The Effect of SARS-CoV-1 Pandemic on Remote Work: Research Results

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Abstract:

Purpose: Coronavirus affects the mental and physical state of society. Sudden isolation, uncertainty, fears of an existential nature contributed to an increase in the number of patients suffering depression and deteriorated human relations. Remote work was offered in the labor market as an attractive benefit for employees. It was used mainly by large organizations that took conscious steps to retain employees and enhance their engagement. The article's primary purpose is to identify the critical obstacles to remote work in the covid-19 conditions from an employee's perspective.

Design/Methodology/Approach: The investigation involved the revision of relevant literature and conducting own research. The applied testing techniques and methods were selected based on the intended purpose of the work and the formulated research questions. Empirical studies were quantitative, they were designed correctly in terms of methodology, leading to interesting conclusions. The authors conducted their research using a questionnaire, which consisted of one-time and multiple-choice questions. Respondents also assessed the questions according to the scale given in the questionnaire. The empirical part is based on the survey results conducted in the second quarter of 2021 on 150 representatives.

Findings: The pandemic deteriorated the state of physical health, but above all, society's mental health. The collected information allowed us to identify critical obstacles to remote work enforced by the SARS-CoV-2 pandemic.

Practical Implications: The research provides formulation recommendations for managers about managing remote employees. The findings should help Polish companies, leaders, and their employees collaborate to enhance remote work and minimalize stress factors.

Originality/Value: Our paper contributes to the latest insight into remote work during a Pandemic. The authors of this article are aware that it would be worthwhile to conduct the study in a dynamic perspective, i.e.in, a more extended working period, which would allow, to identify the adaptability of workers to remote work.

Keywords: Telework, remote work, stress, SARS-CoV-2.

JEL Classification: J21, J23, M54.
Research Type: Research article.

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1. Introduction

The SARS-CoV-2 pandemic began in Poland in the early months of 2020. Schools, universities, some businesses, shops, restaurants, cultural and recreational facilities were closed overnight. Employees were suddenly forced to switch to remote work, which caused many problems, mainly due to the absence of Polish legal regulations. It was not until the mid of 2021 that a project to introduce remote work into the Labour Code was created. The pandemic's beginning proved to be very difficult for the whole society, it was not known how long we would remain locked down, some entrepreneurs had to close their activities (mainly gastronomic, tourism, commercial), losing their source of income (Khan *et al.,* 2020; Grima *et al.,* 2020). Many organizations were forced to minimize their costs and thus reduce their staffing.

During the first lockdown, managers tried to cope with the transition to online. They highlighted that the process was often an improvisation, as it was challenging to adapt the strict Labour Code regulations to the remote work conditions. They looked more and more closely at the results and assessed the usefulness of individuals, releasing those inefficient for the organization. Practically telework, introduced before the pandemic (already regulated in the Labour Code), began to be used in parallel with remote work imposed by the employer (regulated by Covid enactments) and with the home office, which served as an occasional remote work at the request of the employee (Prawo, 2021). No one was prepared for such sudden, unexpected changes. The society that faced such dramatic consequences of the pandemic began to grow frustrated due to the lack of income and concerns about health, life, and the uncertainty of tomorrow.

The Covid-19 pandemic proved to be an additional, complex challenge for both employers and employees. This situation inspired the authors of the article to explore the issue from the perspective of the employee. The main objective was to identify critical limitations of remote work, its benefits, and its disadvantages. The authors also attempted to offer guidance to human resource managers on minimizing the obstacles associated with remote work.

The article is of theoretical – empirical nature. It refers to the literature on the subject and presents a questionnaire survey conducted in the second quarter of 2021 among employees of companies representing different industries.

2. Literature Review

Until 2020 the Labour Code defined only "telework" as work that is regularly performed away from the company's premises using electronic means of communication within the meaning of the provisions on providing electronic services (art. 675 § 1 of Labour Code; kodekspracy, 2021). Teleworker is an employee who carries out work under the conditions outlined in § one and transmits the work results to the employer via electronic communication (art. 675 § 2 of Labour Code;

kodekspracy, 2021). Nilles (2003) created the concept of telework. According to this author, telework is any substitution of work-related traveling with information technology, it is the movement of work to employees instead of employees to work.

The category of teleworking is telecommuting – periodic work outside the company premises, performing work at home, at the customer's premises, or in the call center at least one day a week. In the view of this author, the essence of telework was the so-called "removal" of work from the employer's premises using technology. He emphasized that technical solutions make it possible to introduce telework by providing the teleworker with the necessary information anytime (Nilles, 2003). The ideas of teleworking were disseminated by A. Toffler and F. Kinsman (Szluz, 2013). Spytek-Bandurska compares teleworking to overlay work (performing specific physical work for the enterprise at home or elsewhere) but draws attention to the conceptual, creative nature (Spytek-Bandurska, 2015). In turn, the authors, P. Wróbel and D. Jendza, are in favor of a relatively broad definition of teleworking and suggest the following description: "teleworking is a form of work organization in which tasks that could be carried out at the organization's premises are carried out through the use of information technology elsewhere" (Wróbel and Jendza, 2018: 7).

In Poland, telework has been known since the 1990s (Sobczyk, 2009: 21), and the number of its supporters is growing every year, both on the side of employers and employees. However, until 2020, this form of work was not as popular in Poland as in other western European countries or the USA. Mostly more giant multinational corporations offered home-office opportunities as one of the benefits. Of course, for the most part, it was a limited number of days to use per month (e.g., four days a month) (Seczkowska, 2019: 10).

According to the GUS (Central Statistical Office) reports, currently, as many as 2.33 million people work remotely in Poland, of which as many as 71.7% (1.67 million people) started using the home-office working model after the outbreak of the epidemic. It should be stressed that teleworking is a formwork of international coverage that plays a significant role in promoting equal opportunities in the labor market for women and men (Karaszewska, 2009: 182). The most popular form of telework is working from the employee's house, where he has a separate workplace organized according to Health & Safety standards, the so-called home-office (Schluz, 2013: 256). Considering all aspects of teleworking, its main pros and cons concern regular teleworkers are worth noting.

The term remote work, used even before the SARS-CoV-2 pandemic, has not yet been regulated. Still, it existed in the economy as an employee benefit and consisted in incidental off-site work. Only after the breakout of a pandemic, a provision on remote work appears in Polish legislation. Remote work is governed by the requirements of the Act of 02.03.2020 on special arrangements related to preventing, counteracting, and controlling Covid-19, other infectious diseases, and the associated crises (gov.pl.2021; Journal of Laws 2020, item 374).

Table 1. *Advantages and disadvantages of teleworking – the context of the employee and the employer*

	Pros	Cons
For employee	• access to a wider and more diverse labour market • flexible working hours • work is not limited by residence • reduced commuting costs • the possibility of carrying out several jobs with different employers simultaneously • more freedom and independence at work • evaluating employees focused mainly on work performance • increased motivation to work	• limited direct contacts with other employees, loss of social ties, feeling of alienation • work-life balance • possibility of failure of IT equipment, Internet • not all the work/professions performed give the opportunity to take advantage of teleworking
For employer	• the possibility of employing employees with unique competences • reduction of overheads resulting from the maintenance of premises, offices, etc. • reduced costs resulting from the absence of an employee • increased efficiency of employees' work • higher quality of service and customer satisfaction	• limited contact with the employee • difficulties in managing staff • data security and confidentiality issues • limited monitoring and control of employee work • higher initial costs associated with providing the employee with IT equipment, the need for cultural change in the company

Source: *Own work based on: Karaszewska, H. (2009). Telepraca - szanse i zagrożenia. (Teleworking – opportunities and threats) Toruń: Acta Universitatis Nicolai Copernici Ekonomia xl – Nauki humanistyczno-społeczne, notebook 391, p. 186-187; Machol - Zajda, L. (2007). Elastyczne formy pracy – poradnik dla pracodawcy (Flexible forms of work – guidelines for the employer). Białystok: WSE: 111.*

Following the provisions of this Act, the employer may instruct the employee to perform work outside the company premises. The definition of remote work makes no mention of the need to use available electronic means of communication or the need to communicate work results via electronic communicators. Teleworking can only occur due to a bilateral agreement, i.e., the employer and the employee must give their consent. The introduced Act assumes that the employer can recommend remote work to the employee, and the employee cannot object.

These provisions are valid during the Covid-19 pandemic and three months after their cancellation. Such provisions on remote work were intended to reduce the risk of pandemics spreading and make it easier for employers to follow recommendations on the organization of workplaces during the pandemic. The provisions resulting from the Act (gov.pl, 2021; Journal of Laws 2020, item 374), do not regulate any issues related to the performance of remote work, the provision of Health & Safety conditions, or the use of computer equipment (Prasołek and Kiełbratowska, 2020: 2-3). When the regulations concerning remote work were created, it was assumed that they would stay valid until September 2020 only.

In the context of the protracted Covid-19 pandemic and the lack of strict regulations on remote work, employers are increasingly introducing internal rules that regulate, among other things, the form of remote work ordering, Health & Safety rules, the use of personal computer equipment for work, and the payment of the related compensation. (Deloitte, 2021; Prawo, 2021). While the mentioned Act (Journal of Laws 2020, item 374) regulates the possibility for an employer to order remote work to an employee, even if the company's registered office is not located in the most affected area, remote work cannot be undertaken because of a unilateral decision of the employee. An employee can only report to the employer that he is willing to work remotely, but this in no way obliges the employer to consider the employee's application positively (Prasołek and Kiełbratowska, 2020: 3).

As is apparent from the Act (Journal of Laws 2020, item 374), remote work is to be instructed to the employee only to counteract Covid-19; it is understood as prevention of the spread of the virus, preventive measures, and balancing the effects of the pandemic. In addition, the employer recommending remote work to employees should clearly define how they communicate during remote work, how work results are delivered, and possible ways of controlling workers. Since the Act (Journal of Laws 2020, item 374) does not have provisions governing the above issues, the employer may rely on the requirements of the Labour Code. Based on Article 223 KP (Labour Code), the employer may monitor an employee's e-mail, desktop on the computer used during remote work, applications opened, and internet activity. Such forms of control may be used only to determine the actual use of the worker's working time and the proper use of the available technological tools. Adequate care should be taken not to violate the employee's privacy.

The referred Act (Journal of Laws 2020, item 374) also requires employers to provide working tools (computer, telephone, office supplies). Still, the use of personal devices and equipment is not excluded upon prior consent of both parties. Of course, it is appropriate for the employer to pay the employee the related compensation in such a situation. It would also be wrong for the employer to burden employees with office supplies or other tools necessary for the work. The disputable issue is the employer's financing of the internet connection of the employee. This is undoubtedly an essential tool for the job, but it should be noted that every employee's income gives rise to tax obligations.

Health & Safety is another critical and not precisely regulated issue. An employee who works remotely is not exempted from the obligation to comply with Health & Safety. Unfortunately, due to the form of employment, the employer has difficulties exerting control over compliance with Health & Safety rules; in the circumstances, the employer has no direct influence on the employee's work conditions. The employer can undoubtedly help shape the suitable workplace as much as possible by financing the purchase of chairs, desks, etc., or by providing instructions on the correct design of the workplace to make it as ergonomic and safe as possible for the health of the

worker. It is a good practice of entrepreneurs to include procedures in the event of an accident in the remote work rules (Prasołek and Kiełbratowska, 2020: 8-14).

3. Research Methodology

The main purpose of the article was to identify key obstacles to remote work from the perspective of the employee. To this article, the following research questions were formulated:

RQ1. What factors have the biggest impact making the remote work more difficult? And what factors have the least impact?
RQ2. How the remote work, enforced by the pandemic situation, affected the health and disposition of workers?
RQ3. What are the benefits of remote work as highlighted by the respondents?
RQ4. What actions should managers take to minimize the obstacles related to remote work?

To obtain answers to the above research questions a survey questionnaire consisting of single- and multiple-choice questions was carried out. In some questions, respondents were asked to evaluate statements according to the scale given in the questionnaire. The survey was developed in an online form to facilitate the reach of respondents working remotely and to ensure anonymity for all respondents. The research was conducted in the second quarter of 2021 in Poland. The questionnaire was divided into two parts, the substantive part, and a metric. The surveyed group consisted of 150 people selected based on two criteria:

- the surveyed individual is over 18 and worked remotely during the Covid-19 pandemic (the remote work was introduced solely due to the breakout of the pandemic),
- the surveyed individual has access to electronic means of communication.

Ultimately the surveyed group composition was 67% of women and 33% of men. Most respondents (62%) live in a big city, 1/5 (20%) in a small town, and the remainder of those surveyed (18%) in the countryside. In terms of profession, the surveyed group included representatives of Education (44%), IT (16%), Services (21%) Production (10%). Half of the surveyed declare that they live with other people who also work remotely.

Among the investigated, there are also individuals whose children also study online. They account for 29% of the entire research group. The remaining 71% declare they do not have children. At the time of the survey, most respondents (62%) still worked remotely, 20% of them worked in a hybrid system, and 18% had already returned to work in the office.

4. Results and Discussion

The first questions addressed to respondents concerned, the possibility of remote work before the Covid-19 pandemic, the direct impact of Covid-19 restrictions on the industry in which the interviewee is employed, job cuts, the speed and readiness of the company to implement remote work, and the provision of computer equipment by the employer (Table 1).

Table 1. *Situation of the respondents at the beginning of Covid-19 pandemic [%]*

Statement	YES	NO
Possibility of remote work before the Covid-19 pandemic	28	72
Direct restrictions in the industry related to Covid-19 pandemic	61	39
Job cuts due to Covid-19 pandemic	15	85
Speed of introduction of remote work	89	11
Provision of computer equipment by the employer	71	29
Readiness of the company to implement remote work	60	40

Source: Own work.

It is worth pointing out that most respondents (72%) had not worked in a remote mode before. It was their first experience. In their opinion, however, companies implemented remote work relatively quickly, providing employees with computer hardware. Although 61% of respondents believe their organizations suffered from direct restrictions related to the pandemic, as many as 85% claim they had no concerns about job cuts.

The next part of the questionnaire answered questions related to the employer's behavior during remote work. The results were collected and presented in Table 2

Table 2. *Evaluation of the situation in the workplace, by scale: 5- definitely yes, 4- rather yes, 3- hard to say, 2- rather not, 1- definitely not [%]*

Statement	Evaluation scale				
	5	4	3	2	1
Provision of adequate conditions by the employer	22	23	7	21	27
Control of work by the employer	17	39	15	21	8
Support from the superior	23	40	19	11	7
Appreciation in the worplace	20	26	23	12	9
Wide package of benefits in the company	13	23	12	28	24
Adaptation of benefits due to Covid-19	7	10	22	28	33
Encouragement to physical activity by the employer	9	11	16	29	35

Source: Own work.

As regards adequate working conditions, the responses split almost equally. Nearly half (48%) believe that the employer did not provide such, 45% of respondents had an opposite opinion, and only 7% selected the answer "hard to say." According to 64% of those surveyed, the employer did not encourage physical activity. It is worth noting that nearly two-thirds of those surveyed (63%) felt support from their supervisor, and

roughly half (46%) felt appreciated. Another question was about physical health during the lockdown period and remote work. The results are presented in Table 3.

The analysis of Table 3 shows that the physical health of employees has deteriorated, so declares as many as 65% of respondents. This situation is frustrating for as many as 82%. Unfortunately, more than 2/5 of those surveyed (43%) have no will take effort to improve, close to a third (19%) chose the answer "hard to say," and only 38% would like to change to improve health.

Table 3. *Evaluation of physical health of the surveyed, by scale: 5- definitely yes, 4- rather yes, 3- hard to say, 2- rather not, 1- definitely not [%]*

Statement	Evaluation scale				
	5	**4**	**3**	**2**	**1**
Deterioration of physical health	30	35	7	20	8
Frustration resulting from the deterioration of physical health	47	35	9	6	3
Willingness to make changes to improve physical health	21	17	19	30	13

Source: *Own work.*

Further, the respondents were asked for the reason why they did not take physical activity. It turns out it was not due to closing sports facilities or the lack of time. As many as 94% of those surveyed indicated a "lack of motivation" as the main reason. This is a very worrying result. The research highlighted that the lack of motivation resulted mainly from online work and the related significant fatigue. Although they stay in a sitting position almost all day, they lose motivation to take effort and go at least for a short walk. Lack of physical activity resulted in pains in the back, joints, head, and excessive muscle tension. Table 4 presents detailed survey results on respondents' disposition at the time of remote work.

Table 4. *Evaluation of respondents' disposition, by scale: 5- definitely yes, 4- rather yes, 3- hard to say, 2- rather not, 1- definitely not [%]*

Statement	Evaluation scale				
	5	**4**	**3**	**2**	**1**
Increased fatigue/weariness	48	33	7	9	3
Feeling depressive	14	23	21	28	14
Loss of the sense of the meaning of life	7	11	17	35	30
Feeling existential anxiety	11	23	13	28	25
Increased conflicts with the household members	5	23	11	35	26
Perceived stress due to remote work	11	21	15	29	24
Feeling more stress when working remotely than stationary	11	21	13	28	27
Loss of involvement in work	6	20	17	32	25
Feeling of lower efficiency	15	22	18	20	25
More frequent use of alcohol	6	9	8	32	45

Source: *Own work.*

According to Table 4, most respondents 81% struggled with increased fatigue and weariness. Nearly 2/5 of the surveyed (37%) felt depressive. More than 1/5 of the surveyed (21%) were unable to determine whether they experienced depressive conditions, perhaps due to shame or a sense of weakness. A positive sign is that the subjects (65%) did not feel the loss of the meaning of life. Additionally, more than half of the respondents 53% did not feel existential anxiety (what will happen to us in a month or a year). However, more than a third (34%) were concerned about what would happen shortly. It is worth pointing out that the majority (61%) of respondents did not see increased conflicts with the household members; the opposite opinion is expressed by 28% of the surveyed.

Accordingly, the next question raised the issue of the employer's interest in the disposition of employees. The respondents declared that employers are far too rarely interested in their health 47% chose the answer "rarely" and "never," 37% think that the employer "sometimes" asked about their disposition. This is a very negative phenomenon, especially during pandemic and remote work.

In the next part of the survey, the subjects were asked to assess factors that might cause difficulties during remote work and consequently induced stress. The results are presented in Table 5.

Table 5. *Evaluation of factors that caused difficulties in during remote work, by scale*

Factors	Evaluation scale			
	4	**3**	**2**	**1**
Necessity to use a camera	11	24	25	40
Instability of internet connection	27	25	26	22
Sudden unexpected sounds/sights (e.g. crying baby, neighbor's dog barking)	15	19	31	35
Necessity to express (verbally or in writing) via instant messaging	7	17	21	55
Accidental switching on the webcam / microphone	15	19	25	41
Overloaded internet connection, making it difficult for other people in the household to work/study	16	16	27	41
No free space in the apartment/ house to work in comfortable conditions	19	22	13	46
Problems with the use of work tools	7	12	25	56
The need to reconcile work with responsibilities at home and/or support children in remote teaching	28	20	19	33
Fear of dismissal	7	12	15	66
Problems with concentration and attention	18	23	29	30
Communication problems with colleagues via instant messaging (often with webcams turned off)	11	21	31	38
Distraction, loss of threads during meetings	15	25	26	34

Note: *4 – very big influence, 3- big influence, 2 – medium influence, 1 – small influence [%]*
Source: *Own work.*

According to the respondents, the most stressful factors include internet connection instability (52%), the need to reconcile household-related obligations with work 48%, problems with concentration and attention (41%), lack of free space in the apartment/house allowing comfortable work (41%), distraction (40%). These factors mainly affect individuals who live with people who also work remotely or have children learning remotely. Other, less demanding limitations were the need to use the webcam (35%) and communication problems (32%). The least stressful factors according to the respondents include fear of dismissal (81%, 15% - average impact, 66% - low impact), problem with operating work tools (81%, 15% - average impact, 66% - low impact), need to communicate via instant messaging (76%, 21% - average impact; 55% – small impact).

In the last part of the survey, respondents were asked to assess the potential benefits of remote work according to the given scale. The answers are presented in Table 6.

Table 6. Evaluation of the benefits of remote work

Benefits	Evaluation scale				
	5	**4**	**3**	**2**	**1**
Saved commuting time	59	28	8	3	2
Possibility to work from anywhere (e.g. another town, abroad)	36	34	20	6	4
Possibility to spend more time at home	35	32	20	8	5
Ability to decide on working hours	23	37	20	7	13
Comfortable working conditions (no distracting co-workers)	21	24	27	15	13
Increased IT competencies	31	32	21	7	9
Ability to test different applications for remote work	17	22	22	19	20
More efficient work in a virtual team	14	17	21	25	23
Higher work efficiency (working at the hours when the employee is most effective)	17	27	25	11	20

Note: *By scale: 5 – very important, 4 – important, 3 – hard to say, 2 – little important, 1 – unimportant[%].*
Source: *Own work.*

The biggest advantage of remote work as declared by 87%[3] of the surveyed is the time saved on commuting. Among the highest graded benefits of remote work there were also: possibility to work from anywhere (72%)[4], possibility to spend more time at

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[3]*The sum of responses: very important - 59%, important -28%.*
[4]*The sum of responses: very important - 36%, important -34%.*

home (67%)[5], increased IT competencies (63%)[6], ability to decide on working hours (60%)[7] and possibility to work in comfortable conditions (45%)[8].

5. Discussion

According to the conducted study, the respondents do not belong to the most stressed parts of society. This is probably because the surveyed persons work for industries that have not exposed them to the loss of income. However, it should be noted that every industry and every company has suffered some of the pandemic-related restrictions. The perceived level of stress resulting from the difficulties associated with remote work is a very individual matter. A lot depends on external factors: living with other people who are also working remotely, having school-age children, the size of the apartment, etc.

Nevertheless, respondents were adversely affected by the pandemic and remote work. Most often, they observed higher tension and frustration, deterioration of physical and mental health. They could not go out freely and meet people in the "real" world. It is worrying that almost half of those surveyed believe that employers rarely or never asked their employees about their disposition. Depression is still a taboo - society is reluctant to talk about it. Therefore, to prevent depression and burn-out, the employer should be interested in the mental condition of his employees and try to react as early as possible. The respondents report that their involvement in the work performed during the ongoing pandemic declines during remote work, and they miss informal integration meetings.

Over 2/3 (67%) of respondents declare that the supervisor did not integrate the employees. Employee integration is an integral part of building affiliation with the company, especially during the isolation experienced by employees. Remote work heavily affects the identification with the company on the part of employees who feel unappreciated. They miss ongoing feedback about their value to the company. As the employees point out, it is now invaluable for them to receive support at a mental level through more frequent communication with managers and colleagues.

Indeed, working from home and a hybrid work model poses a huge challenge for both managers and employees. Based on their research, the article's authors propose some advice/guidance for employers/managers. It is worth to:

- ensure the mental and physical disposition of the employees;
- ensure proper working conditions and train employees on ergonomics of the workplace at home;

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[5] *The sum of responses: very important - 35%, important -32%*
[6] *The sum of responses: very important - 31%, important -32%*
[7] *The sum of responses: very important - 23%, important -37%*
[8] *The sum of responses: very important - 21%, important -24%*

- arrange training for employees on the efficient use of work tools;
- care about the employees, exhibit interest in how they are doing, how they cope with remote work (how they handle the situation at home);
- integrate employees, so they maintain the connection with other team members, this should improve work efficiency and communication;
- secure and interesting and attractive package of benefits for employees, which will fit the existing pandemic situation;
- encourage employees to physical exercise (e.g.,15-20 minutes of yoga or a short stroll in the beginning of the day);
- secure specialist training[9].

6. Conclusions

The last year has brought about colossal stress for society. All have been exposed to extreme events and emotions. The pandemic has been and continues to be a considerable challenge. The future is unclear. The situation required managers to take an immediate, new, utterly unknown approach to problem-solving. The stress that arose, the appearing doubts concerned not only the survival of the organization but also the fear for one's own life and the lives of the beloved ones. What happened radically changed the whole world. Managers acted under enormous time pressure. There was no time to verify the proposed methods, tools for solving this hitherto unknown situation. This problematic experience is now a source of new knowledge. It is an impulse to seek different solutions that will support organizations, managers, and employees in the process of renewal.

Now, we are after the third wave of the pandemic, which of course, does not mean that the virus has already given up for good. However, it can be noted that the worldwide vaccinations against Covid-19 bring the world closer to the end of the pandemic. Restrictions are being relaxed in Poland, and most countries worldwide, and the introduced covid certificates allow people to cross borders and travel. These are essential indications that the situation is heading in the right direction- towards normality. As a result, labor market experts, legislators, and employers wonder which path to take and discuss the subject of returning remote workers to work. Some companies have already decided to return to the stationary work model, some have allowed employees to work in hybrid form, and some say they will only work remotely. In this challenging time, in addition to such challenges as building the employer's image, changing the way of managing teams in an emergency (Covid-19), returning from remote work back to the office, matching employee benefits in a new

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[9]*Employees raised the need for training on developing relaxation and concentration skills, coping with stress, effective organization of self-work, including time management during remote work, working with the movement system (loosening tensions and stretching muscle contractures), techniques for removing psychophysical effects of stress, breathing exercises, concentration techniques, relaxation, etc.*

pandemic reality, the employer needs to take care of the mental well-being and physical health of the employees.

According to L. Gratton, if managers want to make this transition successfully, however, they will need to do something they are not accustomed to designing hybrid work arrangements with individual human concerns in mind, not just institutional ones (Gratton, 2021). The authors of this article are aware that it would be worthwhile to conduct the study in a dynamic perspective, i.e., in, a more extended working period, which would allow, for example, to identify the adaptability of workers to remote work.

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