high risk of contagion, forcing employers to ensure the continuity of economic activity through production and constant provision of services, thus maintaining the flow of consumption and capital circulation, conditions on the capitalist economy (Almeida et al., 2020).

Morin (2001) points out that over the years, work has taken on new forms of organisation, with permanent employment disappearing and the advent of new technologies that have transformed and reorganised the relationship between workers and employers. Traditionally, work was defined by a geographical presence, and now it is spread across the technological cloud, requiring new paradigms. As a result, there are three models of work: face-to-face, remote and hybrid (Alexander et al., 2020; Gratton, 2021).

2.2.1 OFFICE BASED

As the name suggests, face-to-face work is performed in person at the organisation's premises. The face-to-face work model is regarded as the traditional form and is already more than consolidated, so in this modality, employees have to go to the established location to perform their function (Gratton, 2021). The advantages of this model include the opportunity to strengthen ties between professionals, alignment between the requirements of the team, agile and efficient communication, monitoring of activities with immediate feedback and strengthening of the organisational culture, as well as a clear division as to the work environment and the home environment (Abbad et al., 2019).

However, employing this model due to its specificities does not make it perfect for everyone. Typical disadvantages of face-to-face work include lack of flexibility, time lost in travel and costs associated with the presence of human capital, such as the cost of water, electricity, rent and groceries. Physical fatigue is also a common symptom of this model, leading to a drop in performance over time (Abbad et al., 2019).

2.2.2 REMOTE WORKING

Regarding remote work, this happens without having to go to where the company is located and occurs online, and if performed from home, this becomes called the home office (Alexander et al., 2020). This model excels in reducing costs; keeping employees at home means fewer expenses for organizations. However, the option brings other attractive benefits, such as flexible working hours, better use of time, decentralization of power and development of employee autonomy. For professionals who can adapt to these conditions, these elements can mean significant gains in productivity (Abbad et al., 2019; Alexander et al., 2020).

However, remote working is not feasible for all jobs and is not comfortable for all people. Disadvantages include lack of efficiency in communication, difficulties in interaction, remote management of activities with little agility, challenges in maintaining company assets, difficulty in managing work and home at the same time, especially for

those who work with conviviality with other people, and mental exhaustion caused by isolation and many computer screens (Nogueira and Patini, 2012; Abbad et al., 2019).

According to Franken et al., (2021), remote work is an excellent bet for organizations in the 21st century. With the use of technology, team management platforms allow monitoring the performance of each employee, measuring the amount of time they spend performing their work.

According to Warzel and Petersen (2022), for the implementation of remote work correctly, the authors agree with Jack Nilles, considered the father of telework, when they argue that the implementation of remote work is necessary to conduct a study about the jobs that can follow this pattern regardless of place and time. The authors also indicate that it is necessary to study all the technological advances and technologies available, review the company's processes, measure employee profile, and consult what the legislation prescribes for implementing such modality.

According to a Coworking Spaces survey published at Brasil Econômico in 2017, 55% of the 900 professionals surveyed in the country already work from home once a week (Neilpatel, 2020). According to PwC's 2020 US Remote Work Survey, office workers and executives are broadly embracing the idea of a week, or perhaps a day, of lasting flexible work. Most workers (83%) want to work from home at least once a week, and half of the employers (55%) are employees even after concerns about COVID-19 are gone. The majority of people expect to continue working-a pandemic does. In addition, according to a survey, one-third (30%) of executives predict that they will need less office space in three years, primarily due to the adoption of partial or complete remote work (PWC, 2020).

Rosenfield and Alves (2011) in a report used by the International Labour Organization (ILO), define remote work in its broadest sense as having several variables and suggest it can be conceptualized under four areas: Place / Work Space; Schedule / Work Time; Type of Contract (Salaried or Independent) and Required Skills (Job Content).

Rosenfield and Alves (2011), along with Sullivan (2012), also mention different ways or forms that remote work can be done, at least in theory. The authors identified six

categories: work from home, Working in satellite offices; telecentres or telecottages; Customer's field or work; Companies located far away or abroad; Informal work or mixed telecommuting.

A crucial aspect cited by Rosenfield and Alves (2011) is that remote work combines with atypical and flexible work, which may or may not be precarious. The reason for this is that autonomy occurs in contingencies and is generally associated with flexibility concerning time and working hours. Meanwhile, as Dimitrova (2003) points out, although telecommuting employees have autonomy in arranging their time, they do not have complete control over their working time according to demand.

The lack of routines, supervision and the difficulty in using these technologies were some of the difficulties encountered, although this modality was the best way to maintain productivity (Galanti et al., 2021). Therefore, it is necessary for greater discipline and planning to align organizational strategies for better use, allowing the participation of all, with the need for regular remote virtual meetings for socialization and team interaction (Contreras et al., 2020; Andersson and Pamin, 2021).

2.2.3 HYBRID WORKING

Finally, there is the hybrid working model, which is innovative by blending the two forms of work, i.e., face-to-face and remote. As the name suggests, this model combines the face-to-face and remote models to try to embrace the main advantages of each and become an innovative alternative that responds to market demands (Alexander et al., 2020).

White (2018) highlights that in the corporate world, the consolidation of different work models has been one of the great hallmarks of this period and the remote model stands out from the others, as there are companies that prefer to keep employees working remotely, even with the possibility of returning to the face-to-face routine. The experience of the period devastated by COVID-19 opened gaps to create new opportunities and challenge the traditional face-to-face model (Santos and Silva, 2021).

2.3 EMPLOYEE PERFORMANCE

In the early 20th century, performance appraisal had a much more operational focus and was more concerned with measuring a worker's output in terms of the time and cost of that output (Dutra et al., 2017). Over time and with the improvement of the assessment systems, this assessment gained a managerial aspect, which caused its results to be employed in other processes of people management and managerial decision-making (Rodrigues and Walters, 2017). With the results of the employees' performance appraisal, it is possible to guide improvement actions related to the weaknesses identified in the assessment and decide where to focus efforts and resources. An important point to be emphasized is that when evaluating by indicators, subjectivity is minimized when the leader evaluates his team (Almeida et al., 2021; Rodrigues and Walters, 2017).

2.3.1 EMPLOYEE PERFORMANCE IN A REMOTE WORKING MODEL CONTEXT

For Neufeld et al., (2010) and Figueiredo (2021), remote activities among teams involve varying levels of complexity, and actions must be taken to reduce errors with the distance in order to create trust and collaboration. This ultimately requires customisation and performance adjustments that enable communication, organisational goals and vision and adaptability to remote work. Support for multitasking, return requests, and physical working conditions are essential for better productivity. Therefore, managers must be able to offer support to their subordinates (Pereira and Almeida Cunha, 2020).

Moreover, for the virtual teams to perform their actions efficiently, it is necessary the interrelationship between the development of communication norms, goal setting, autonomy and trust (Hasegawa, 2022) since the remote activity extends beyond the pandemic and the interests of the various collaborators (Alexander et al., 2020). In the current scenario, there is a need for leaders with a humanized character that promote communication, teamwork and personal relationships to manage the activities better and motivate their teams (Chamakiotis et al., 2021). Furthermore, for Contreras et al.,

(2020), leaders' performance has the following characteristics: proactivity, experience, communicability, observation and analysis, and forming a cohesive team.

Technological innovations provide channels for developing skills as virtual environments come closer and closer to reality, requiring global vision and planning for effective decision-making that also includes improving relationships and resilience (Chaudhary et al., 2022). Constant and effective collaboration generates efficient communication and the development of well-structured working relationships, routines and tasks, regardless of distance and time (Pereira and Almeida Cunha, 2020).

Collaborative and organized teams, engaged and dynamic, will use the full potential of remote tools (Pereira and Almeida Cunha, 2020) as according to Chaudhary et al., (2022), a virtual team can be defined as a group of people geographically distant who connect through technological platforms to perform an action directed by a director or manager who manages these processes. This requires constant updating and finding leaders and teams that come together to resume actions (Figueiredo, 2021; Chaudhary et al., 2022).

When establishing remote work, several process models, such as regular virtual interactions, whether official or informal, pre-established regulations, and increased social and emotional engagement, must be validated (Moço et al., 2020). Since the advent of remote work provides motivation, loyalty, flexibility in workload, and a broad perspective of their creative capabilities, a balance between work and household activities should be maintained (Almeida et al., 2021). This approach quotes Leite and Albuquerque (2009), who found that the cultural effect on these connections produced both obstacles and rewards for leaders and staff. And as communication tools became more popular and widespread, there was a rising desire for decision-making agility and autonomy on the part of professionals (Pereira and Almeida Cunha, 2020).

According to Carmo Lucas and Santos (2021), the challenges are typical of innovations that bring changes in behaviour not only in individuals, even in the actions of organizations and in legal issues that regulate work. Among these challenges, it is worth highlighting the attractiveness of professionals in the market: on the one hand, opening a more extensive geographical space for hiring professionals (Nogueira and Patini, 2012; Abbad et al., 2019), on the other hand, the selection process may become

more complex due to the complexity related to the need to identify specific characteristics and competencies of remote workers (Contreras et al., 2020). It is up to leaders to provide infrastructure and technology resources for the objectives and to automate their teams to work remotely (Chamakiotis et al., 2021).

2.4 DEFINING LEADERSHIP

Samartinho et al., (2014) emphasise the importance of the current leadership approach as less individualised and broader since it understands leadership as a process that occurs in a complex and dynamic environment in which organisations are embedded. The clarification of the term itself reveals this development so that Hersey and Blanchard (1986) thus define leadership as a process of influencing the activities of an individual or group to achieve a goal in a given situation. Maximiano (2004) defines leadership as the use of unforced influence to direct the activities of group members and guide them to achieve their own goals.

2.4.1 ORGANISATIONAL LEADERSHIP

Organisations need managers at the top of their teams to formulate strategies, create action plans, manage resources, and create efficient structures and direct operations (Chiavenato, 2014; Figueiredo, 2021). Nevertheless, it also demands that these managers are leaders, able to create visions for the future and inspire the organisation's members to achieve these visions, encouraging and helping people to realise and develop their potential (Figueiredo, 2021).

In this regard, the leader's competencies are essential to the leader's performance. According to Bozkurt (2011, p. 21), competence is taken as "something of the individual that has been called "stock", as what he or she possessed in terms of individual repertoire". With this, the author highlights the importance of guiding this personal repertoire to the demands defined by the positions that make up the organization structure, which according to Fleury and Fleury (2003), in this sense, is just a more modern label of management by competencies, in order to manage an

organizational reality still guided by the principles of Taylorism-Fordism. Thus for American scholars (Boyatzis, 1982; Woodruff; 1991; Spencer and Spencer, 1993; McLagan, 1996; Mirabile; 1997 apud Fleury and Fleury, 2003), the competencies are seen as inputs: a set of knowledge, skills and attitudes that influence the performance of an individual (Fernandes and Fleury, 2007).

Thus, according to Fleury and Fleury (2003), the competencies are divided into hard and soft skills. Hard skills encompass the knowledge and skills that a person needs to be effective in his or her work. These skills can be acquired through development activities. On the other hand, soft skills are those related to behaviour, personality traits and motives, are not specifically job-oriented and can be helpful in various work situations (Purwanto, 2020).

Fleury and Fleury (2003) described the competency as "a perceived knowledge responsible for acting, mobilizing, integrating and transferring knowledge, resources and skills. Means. Organizations add economic and social value to individuals "(Fleury and Fleury, 2003, p.20).

This definition presupposes that capabilities can add value to businesses and individuals and can extend to society. In order to design a tool that can facilitate the development of e-leaders, Samartinho et al., (2014) examined the specific competencies for these and sought to understand the characteristics, complexity and dynamics of the forces involved in e-leadership. Samartinho et al., (2014) highlight the irreversibility of the current virtual environments and the challenges that e-leaders face in the search for organizational results and reinforce opportunities for research on leadership in the virtual environment. On e-Leadership, DasGupta (2011, p29) states that:

...the fundamental goals of e-leadership are still the same as those of leadership, and continue to address issues about vision, direction, motivation, inspiration, trust, etc. [...] e-leadership is the new paradigm of leadership that requires from the leader this vision of the goals, but through computer mediation, with virtual teams that are dispersed in time and space.

Thus, conditions are created for professionals, whether leaders or team leaders, to review their paradigms, develop new skills and be prepared for the challenges of the 21st century (Chaudhary et al., 2022).

2.4.2 LEADERSHIP AND PEOPLE MANAGEMENT

Gil et al., (2011), concerning the recent challenges of the leadership process, emphasise remote work as new leadership demands arise, arising from new forms of work as virtual teams and distributed teams that are changing the traditional relationships between the leader and his or her collaborators thus requiring a new form of leadership at a distance and with a delegation of roles.

In 2012, human resources consultancy Robert Half surveyed 1,777 human resources managers from 13 countries, in which 92% said that coordinating a remote team was more challenging than managing professionals in the workplace. At that time, 64% of Brazilian companies said they would allow remote work, even if only sporadically and only for some positions, while 11 said they had policies for all employees (Bucarter, 2016). Bucarter (2016) cites that the description of leadership must go beyond the traditional enumeration of a set of individual characteristics and point to its dyadic, shared, relational, strategic and global character, which ultimately confronts complex social dynamics.

Returning to the issue of challenges, Samartinho et al., (2014) states that they are inserted in the new paradigm of e-leadership and point out that they allow taking advantage of opportunities, such as the ability to share knowledge with geographically dispersed people.

New challenges arise for both e-leaders and their teams, as leaders must now be able to communicate effectively through electronic means and in virtual environments, build trust in virtual team members, be able to make their presence felt in the virtual environments in which virtual teams operate, motivate and inspire team members, achieve a balance between their personal life and supporting the social aspect of work teams, and accompany teams 24/7 (Leite and Albuquerque, 2009; Chamakiotis et al., 2021).

Samartinho et al. (2014) conclude their studies by stating the lack of models that serve as a reference for e-leadership. However, highlight that the e-leader guarantees the objectives of traditional leadership, continuing to focus on the problems of vision, direction, motivation, inspiration, and trust, although now it will have to be implemented electronically in a virtual environment. For this, the e-leader needs a system capable of supporting the virtual environment and increasing and improving team synergies. Within this framework, the e-leader needs specific skills (skills) to be identified to acquire them through training (Arruda, 2020; Purwanto, 2020).

According to a 2016 survey conducted by SAP Consulting with the support of SOBRATT, 71% of companies responded that the term "Management based on results, rather than physical presence" best describes the process of the home office, one of the modalities of remote work. From this result, it is concluded that knowing how to manage results will be one of the skills required of the e-leader and confirms one of the challenges of this professional, this being the exercise of control, monitoring and evaluation (Bucarter, 2016).

Moço et al., (2020) also address a much-discussed aspect when analyzing remote work: trust. The author reiterates that the leader must encourage face-to-face meetings as human contact is essential for maintaining a relationship of trust and cannot be entirely replaced by contact in a virtual way. In recent studies, Gil et al., (2011) corroborate this view by observing that meeting the team personally at the beginning of the project promotes trust and team integration.

For Gil et al., (2011), this new scenario requires new responsibilities for structuring processes and developing people, making inadequate the traditional leadership models that take into account the personal relationship, thus demanding a review of the traditional leader's role. Thus, performance appraisal is an essential support for human resources management. This is particularly relevant in the context of remote teams, where physical contact is limited, and team management is done mainly through meetings or chat applications (Almeida et al., 2021).

2.5 SUMMARY

Remote work appears in organizations as a way to reduce operational costs and strengthen relationships, however, it depends on the performance of its employees for maximum productivity (Oliveira, 2021). Given the impact on the quality of life of workers, it is essential to train and develop technical socioemotional skills with the appreciation of personal relationships and the dissemination of information in order to coordinate the actions of remote teams for greater productive effectiveness (Nogueira and Patini, 2012; Alexander et al., 2020).

According to Mascarenhas (2020) and Moço et al., (2020), after the overall development of this type of work, new properties are applied to management processes, such as modified efficient communication and effective leadership, which are the basis of organisational survival strategies, since workers reinvented themselves after the changes caused by the pandemic of COVID-19 aiming to ensure productivity during the period of social distancing (Buchanan et al., 2021).

Buchanan et al., (2021) believe that social distancing has reduced interpersonal relationships and organisations need to develop new ways of communication to reduce social distancing. Therefore, the new remote scenario has made managers' performance essential to creating a competitive advantage for their strategies (Franken et al., 2021). Therefore, multiple types of leadership directly affect functional performance by establishing a balance between personal and professional satisfaction, the ability to listen to demands, manage conflicts and the maturation of group unity (Neufeld et al., 2010), which ends up being influenced by the organisation's practice and culture, location and scope (Figueiredo; 2021).

CHAPTER 3: RESEARCH DESIGN, PROCESS AND METHODOLOGY

3.1 INTRODUCTION

Saunders et al. (2019) define research as a methodology that researchers use to investigate and understand specific events and problems through a systematic approach. Research is the practical application of a series of objective procedures used by a researcher to design an experiment to generate new knowledge and integrate it with existing knowledge.

Thus, here are the streamlined and logical steps that the researcher must know to use correctly. These steps include selecting the research topic, planning the study, developing the chosen method, collecting and tabulating data, analyzing the results, writing conclusions, and disseminating the results. (IGWENAGU, 2016)

3.2 RESEARCH PARADIGM

Research philosophy represents a belief about how data concerning a phenomenon should be collected, analysed and used. The term epistemology, which contemplates what is known to be accurate, as opposed to ontology, encompasses the various philosophies of the research approach. Thus, science's purpose is to transform things that are believed into known things, i.e., episteme (Saunders et al., 2015).

With this, the study adopted epistemology as it encompasses the aspects of knowledge acquisition, namely accuracy, probability and the incorporation of different methods and tactics (Saunders, 2019).

In the Western tradition of science, two main research philosophies have been identified: the positivist, also known as scientific, and the interpretive, also known as anti-positivist (Dudovskiy, 2018). Positivists considered that reality was stable and could be observed and described from an objective point of view, that is, without disturbing the phenomena being studied. In this type of study, the research findings are usually observable and quantifiable (Dudovskiy, 2018).

Interpretivism, on the other hand, asserts that reality can only be understood in its entirety through subjective interpretation and intervention in reality. The analysis of phenomena in their natural environment is central to interpretive philosophy, along with the recognition that scientists cannot avoid affecting the phenomena they study. They admit the existence of numerous interpretations of reality, however, they claim that these interpretations are part of the scientific knowledge they seek (Bryman and Bell, 2007).

Therefore, the positivist philosophy was adopted in this study since the aim, as indicated by Dudovskiy (2018), is to conduct a logical and accurate study and eliminate any form of bias, personal viewpoint or assumption.

3.3 RESEARCH STRATEGY

According to Yin (2016), research strategy determines how data is collected and analyzed. However, the author notes that each type of search has advantages and disadvantages, which is why for this study, specific search strategies were evaluated to determine the search strategy for the most convenient search.

Saunders et al. (2019) propose two research strategy models: exploratory and descriptive, with each research strategy having a distinct purpose, which is driven by the research methodology adopted.

According to Saunders, et al., (2019), exploratory research is conducted in areas where there is little accumulated and systematized knowledge. It is, therefore, suitable to expand the level of knowledge about the subject. Often used as a first step in other investigations, an exploratory research aims to familiarize the researcher with the phenomenon being studied, build accurate descriptions of reality and try to identify relationships between its components.

Meanwhile, descriptive research works with the characteristics of a population or phenomenon, can establish correlations between variables and also define the nature of such correlations, without committing to explain the phenomena described (Saunders, et al., (2019). For Wilson (2014), descriptive research observes, captures,

analyzes and correlates facts or phenomena (variables) without manipulating them, so the study employs the descriptive model as a research strategy.

When choosing a research strategy, the following alternatives were considered: experiments, surveys, archival analysis, historical studies, and case studies. As Yin (2016) points out, each of these strategies is associated with the following conditions: the type of baseline research question, the degree of the researcher's control over behavioural events, and the degree of focus on the behavioural events. Contemporary events refer to historical events.

Igwenagu (2016) points out that to distinguish between research strategies, it is necessary to define the type of research question, for example, what kind or how. According to this author, questions of what kind can be exploratory or investigative when it comes to more or less. In the first case, one or the other strategy can be selected from among the strategies considered, while in the second case, the data collection and file analysis strategies are preferable. In the present case, we have chosen the survey method, which is carried out by applying a questionnaire.

3.3.1 ONLINE QUESTIONNAIRE

The questionnaire is a participant-completed, self-contained research tool that is determinable or not and does not require synchronous interaction with the researcher. Usually, online forms or survey tools are used (such as Form Sus, Google Forms, Red Cap, Survey Monkey, Survio, etc.) to create accessible and/or institutional databases. The questionnaire can also be sent as an attachment to a message (e-mail or communication application) (Perrier et al., 2020).

Therefore, the questionnaire was structured into different sections to consider the four proposed objectives of the study. First, questions related to respondents' profiles were prepared. It was then given a goal-driven structure, where we sought to define effective teleworking models; study how performance is measured and how managers drive results; identify what skills are needed for high performance in the remote working model and identify the challenges and opportunities of remote working in employee performance.

3.4 RESEARCH METHODS

Bryman et al., (2012) highlight the relevant aspects of the research approach and exploration of theory, particularly in the researcher's decision to select a theory and whether it is inductive or deductive. Wilson (2014) points out that inductive and deductive approaches are equally associated with research methods. As Bryman (2001) points out, it is essential to include one of the two approaches in the research process.

Saunders et al., (2019) note that deductive theory recognises the correlation between theories and the researcher's possible projections and thus acknowledges that the researcher's assumptions are also pragmatic. The deductive method analyses information that uses logical reasoning and inference to conclude a specific issue.

On the other hand, the inductive approach, recognised as a bottom-up approach in Wilson's (2014) perception, is a systematic, logical procedure that starts with the research phase, then the model analysis phase, followed by the theoretical assumptions phase, and the final step is the elaboration of the theoretical conclusion. An inductive method is a form of reasoning that considers general cases to conclude whether they are correct or not.

Dudovskiy (2018) highlights that the approach chosen by the researcher, whether inductive or deductive, is determined by the research question. Thus, the study adopted the deductive approach over the inductive since positivist studies tend to adopt a deductive approach, as Crowther and Lancaster (2008) argue. The deductive approach guides this study to understand better the challenges of conducting performance measurements and how managers generate results.

3.4.1 QUALITATIVE V QUANTITATIVE V MIXED METHODS

Bryman and Bell (2007) suggest two main data collection techniques for conducting research: qualitative and quantitative. Yin (2016) mentions that qualitative research is developed around people's experiences, perceptions and contact with the object of

study. Bryman and Bell (2007) add that qualitative research is the practice of recognising a challenge, analysing it and proposing a solution.

On the other hand, as reported by Saunders et al. (2015), quantitative research empowers the researcher with a result of statistical facts guided by a statistical analysis procedure and the practice of measuring variables such as actions, views and beliefs. Furthermore, as Perrier et al. (2020) emphasise that quantitative research is done through the adoption of questionnaires, surveys or closed-ended surveys concerning a comprehensive sample of subjects.

Therefore, the study adopted the quantitative technique, based on the application of a questionnaire, since this technique and consistent with the research strategy based on the descriptive model.

3.4.2 QUANTITATIVE METHODS

Quantitative research is when a researcher analyzes data from a sample, presents the information in numerical form, and processes and understands it using statistics (Bryman & Bell, 2007).

As Saunders et al. (2015) point out, quantitative research often results from a tested hypothesis. Statistical calculations result in a value that may or may not confirm the research hypothesis, depending on the researcher's interpretation. Therefore, the main feature of the quantitative method is to be consistent and to quantify the problem in such a way that its direction can be understood, i.e. the study provides quantitative information about the behaviour of the target group of the study.

3.5 DATA COLLECTION METHOD

This research collected data through a questionnaire presenting several variables, whose analyses are presented in tables and graphs. In this type of research, the data is presented through statistical analysis techniques whose objective treatment of the results streamlines the process of relating the variables (Perrier et al., 2020).

The questionnaire (Appendix I) was an online questionnaire developed through the Google Forms application and sent via e-mail and LinkedIn, having the professionals working in the remote working model as research objects.

3.6 SAMPLING STRATEGY

A research sampling strategy is an assertive plan to use available resources to achieve a goal. Research sampling is necessary to ensure that the data collected is as realistic as possible (Marshall, 1996).

A quantitative research sample refers to a socio-demographic population segment that intends to create a particular group corresponding to the target audience and thus understands their behaviour to apply it to the target audience a particular action (Landreneau and Creek, 2009). This means that the sample is a representative part of the population being studied. It ensures that the results obtained in quantitative studies are valid and predictable for the general population (Marshall, 1996).

Due to the study's aims, a non-probability sampling strategy was adopted, which is used when the odds of knowing and picking the sample are unknown, and no foundation for population calculation and sampling error exists (Landreneau and Creek, 2009). When using non-probabilistic sampling, remember that the sample is chosen without the responsibility to compare it to the total research population.

3.7 DATA ANALYSIS METHOD

Data analysis applies statistical and logical techniques to evaluate information from specific processes. The primary purpose of the practice is to obtain helpful information from the data. Based on this information, more proactive and result-oriented decisions can be made (Nassaji, 2015).

Towards the quantitative data analysis methodology, the information is tabulated and grouped according to the results of the distinct variables. This provides a clear picture of the data and helps analysts identify patterns (Perrier et al., 2020). Therefore, the

data analysis method used in the study was descriptive analysis, which belongs to the fact-based types of data analysis. In practice, this type of data analysis is based on the results obtained, according to Nassaji (2015).

3.8 RELIABILITY AND VALIDITY

Methods for analyzing the measurement properties of research instruments have awakened researchers to the need for a more thorough examination of the measurement characteristics of questionnaires in order to assess their reliability and validity (Salmond, 2008; LoBiondo-Wood and Haber, 2014)

The capacity to consistently replicate a result across time and distance or by different observers is defined as reliability, including consistency, precision, stability, equivalence, and homogeneity. This is one of the most significant instrument quality factors (LoBiondo-Wood and Haber, 2014).

In terms of validity, this refers to an instrument's capacity to measure precisely what it claims to measure (LoBiondo-Wood and Haber, 2014). It should be highlighted that validity is not inherent in the instrument and must be verified concerning a specific inquiry since it pertains to a defined population (Knapp and Mueller, 2010).

As the validity and reliability traits of measurements are not independent of each other, an unreliable instrument cannot be valid; a reliable instrument may occasionally be invalid. High dependability does not ensure an instrument's validity (Knapp and Mueller, 2010). As a result, it is critical to pick devices that offer valid and trustworthy measurements.

3.9 ETHICAL CONSIDERATIONS

Ethical considerations are an essential factor that should be considered in any research work. It includes treatment selected by the researcher for the study participants. The use of virtual environments as a means or place for research data

collection is increasingly common, and there is already an extensive bibliography on the subject (Yin, 2016).

It should be noted that as well as research carried out in a face-to-face setting, research in virtual environments also requires the participant's consent record, which can be done either through a written or signed document, in this case, the Informed Consent Form (ICF), or through audio and/or video and/or image recording, thus obtaining the Informed Consent Record (ICR) (Connelly, 2014).

The researcher must inform the participant about the research and how their participation will occur and obtain the record of informed consent. Thus, the study took place with the informed consent of the participants.

3.10 LIMITATIONS

As previously mentioned, this is a form of study that aims to analyze data quantitatively. Yin (2016) warns of potential distortions caused by the use of a survey and the required previous knowledge of the data. This warning is important as if the researcher already has their conclusion, they may be prejudiced in his analysis, possibly affecting the investigation's results. As a limitation of the study, it is acceptable to note that the research findings are subjective, biased and not fully comprehensive as the study was conducted on a limited group of professionals.

3.11 SUMMARY

This study is classified as exploratory research with a qualitative approach, where the research for the theoretical basis relied on quantitative data obtained through the application of a questionnaire.

CHAPTER 4: FINDINGS & ANALYSIS

4.1 INTRODUCTION

The literature discussed in detail in Chapter 2 showed how necessary performance appraisal could be as it provides the right working environment in which people can perform at their best and through which organisations can achieve their strategic goals and achieve optimal results (Chaudhary et al., 2022).

It is emphasised that the chosen methodology allowed the researcher to present in-depth perspectives on the impact of remote working on employee performance along with sound theory on the subject. The purpose of the mentioned study was to understand how the performance process of employees working in the remote working model takes place to identify the factors that interfere in the performance process of employees working in the remote working model.

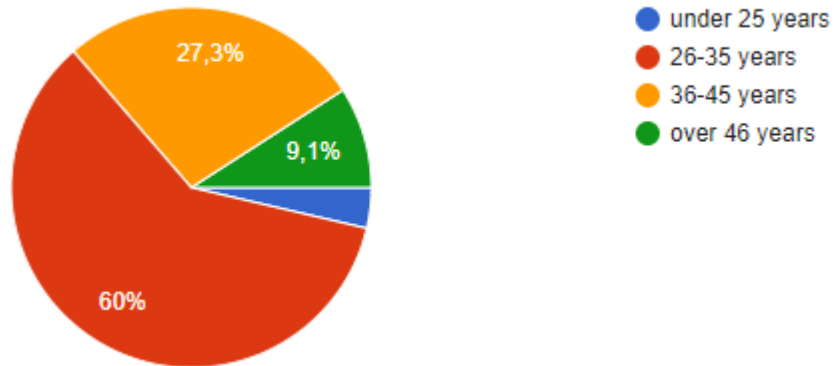
The next part aims to examine for any parallels between the survey data creation and the previously studied literature. The data gathered from the sample included participants' impressions of the remote working models in use, as well as the elements that interfere with their performance process as a result of their performance in the remote working model. Furthermore, the abilities necessary for good performance in a remote work paradigm were explored, as well as the obstacles and potential of remote work in employee performance.

4.2 QUANTITATIVE RESEARCH FINDINGS

The research questions were designed to identify the factors that interfere with the performance process of employees working in the remote working model with subquestions to support data collection (see Appendix 1).

Firstly, the respondents' profile was evaluated, seeking to understand some essential aspects of this work model. The study results indicate diversity in the age of the respondents (Figure 1), counting on workers below 25 years old to above 45 years old. However, the majority of respondents are between 26 and 35 years old (60%) and 36 to 45 years old (27.3%).

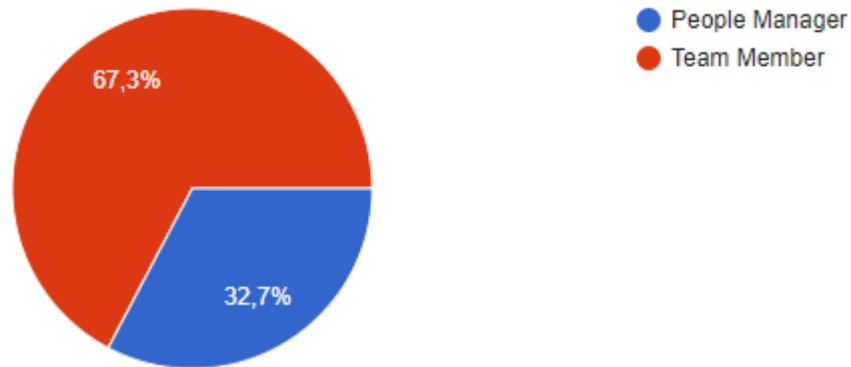
Figure 1. Age.



Source: Survey data.

The results also show that the majority of respondents work as team members (67.3%), while only 32.7% are leaders (people managers) (Figure 2).

Figure 2. Are you people manager or team member?



Source: Survey data.

Respondents' are represented from across over fifteen sectors varying from the energy industry through health care to the educational sector, as shown in Figure 3. It should be noted that, although the format represents an exciting alternative in terms of scale and productivity, it is essential to highlight that not all professional activities are compatible with remote work.

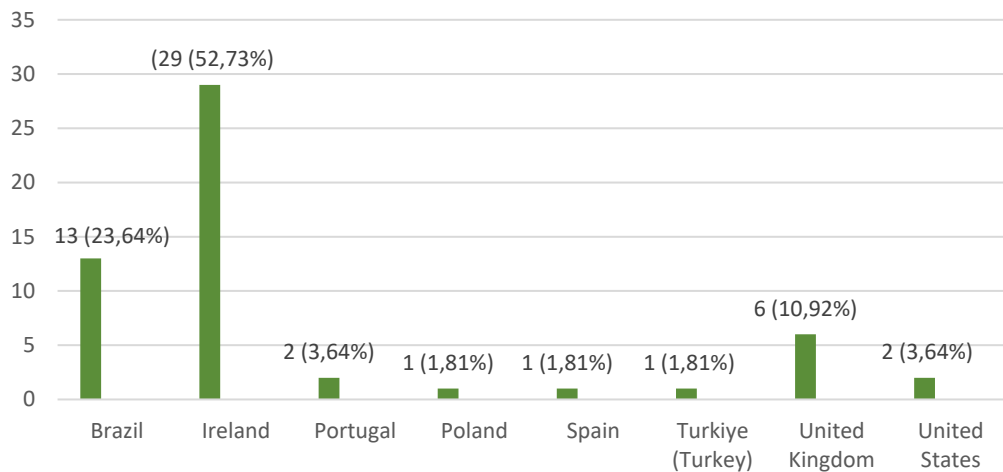
Figure 3. What is your current sector of work?



Source: Survey data.

As Figure 4 indicates, there were respondents from across eight country currently working under a remote working model.

Figure 4. What country are you currently based in for work?



Source: Survey data.

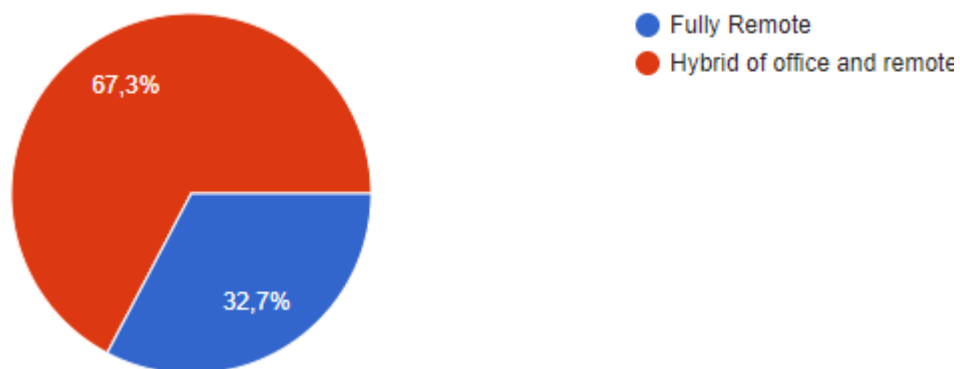
The data highlights that remote work is a reality in different countries and is constantly growing within various sectors.

4.2.1 OBJECTIVE 1: “TO DETERMINE THE REMOTE WORKING MODELS ARE IN USE”

An initial question was posed to respondents to determine the remote working models currently in use. In this context, it is worth noting that remote work can occur both fully and in hybrid.

With regard to the study, the results indicate that more than half of the respondents work in the hybrid remote working model (Figure 5). The hybrid model is an association between face-to-face work and remote work. It emerged as an alternative for companies that do not adapt to 100% remote or face-to-face work.

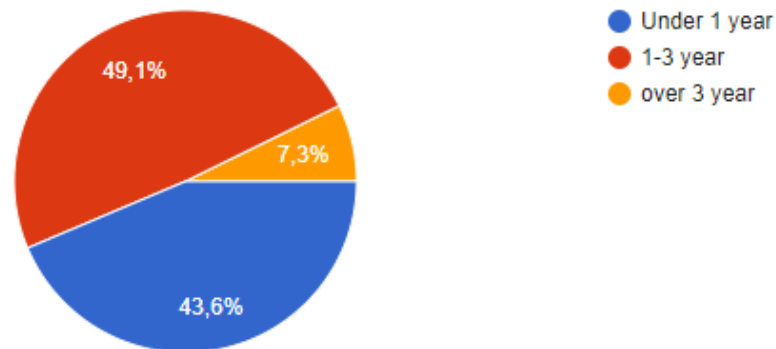
Figure 5. What remote working model do you currently use?



Source: Survey data.

The remote working model has become well known during the COVID-19 pandemic, and the hybrid model has gained strength in the context of post-pandemic work resumption, as indicated by lead time data of respondents in this model for which they work, where it is observed that the majority are included in these model types for a maximum period of 3 years, and only 7.3% have been active for more than 3 years (Figure 6).

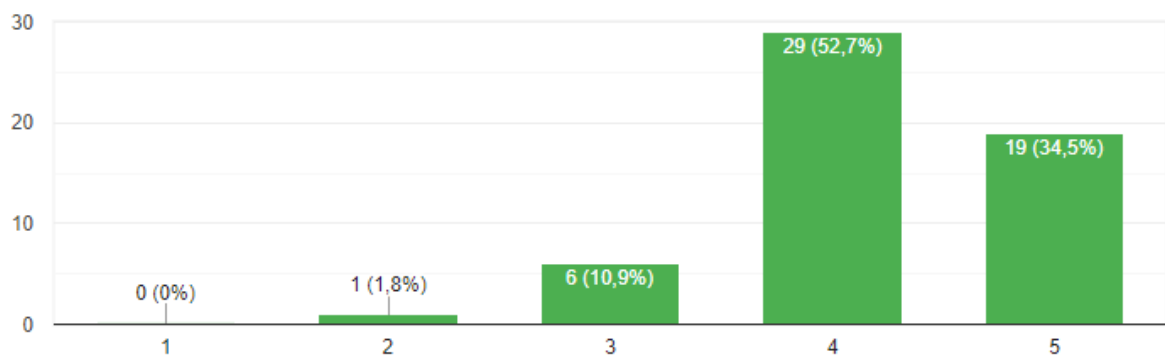
Figure 6. How long have you been working under this current model?



Source: Survey data.

The growing number of professionals working remotely brought several satisfactory results, showing this can be a highly productive way of working, as shown in the results, where respondents consider that they feel productive in the work model in which they work (Figure 7).

Figure 7. How productive do you feel you are while working under your current model?



Source: Study data.

*Scale ranging from 1: low to 5: high

Therefore, driven by technological progress, the labour market is constantly changing. Among the most significant changes is the emergence of new work models: remote and hybrid, say Hilberath et al. (2021). Thus, the findings about the remote work

models in use align with the literature, where there is a predominance of the use of the remote and hybrid models.

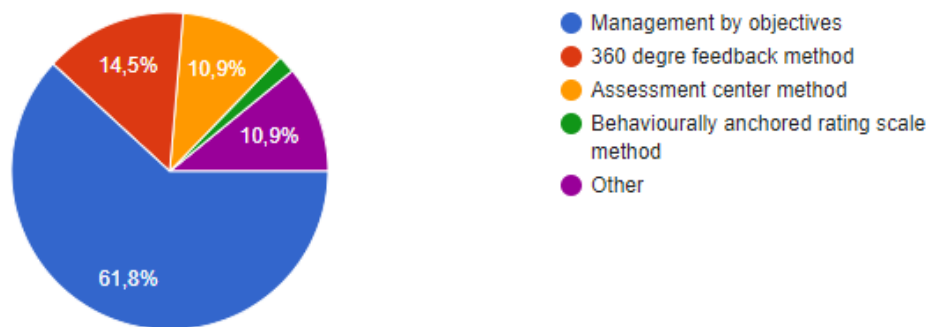
4.2.2 OBJECTIVE 2: “TO INVESTIGATE HOW PERFORMANCE IS MEASURED AND HOW MANAGERS ARE DRIVING RESULTS”

In this section of the questionnaire data was collected on how the performance of employees is being measured and how managers are generating results.

With the onset of the COVID-19 pandemic, performance appraisal has become a significant challenge for companies that have migrated their activities from the face-to-face system to the remote system as the control and monitoring of employees have become more complex due to the distance between the assessed and the evaluator.

According to Thomas et al. (2021), the performance appraisal was designed to calculate the competence and capability of employees in a given period to improve the company's performance. Thus, the results indicate that different performance appraisal models are being adopted by the companies where the respondents work. Among the models mentioned, namely: management by objectives; 360-degree feedback method; assessment center method; behaviourally anchored rating scale method, the vast majority use the management by objectives model (61.8%). It is also noteworthy that some companies use other models, as shown in Figure 8.

Figure 8. What is the current performance appraisal model in your company?



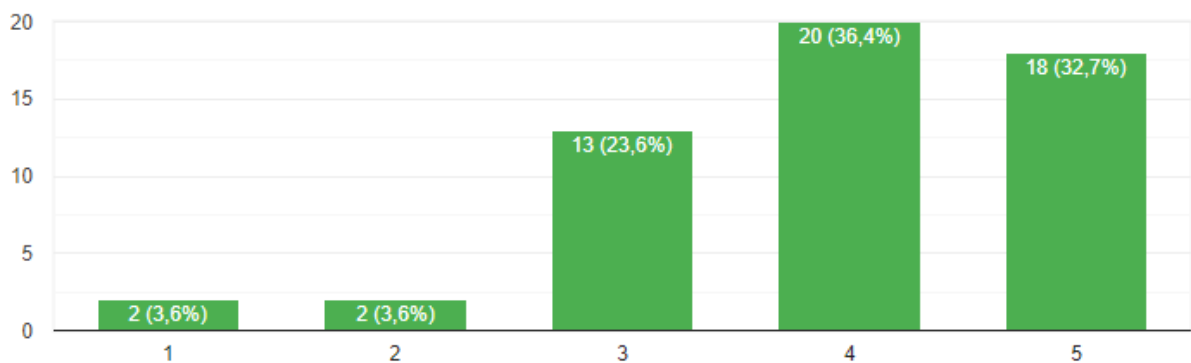
Source: Study data.

The performance appraisal is indispensable for organizations as it makes it possible to identify and correct errors before significant damage is caused to the organization. Chiavenato (2014) points out that the performance appraisal is a process used to judge or evaluate the value, excellence and skills of an individual or team and, more importantly, what is their contribution to the organization's objectives.

Thoma et al. (2021) emphasise that various evaluation methods be done within an organisation, so it is worth remembering that no single model takes all aspects into account. To know which assessment model to use, it is necessary to draw up an initial plan to identify the needs and thus choose the method that best suits the company's competencies profile.

Thus, in terms of respondents' satisfaction with their leader performance management, including the definition of targets, performance monitoring, and providing feedback on results, it is noticed that they are mostly satisfied (Figure 9).

Figure 9. How satisfied are you with your leader's performance management (setting objectives, monitoring performance and giving feedback on results)?



Source: Study data.

*Scale ranging from 1: low to 5: high

When applied correctly, the performance appraisal brings many benefits and gains for the organization, such as improvement of the organization and employees' performance, correction of mistakes and improvement of interpersonal relationships, since the presence of a more pleasant and more professional environment helps employees to concentrate more on their activities. Identifying internal conflicts with the

evaluation and seeking ways to solve them is also possible. Thus, on ways to improve the performance management exercised by their leaders, the respondents pointed out several suggestions, such as:

"Could be more assertive and more participatory."

"Better understanding of the hybrid factors of performance appraisal by people managers"

"More communication. Listen more than talk."

"More feedback and discussion about objectives"

"By being flexible in allowing employees to adjust when they prefer to be remote."

"Give everyone the option to work remotely or go to work, depending on their needs."

"Transparency"

The answers converge on common points: communication between employees must be clear on a day-to-day basis, in addition to the transparency with the employee that allows his/her performance to be the best within the organisation.

As a result, the data is consistent with the literature, which shows that the process of measuring employee performance and how managers are driving results is dependent on the proper communication practices and transparency on the part of those involved.

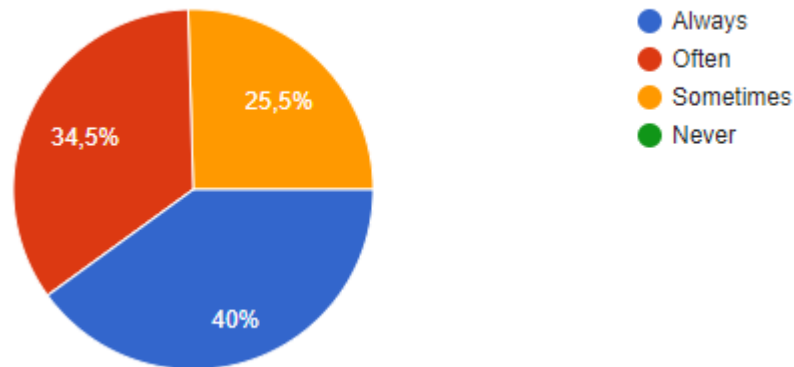
4.2.3 OBJECTIVE 3: "TO DETERMINE WHAT COMPETENCIES ARE REQUIRED FOR HIGH PERFORMANCE IN A REMOTE WORKING MODEL"

In relation to this objective, it was sought through the data collected, to understand the competencies required for high performance in a remote working model.

As previously mentioned, performance appraisal is an important activity in human resource management due to the consequences for employee engagement and career growth. It is critical in this process to gather feedback from employees to identify the positive parts and address the unfavourable ones. Thus, in terms of the manager's access to both feedback and information via performance in the remote working model, respondents believe that such a process occurs in a variety of ways, with some

claiming that it always occurs, while others indicate that it occurs frequently or occasionally (Figure 10).

Figure 10. It is easy for you to get input and feedback from your manager while working remotely?

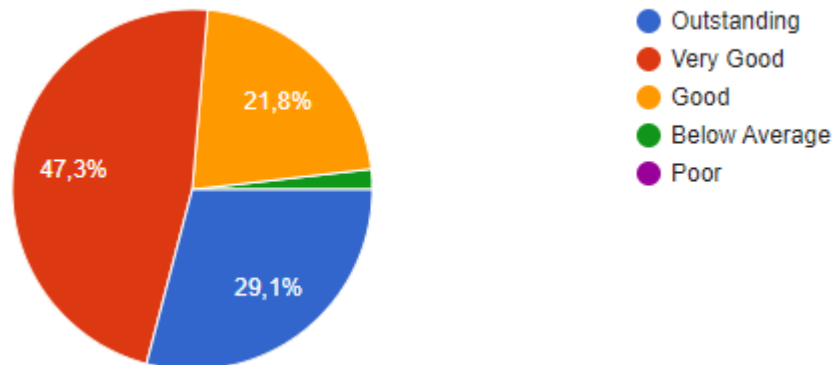


Source: Study data.

However, the challenge in managing people in remote work is to manage the needs of the employee and the company's goals and to promote new resources, both motivational and technological, so that employees can develop their skills with remote work. Budworth and Chumma (2022) emphasize that the most crucial step in performance appraisal is feedback, which can be positive or negative, is directed to individuals or groups and should provide each of them the opportunity for continuous self-evaluation of their performance.

It is up to the virtual leaders to create the necessary conditions to increase the engagement of their collaborators. For this, they must provide all the necessary support and capacity to perform their functions. Therefore, many of the respondents consider that the support and confidence offered by their leaders are satisfactory, as seen in Figure 11.

Figure 11. How satisfied do you feel supported and trusted by your team leader?



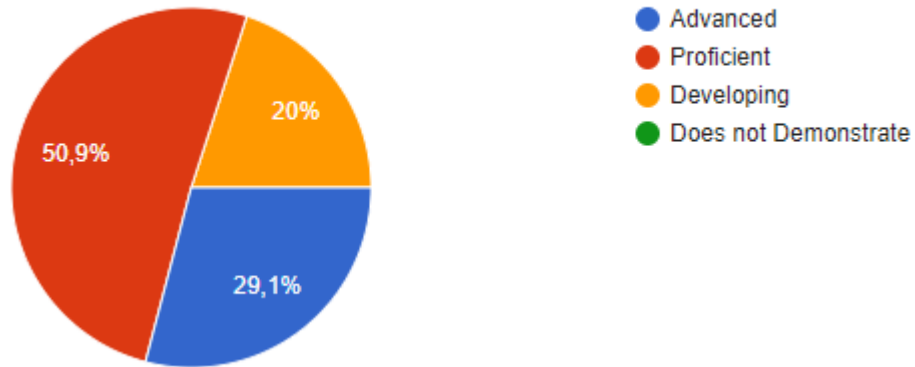
Source: Study data.

The leader's role in this new context is to motivate and help the team to develop their technical and collaborative skills, to break through the obstacles and conflicts of everyday life, to perform assessments and feedback with confidence and effectiveness, and to ensure that everyone has the discernment to elect priorities, meet deadlines and perform their deliveries (Budworth and Chumma, 2022).

Consequently, regarding the perception of the respondents about their leaders having the right skills to lead performance and development discussions remotely, half of the respondents consider that they are proficient in these skills, while a smaller portion (29.1%) considers that they are advanced or are in the development phase (20%), as shown in Figure 12.

When remote leaders demonstrate the competencies needed to motivate and lead their teams effectively, they have a practical impact on the positivity and productivity of everyone working in the organization. In this sense, looking specifically at the distinct competencies required to lead remote performance and development discussions (Figure 13), the majority of respondents consider that their leaders always or often exhibit team culture; communication management; performance management; conflict management; vision; change management; learning and development and time management.

Figure 12. Do you feel that your manager has the right competencies to lead the performance and development discussions remotely?

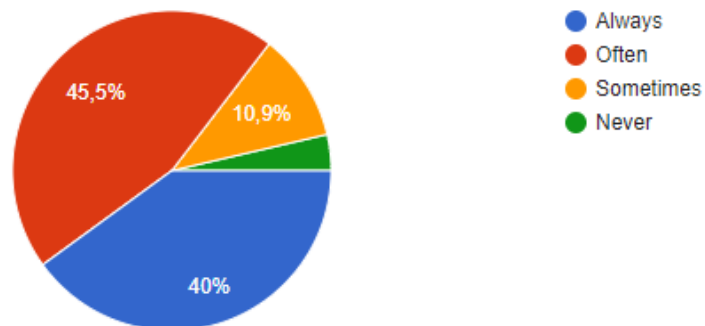


Source: Study data.

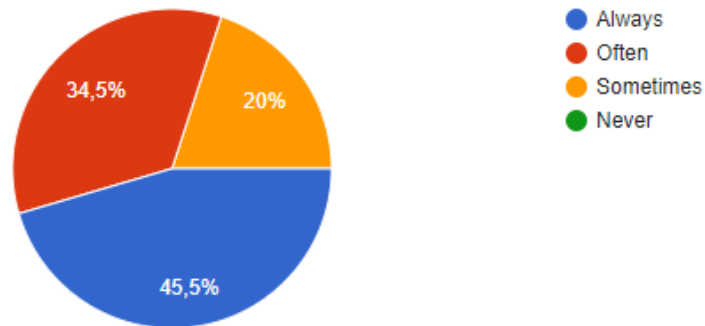
Moreover, some respondents pointed out that their leaders present these competencies only on certain occasions, while others indicated that some are never presented by their leaders, namely: team culture; performance management; conflict management; change management and learning and development.

Figure 13. How much does your manager demonstrate these competencies?

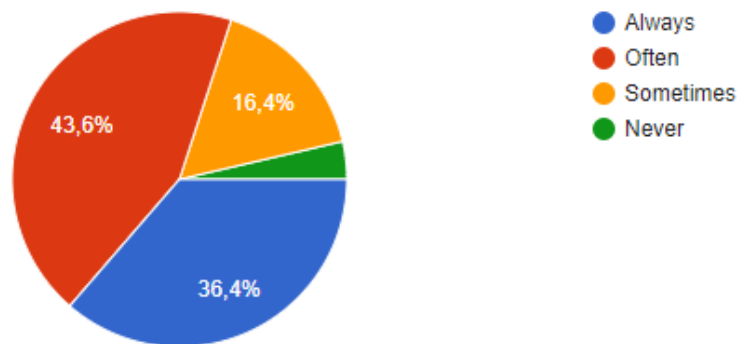
Team Culture (Ability to build and contribute to a positive remote work culture within a team)



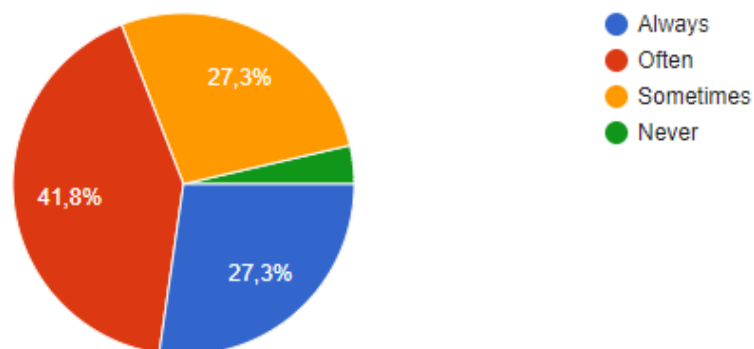
Communication Management (Ability to facilitate effective communication among team members and teams)



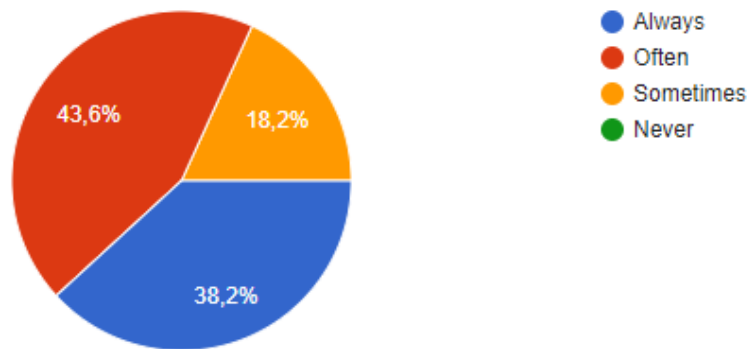
Performance Management (Ability to set expectations for, manage and maximize team performance across distance)



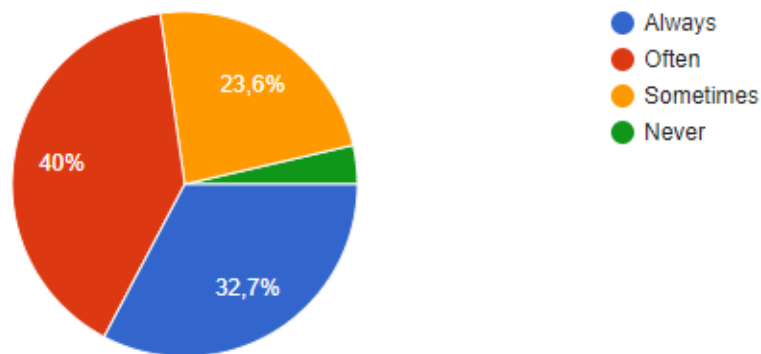
Conflict Management (Ability to appropriately manage interpersonal conflict with remote team members)



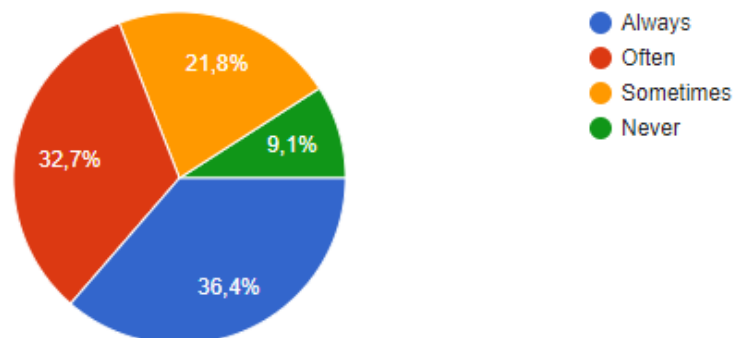
Vision (Ability to set goals and communicate a compelling vision for the future)



Change Management (Ability to manage a change initiative in a distributed environment)



Learning & Development (Ability to support the development of remote team members by setting goals, sourcing learning experiences, and developing a learning program)



Source: Study data.

In this context, the competencies required for high performance in a remote work model demonstrated in the study are consistent with data from the literature once working remotely requires competencies that allow professionals to perform their functions with pleasure and ease, regardless of the context in which they are inserted.

4.2.4 OBJECTIVE 4: “TO IDENTIFY THE CHALLENGES AND OPPORTUNITIES OF REMOTE WORKING ON EMPLOYEE PERFORMANCE”

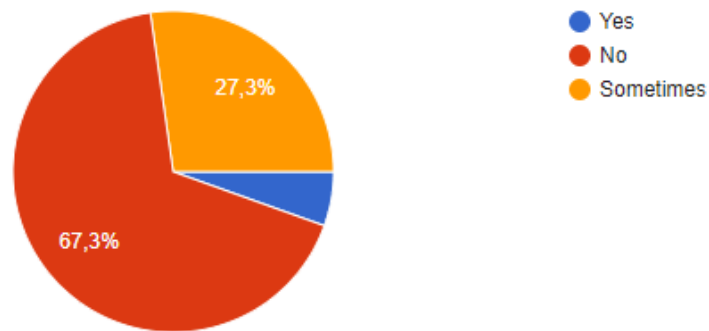
Through this objective, the challenges and opportunities of remote work in the performance of employees was investigated. In the case of remote work, intensified by the social isolation caused by the pandemic, many circumstances can affect the work results, such as failures of internet connection or remote operation of the systems made available by the organization.

In this sense, it is crucial to carefully define the performance indicators that will be adopted during the performance phase of this model as everything does not depends on the workers' behaviour, since low-performance indicators may distort the assessment in the sense of not correctly representing the expected performance of the worker (WANG et al., 2021).

In this case, the respondents mainly consider that they do not feel stressed working in the remote working model compared to the traditional model (Figure 14).

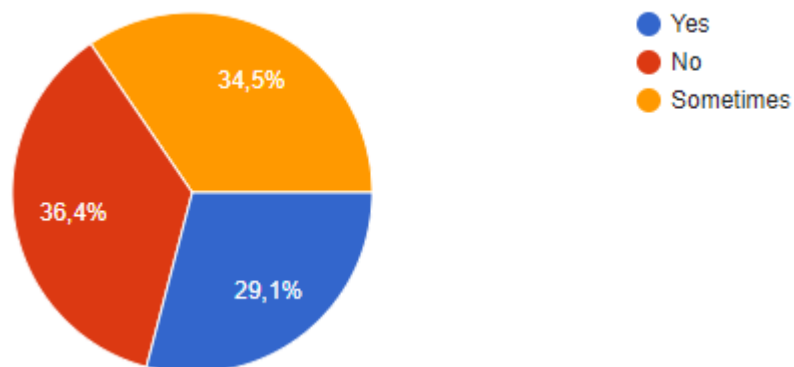
With regard to time management, 29.1% of respondents consider that they find it difficult to disconnect from work or work longer hours when working remotely, while 36.4% and 34.5% consider that they do not or sometimes, respectively (Figure 15).

Figure 14. Do you feel increased stressed working remotely in comparison to working in the office environment?



Source: Study data.

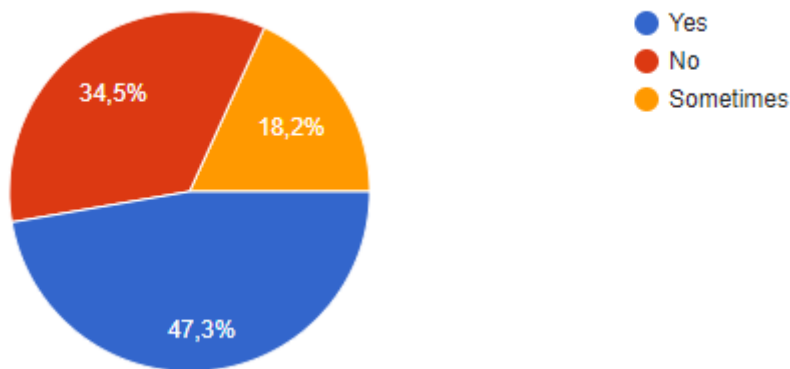
Figure 15. Do you find it difficult to switch off from work or working longer hours when remote working?



Source: Study data.

Regarding the effect of remote work on the productivity of the respondents, the data obtained indicate that almost half (47.3%) consider that their productivity was affected by this work model (Figure 16).

Figure 16. Do you feel remote working has impacted on your overall productivity?



Source: Study data.

Considering the expressive adoption of the work model, the respondents consider that there are several challenges to their performance from this model, such as:

"Longer working hours"

"Maintaining focus on my tasks to get them all done within my working hours."

" Productivity fluctuation"

"I have not had adequate training."

"Interaction"

"Being able to walk up to someone and ask a question. Working remotely, you have to email or schedule a call that takes longer than just being able to ask someone."

"Culture and feeling of the team included"

With regards to the opportunities provided by the remote working approach the following are some of the comments provided by respondents:

"Flexibility."

" Don't need to go to the office every day."

"A balance between career and other dimensions of life."

"Mobility, focus more, more time to do personal things."

"More control over my own time and more freedom to carry out my responsibilities."

"Saving time due to traffic, more time for myself, saving money etc."

The introduction of remote work has promoted many changes, such as cost reduction and complex changes in all hierarchical levels and work areas, even though some companies are still not used to this kind of work and need to develop new strategies in the work environment. Therefore, there are specific challenges for the team to deal with the demands of working from home and maintaining good productivity while working remotely.

In this context, it is crucial to establish clear and effective communication, maintain proximity between managers and teams and train teams to be more independent in decision making, autonomy and solutions. These findings are consistent with the literature as, given the challenges and opportunities of remote working on employee performance, good communication and relationships are key.

4.3 SUMMARY

In the last two years, the world has been facing one of the most complex scenarios of this century, the pandemic of COVID-19. This virus not only had a profound impact on the social environment, it has also affected structures and promoted changes in the world of work. These include the increased adoption of remote work and the hybrid model as part of the routine within several organisations.

The study's findings show that remote work has been adopted in several different sectors, especially under the hybrid model. Another point to be highlighted is performance appraisal, which has become a considerable challenge for companies since the control and monitoring of employees have become more complex due to the distance between the appraisee and the appraiser.

Thus, in addition to the lead qualification, according to the research analysis, remote work demands that the communication among employees be clear daily, in addition to the presence of transparency among the employee, which allows their performance to be the best within the organisation. Moreover, for high performance in a remote work model, the presence of skills is necessary to overcome both the challenges and the opportunities of remote work.

CHAPTER 5: DISCUSSION

5.1 INTRODUCTION

This study examined the existing literature and its limitations to explore the data obtained in the study, aiming to understand the impact of the remote working model on the performance of employees working under it. Work plays a central role in today's society, and therefore, examining its evolution and the new relationships between workers and employers, characterised by both the introduction of new technologies and new challenges such as the COVID-19 pandemic, justifies examining the importance of these work models. Indeed, this virus has required the imposition of isolation measures to contain the contagion, which has directly affected personal work and contractual relations, stimulating the growth of remote work.

The main objective of this study was to explore and comprehend what elements impede the performance process of employees who operate in the remote working model. The study looked at how performance is assessed and how managers manage results. Furthermore, the research examined the abilities required for high performance in a remote working model and the challenges and opportunities that remote working offers for employee performance. This should contribute to the discussion of performance in a remote working approach.

5.2 KEY FINDINGS

Before the epidemic, remote work was promoted as an option for employers wanting flexibility in their routines. Today, especially with the social isolation created by the

COVID-19 pandemic, remote work has become essential for virtually all industries and will likely garner more followers if present experiences are beneficial. Thus, in this pandemic situation, remote work has grown significantly, compelling professionals and businesses to adjust to the "new normal."

In this scenario of evolving forms of work, where demand has increased daily, remote work has become indispensable. Therefore, the choice of the theme becomes essential considering that we are in a pandemic and many employees are working from home; therefore, the day-to-day can become increasingly tiring, leading to demotivation and, consequently, negative performance, which can harm the organization.

The impact of the coronavirus outbreak on people's lives has been significant, especially for workers who have had to change their work routine and perform their jobs remotely. Such changes in habits and behaviours indicate changes in motivation and job satisfaction. Conforme apontam Ferreira et al., (2021) a pandemia da COVID-19 tem sido altamente desafiadora para praticamente todos em diferentes esferas da vida.

Coronavirus has changed the way people interact with each other, their working relationships and the way how they produce social wealth. Social isolation has largely prevented regular routines from being maintained. Organisations have had to adapt their internal processes to keep the country's production and services running.

This meant, on the one hand, that several workers could not perform their regular duties in the workplace and, on the other, that customers could not access the physical service locations. To face this situation, many companies had to adapt their routines to the so-called remote work, which forced managers and employees to adapt.

This process meant that, besides other activities, the Human Resources sector (HR) in charge of evaluating as well as measuring the performance of employees remotely Mascarenhas (2020) points out that technology helps these professionals to make these adjustments more assertive, so there is the need to structure a complete plan of goals and performance that provides constructive returns and clear objectives for its employees who work in the remote work model.

As a result, one of the significant concerns of leaders facing the pandemic and social isolation is to ensure the adequate performance of those who lead. According to Chamakiotis et al. (2021), the benefits of working remotely can be divided into two groups: professional technical and personal. For the professional technicians, there is an improvement in productivity, activity planning, available time for studies, and creating reports and action plans. For personal technicians, there is an improvement in quality of life, time autonomy, less stress and travel costs and more contact with family members. The authors also note that the reduction in absenteeism maybe this model's most significant economic benefit (Chamakiotis et al., 2021).

Remote working is not a task performed by all professionals. Employees who work with the remote working model miss less work, take less holiday time and thus get a return on wages. For this, it is necessary to show self-discipline, organization, decision-making capacity and the joy of being alone at work. According to Figueiredo (2021), professionals who work in this type of work must motivate themselves as they are subject to deconcentration that emanates from the space that surrounds them. Therefore, new ways to evaluate and monitor the evolution of the tasks of remote workers need to be explored.

Therefore, it was found, based on the results of the study, that improving the professional performance of both the employee and the organization is directly related to the evaluation and use of performance appraisal tools, and a well-conducted evaluation is very beneficial for the company, manager and employee, and contributes to the growth of both. Therefore, motivation is not only crucial for employees to perform well within an organization, it is also essential in human life.

However, despite many benefits, such as cost reduction for both the employee and the institution and flexibility of working hours, some leaders worry about how to evaluate the performance of their employees according to Almeida et al(2021). This occurs as many leaders have doubts about whether the results being delivered are correct, if the professionals have the expected performance and if the company is achieving its goals. This is where performance appraisal comes in, a tool widely used in Human Resource Management that aims to analyze the activities performed by workers in a given period of time.

Among the many benefits of performance appraisal, the greatest is the motivation that arises when feedback is given to the employee, as it allows for self-evaluation and a sense of achievement for the individual. The fundamentals employed for performance management are the same in face-to-face and remote work environments; however, these need to be done differently in remote cases.

The office environment made discussion and feedback possible, which may not be done in the case of a remote environment. Thus, in this remote work model, managers can review the responsibilities given to team members and communicate with them from any available technological means. This communicative process brings results when they seek to identify both areas of opportunity and improvement, as well as potential obstacles to performance and the next steps that should be taken.

Effective communication is key to leaders' success and helps team members improve their performance. Therefore, actively listening to employees and providing constructive feedback on their ideas helps to build rapport and gives employees the confidence that their managers are also interested in their ideas. Thus, being open to new ideas can build trust with employees, and managers can have more fruitful discussions.

According to Moço et al. (2020), this increased trust can bring numerous benefits in a remote work environment, as employees constantly worry about whether their efforts will be seen by their managers. The process of delegating responsibilities becomes clear, and team members actively participate in decision-making. Using a transformational mindset enables managers to form a united, productive team.

Remote working can overwhelm employees as the risk of burnout is high. So, leaders can avoid this by proactively working with their team members. By analysing their goals and helping them understand the vision and mission of the organisations they work for, leaders can guide employees to align their goals with those of the organisation, a process that benefits both parties.

Abbad et al. (2019) note that positive verbal and non-verbal communication styles are critical for leaders, given that interactions typically occur through video calls in a remote work environment. The importance of an effective feedback system has amplified in

the era of remote working, given that employees can better identify problems in their daily work than their leaders. This system helps employees bring these issues to organisational leaders, simplifying company policies. Furthermore, the process of both actively listening and promptly acting on relevant feedback shows employees that their words are taken into consideration.

Therefore, effective communication between employees is crucial for productivity and thrives on a culture of collaboration. Leaders can democratise their decision-making process by discussing their team members' challenges, demands and expectations and decide together on the following steps. This allows employees to share their ideas and enables leaders to explain the feasibility of the idea or solution.

Accordingly, Abbad et al. (2019) in addition point out that choosing to discuss rather than give orders makes leaders more accessible to their team members, who in turn do not hesitate to provide their criticisms or suggestions to the other team members as a result of the trust that was established. Defined performance appraisal systems give a boost to employee performance management.

5.3 IMPLICATIONS OF THE STUDY FINDINGS

Historically, performance appraisal has always been closely linked to granting promotions, creating a close relationship between performance appraisal and financial perception. As Marchington and Grugulis (2000) mention in the evaluation of human resource management, performance bonuses started to make up the regular salary of most employees and lost their original meaning as a reward for outstanding performance.

Since then, different initiatives have been proposed to attenuate the importance of the relationship with remuneration and focus more on what is being evaluated: the performance of employees and how it can be improved. Added to this problem is that the year 2020 was marked by the global pandemic caused by COVID-19 and the social distancing imposed by health authorities to contain the spread of the virus.

This movement has prompted sectors around the world to adopt more flexible work methods, such as remote working. This movement to remote work happened quickly and unexpectedly, causing several issues, particularly regarding appraising people who work in remote teams. According to Warzel and Petersen (2022), during the implementation process of a remote work model, it is critical to analyze the nature of the activities and the hosts' profile, which was not completed correctly due to emergency circumstances.

However, in general, as the data from the study showed, this modality stimulates creativity and favours initiative and autonomy. Besides the personal benefits, companies also benefit from this modality, increasing productivity and engagement and reducing absenteeism and real estate costs. Among the possible disadvantages, from the worker's point of view, are professional isolation and conflicts between work and private life. Information security and communication difficulties between people of the same team can be pointed out as disadvantages from the company's point of view.

According to Contreras et al., 2020 in several companies that have implemented remote work, productivity targets have been higher than those set for face-to-face workers, and regular performance appraisal has also been implemented to achieve these targets. The adoption of this model was thus based on the search for improving the services provided and increased productivity to improve the results presented to society.

With these new guidelines, the focus is now on obtaining results, increasing productivity and reducing costs. This model should then be implemented after a previous analysis that considers the type of work performed by the employee and his/her profile to evaluate if it is compatible with the challenges posed by remote work. In addition to this evaluation, it is necessary to develop tools for periodic verification of compliance with the established objectives and, in case of non-compliance, cleaning actions and improvement of the model to guarantee the quality of the work and well-being of the employees.

Thus, for the implementation of a remote working regime to be efficient, a solid normative base is needed to support both the employee's and the leader's actions. Besides, it is necessary to reformulate the existing management tools to be consistent

with the new scenario presented. The performance appraisal is one of those tools that should be based on indicators agreed between the leader and his followers to mitigate the assessor's subjectivity.

Therefore, considering all the above, we have that remote work is still used with caution despite the positive qualities. Indeed, while it brings many benefits, it can also be very challenging as it establishes new routines and procedures for both the employee and the company. In this sense, there is the need to establish a new form of management and control the worker's hours worked. One of the challenges of remote work is related to management as it requires re-learning how to lead in order to remain motivated, committed and supervised at work in this context.

That is why it is also crucial that leaders are aware of the motivation of their team, recognise the tensions and concerns in their work group, promote empathy and use motivational tools. This remote social interaction can help reduce feelings of isolation and promote a sense of belonging.

Consequently, remote work requires a new leadership style from managers, who should be attentive to performance aspects and seek to increase confidence between leader and followers and reduce the negative points.

5.4 STUDY LIMITATIONS

The results of the research from the application of the questionnaire presented similarities with the existing literature. However, the results may not be comprehensive due to time constraints and the quantitative nature of this study. Furthermore, a broader statistical analysis of a larger cohort of participants would have been considered if the researcher had had more time to collect and analyse the data.

Thus, there were a variety of limitations faced in conducting this research. One of the significant limitations of the study was the defined period in which the research was conducted, which limited the number of responses and the scope of the study to a larger population, also the availability of respondents to conduct the survey amidst so many daily activities, being that it was requested the completion of the same without a

previously specified deadline and in an open and non-compulsory method, in other words, for those who were interested in responding. For future research, a more significant number of respondents could be obtained by organizing individual interviews scheduled in advance and for a more extended period. In addition, future research could focus on a specific region or sector for a more specific analysis of regions or sectors. This research was open to all regions and sectors, where we obtained responses from professionals working in different sectors and countries.

5.5 SUMMARY

A company's success is directly linked to the people who work there. How the company manages and controls, the employees may be the solution for the success or failure of a company. In times of crisis in which remote work is part of the reality of organisations, it is essential to evaluate the performance of remote workers.

More than ever, leaders need to measure their employees' performance and ensure they meet pre-established standards. Therefore, it is crucial to know how to conduct performance appraisals remotely. This is essential in ensuring employees work as expected and feel supported.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1 CONCLUSION TO THE STUDY

The study aimed to understand how the performance of employees working in the remote working model was impacted by working in this model. To this end, it investigated the factors that interfere with the performance of employees working in the remote working model. According to the information gathered throughout this study, the need to establish a new form of leadership and new ways to control the time worked by the employee can be understood as these are the factors with the most significant interference in the performance of employees, as indicated by existing studies and literature such as Chaudhary et al., (2022), Buchanan et al., (2021), Moço et al., (2020), Mascarenhas (2020) Losekann and Mourão (2020), Figueiredo (2021) and Chamakiotis et al., (2021).

A new Coronavirus, which causes COVID-19, has spread rapidly, forcing the world population to take isolation measures to combat the spread and contagion of the virus. Faced with this situation, small, medium and large organizations started to look for ways to continue their activities and reduce the damage caused by the disease, classified as a pandemic by the World Health Organization. 2020 started with organizations and employees having to adapt quickly to remote work.

For this reason, one of the measures adopted was adopting the remote work model, which already existed. Aided by the flexibilization of the labour legislation, organizations and employees abruptly assumed remote work, where the activities were performed remotely since it presents advantages for both organizations and employees, as provided in several studies, such as Mascarenhas, (2020) and Ferreira et al., (2021).

The data showed that there is a reduction in operating costs for organisations as the employee no longer needs to occupy a physical location in the company; the conversion of fixed costs into variable costs, the change to management by objectives and the possibility of increased growth opportunities in the company for workers, the data showed that they would have flexibility in organising their working hours, reduction of both time and stress caused by traffic, more opportunities for social and personal

life and an increase in quality of life. These findings are in agreement with Moço et al., (2020) and Figueiredo (2021).

The disadvantages of remote work cannot go unnoticed either. According to data from the study, some disadvantages for companies are considered, such as the difficulty in supervising and controlling the work of employees, since management may feel compromised when they are not surrounded by their subordinates and less focused on the company, since remote work promotes conditions for the employee to exercise parallel work. The findings agree with the study of Nogueira and Patini (2012) and Abbad et al. (2019), who indicate that remote work is unsuitable for all jobs and cannot be used for everyone.

Organising the workforce and developing retention and productivity tools is critical in building an organisational model that simultaneously promotes economic growth and has a primarily motivated and engaged workforce. Within the context presented, it can be seen that changes in the production process have directly affected the way work is managed. In this context, it is possible to verify that the production process changes have directly affected how the work is managed.

Thus, the data showed that the first challenge of remote work is associated with leaders who need to relearn how to manage the workforce in this context, create engagement and motivation and keep up with the work that is done in a distributed way. Working in person, the leader is close by, supervising the activities, analysing the team's needs, offering support and solving problems more quickly. On the other hand, there is a distance barrier in remote work, so the use of tools to shorten distances is essential here. In this mission, the leader plays a fundamental role in the search to reduce the existing distances. In this role, the leader is essential in reducing existing distances, consistent with the findings of Figueiredo (2021) and Chamakiotis et al. (2021).

Therefore, the use of performance appraisal by the leader stands out, and this evaluation is an analysis of employee performance that must be measured and compared with what is expected of them. It is understood that through this measurement, it is possible to determine the efficiency and effectiveness with which the company achieves its goals, as observed in the study by Almeida et al. (2021). Moreover, the performance control of processes, people and the company as a whole

is carried out through the indicators. Furthermore, the remote working model is no different.

The process of appraising the performance of employees is already part of the company's routine. However, there are other elements to be considered when managing remotely. Therefore, performance appraisal should be carried out cautiously, especially in remote work. Therefore, the feedback culture needs to be adjusted since digital contact requires more care than face-to-face contact. Feedback should be open and constructive.

The results indicated that, although remote work benefits organizations, they will face several challenges, mainly related to employee performance. There should be no interruption between the company and the worker, and communication should always be encouraged. Nevertheless, although this modality is a reality, it still impacts business, and the changes take time to materialize, which is supported by the studies of Nogueira and Patini (2012), Abbad et al. (2019), Santos and Silva (2021).

Thus, the study data showed that due to the leader's skills and competencies, a fair evaluation is possible despite the distance, and thus the excellent performance of their employees is favoured. Thus, in the crisis of the COVID-19 pandemic, remote work has received more and more reflection and practice as it represents an alternative that requires planning and preparation to obtain its best benefits.

6.2 RECOMMENDATIONS FOR FUTURE RESEARCH

This research paper discussed various aspects associated with employee performance considering their performance in the remote working model. There are many opportunities for the role of remote work and its challenges in performance appraisal. The main focus of this research paper was to provide information about the factors that interfere with the performance process of employees who are working in the remote working model.

Thus, after having defined the methods used for the preparation of this study, it is expected to problematize and develop a broader analysis on the subject to provoke future research on this topic that stimulates further investigation.

Therefore, as the next step toward more inclusive research, the same study should be carried out, this time the data should be collected from a different perspective. The challenges of time availability limited this research work to conduct further research and gather more inclusive data and more comprehensive statistical evaluations. Thus, recommendations are suggested for future work to replicate the study further, at larger sample sizes. It also raised the possibility of application to employees and leaders who have experienced remote working by force and not by choice.

Moreover, it is suggested as a practical recommendation to develop training sessions to develop the necessary skills for effective leadership in the context of the remote working model. It is also suggested to analyze the opportunities of remote work and, from there, develop leadership projects aimed at helping the leader to get the best results from his employees.

6.3 TIMEFRAME

The timeframe for the training and development of leadership projects may change according to the sector and size of the organisation, as well as the extent to which the human resources management department has the structure to develop such leadership programmes. The human resources management professionals will have the knowledge and information on how to implement strategic human resources management practices in an organisation, seeking to develop the necessary competencies for a leader to act effectively in remote work. Such programs can be developed internally or with external partnerships aiming at the best practices adopted in the market according to the developed sector, region and size of the teams.

The training will be structured based on techniques that aim to redefine and strengthen critical skills for team leaders in remote work to promote the involvement, productivity and motivation of their teams, so they can perform adequate remote performance management and act as a strong lever in the competitive differential of the company.

6.4 COSTS

The costs will depend on how the organization will carry out its leadership development programs. Smaller companies in specific sectors may choose to develop these programs internally and then have the cost of the hourly cost of the professionals involved. In Ireland, the salary of an HR professional ranges from €39,000 to €73,000.

Leadership development programs can be conducted internally in companies with senior HR teams. A survey is applied internally to diagnose the potential gaps developed after a deep analysis of the results is expected to map the issues or competencies the organisation's leadership should address. In the context of the results of this research, workshops, group discussions, and exchange of experiences with managers monitored by a senior HR professional can quickly be addressed within the companies.

Companies with a structured HR team and an annual budget for training and development can decide to partner with specialized consultants to design the program according to the organization's needs until its implementation. Another essential aspect to be observed as a cost is the leaders' time to carry out such development programs since they will have to leave their daily activities.

In general, these costs and hours are discussed annually in the strategic planning of Human Resources and training and development.

6.5 PERSONAL LEARNING STATEMENT

When I was choosing my research topic, I wished to study something meaningful and beneficial to my academic and professional background. It had to be an idea that interested me, so I decided to study the performance management process of employees working in the remote working model.

As an HR professional fascinated by people development, leadership and performance management subjects, I have been thinking about how the subject is being addressed within organisations over the last months, especially after the pandemic.

The way of working has changed, most organisations have been adapting to remote work and, in general, are getting a significant improvement in efficiency and cost reduction when we talk about fixed assets. As important as cost reductions in infrastructure is how happy the professionals are with this new model and if their performance was affected.

When I started to think about the theme, I had the impression that companies were not "taking care" of it and that I could discover a high level of stress on the part of employees, especially regarding communication between managers, how they were treating the management of objectives and how they were conducting performance feedback and development processes. Overall, I received responses from respondents from various countries, industry sectors, and company sizes, most of whom are professionals I know and willing to answer and forward my survey to their teams. To my surprise, I found structured responses indicating that their managers generally will listen to employee satisfaction in working remotely and properly addressing development topics.

Although I can see that in some competencies there is improvement potential and also in some methodologies of organisation of the work routine, I realise that these are not forgotten subjects as everything is still very new and I believe that the companies are on the right path to make the necessary adjustments.

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APPENDIX

APPENDIX I:

Secção 1 de 6

Remote Working Models and their Impact on Employee Performance Levels.

Descrição do formulário

Título

This survey is in relation to a dissertation for a Masters in Human Resource Management (HRM) at the National College of Ireland which focuses on Remote Working Models and their Impact on Employee Performance Levels.

This survey will take approx. 07-mins to complete and is entirely anonymous. Any information provided will remain strictly confidential and will only be used for academic purposes.

Thank you in advance for your time.
Ivan Silva

Secção 2 de 6

Background Information

Descrição (opcional)

Age *

- under 25 years
- 26-35 years
- 36-45 years
- over 46 years

Are you people manager or team member? *

1. People Manager
2. Team Member

What is your current sector of work? *

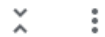
1. Energy
2. Telecommunications
3. Information Technology
4. Manufacturing
5. Automotive
6. Healthcare
7. Hospitality or events
8. Banking
9. Logistics
10. Retail
11. Recruitment or HR
12. Science or Pharmaceuticals
13. Education
14. Consumer Goods
15. Pharmaceutical
16. Other

What country are you currently based in for work?

Texto de resposta curta

Secção 3 de 6

To determine the remote working models are in use.



Descrição (opcional)

What remote working model do you currently use? *

1. Fully Remote
2. Hybrid of office and remote

How long have you been working under this current model? *

- Under 1 year
- 1-3 year
- over 3 year

How productive do you feel you are while working under your current model? *

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very High

To investigate how performance is measured and how managers are driving results.



Descrição (opcional)

What is the current performance appraisal model in your company? *

1. Management by objectives
2. 360 degree feedback method
3. Assessment center method
4. Behaviourally anchored rating scale method
5. Other

How satisfied are you with your leader's performance management (setting objectives, monitoring performance and giving feedback on results)? *

	1	2	3	4	5	
Low	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very High

How do you feel this could be improved?

Texto de resposta longa

Secção 5 de 6

To determine what competencies are required for high performance in a remote working model. ✕ ⋮

Descrição (opcional)

It is easy for you to get input and feedback from your manager while working remotely? *

- Always
- Often
- Sometimes
- Never

How satisfied do you feel supported and trusted by your team leader? *

- Outstanding
- Very Good
- Good
- Below Average
- Poor

Do you feel that your manager has the right competencies to lead the performance and development discussions remotely? *

- Advanced
- Proficient
- Developing
- Does not Demonstrate

How much does your manager demonstrate these competencies?

Descrição (opcional)

Team Culture (Ability to build and contribute to a positive remote work culture within a team) *

- Always
- Often
- Sometimes
- Never

⋮

Communication Management (Ability to facilitate effective communication among team members and teams) *

- Always
- Often
- Sometimes
- Never

Performance Management (Ability to set expectations for, manage and maximize team performance across distance) *

- Always
- Often
- Sometimes
- Never

Conflict Management (Ability to appropriately manage interpersonal conflict with remote team members) *

- Always
- Often
- Sometimes
- Never

Vision (Ability to set goals and communicate a compelling vision for the future) *

- Always
- Often
- Sometimes
- Never

Change Management (Ability to manage a change initiative in a distributed environment) *

- Always
- Often
- Sometimes
- Never

Learning & Development (Ability to support the development of remote team members by setting goals, sourcing learning experiences, and developing a learning program) *

- Always
- Often
- Sometimes
- Never

Time Management (Ability to provide realistic deadlines, communicating them clearly and understanding the need for flexibility) *

- Always
- Often
- Sometimes
- Never

To identify the challenges and opportunities of remote working on employee performance.



Descrição (opcional)

Do you feel increased stressed working remotely in comparison to working in the office environment? *

- Yes
- No
- Sometimes

Do you find it difficult to switch off from work or working longer hours when remote working? *

- Yes
- No
- Sometimes

Do you feel remote working has impacted on your overall productivity? *

- Yes
- No
- Sometimes

Thinking about remote working what are the challenges you are currently facing as a remote working employee? *

Texto de resposta longa

Thinking about remote working what do you consider as the opportunities it offers you as an employee? *

Texto de resposta longa
