

NAVIGATING THE
NEW NORMAL:
**TELEWORK
AND CHALLENGES
FOR MANAGERS**



Contents:

1. Foreword.....	4
2. Key points.....	6
3. Executive summary.....	7
4. Introduction.....	8
5. Conceptual framework.....	11
6. Survey and methodology.....	14
6.1. Questionnaire.....	14
6.2. General information about respondents who were allowed to telework.....	15
7. Results.....	19
7.1. Number of telework days.....	19
7.2. Giving up telework days: gap between days allowed and days taken, and between days taken and days desired.....	19
7.3. Perceptions about productivity.....	21
7.4. Lack of change in team management practices after the pandemic.....	22
7.5. The role of managers' demographic characteristics.....	24
7.6. The role of workplace factors.....	24
7.6.1. Type of industry.....	24

7.6.2. Delegation of decision-making in team management.....	25
7.6.3. Monitoring performance: nature of the tasks supervised, control strategies and use of technological tools.....	27
7.6.4. Organizational change.....	29
7.6.5. Number of disagreements.....	31
7.7. Managers' overall and occupational well-being.....	32
7.7.1. Effect of managers' difficulties in performing their tasks on their overall and occupational well-being.....	35
7.7.2. Effects of managers' well-being and health on attitudes to work.....	36
7.7.3. Effect of personal and professional relationships.....	36
8. Conclusions and concluding remarks.....	40
9. References.....	43
10. Appendix.....	45
10.1. Appendix A: Survey methodology and development.....	45
10.2. Appendix B: Complete survey.....	46
11. Authors.....	65

1. Foreword



Our mission at IE Foundation is to drive the transformation of society through initiatives that improve the quality of education, foster the development of talent and encourage research that delivers innovative solutions to the challenges of today's corporate world and society at large.

We passionately support the work of the DKV-IE Chair on Employee Health and Well-being, which, under the leadership of Dr. Rocío Bonet, reflects the joint commitment of DKV and IE University to promote a healthier society. Its purpose is to foster rigorous research that creates business environments that nurture employees' health and well-being.

I am delighted to present the first report published by the Chair, which analyzes the effect teleworking has on managers' well-being and the factors triggering this impact.

One of the most striking findings in this study, based on a survey of 415 team managers in Spain who worked in different industries and performed jobs that could be done remotely, is that 25% of managers give up some of the telework days available to them, even though they would like to telework more often.

These gaps between the days allowed and the days taken, and between those taken and those desired, suggest that giving up days is a way of compensating for the managerial challenges associated with teleworking. These challenges are mostly due to organizational factors and not necessarily to managers' personal characteristics, as the study revealed. In addition, management challenges end up having a negative effect on managers' health and well-being.

We invite you to examine the report in depth to gain a better insight into the reasons why managers give up teleworking and the conditions that would provide healthy environments where both teams and their managers could fully benefit from this type of innovation.

We hope you enjoy reading this report and find its conclusions useful and thought-provoking.

Gonzalo Garland

Executive Vice-President, IE Foundation



DKV's mission reads as follows: together we take action for a healthier humankind. The word "healthy" has a holistic meaning as far as we are concerned, as it includes issues as diverse as the impact of the environment on people's health as well as companies' efforts to ensure the well-being of society.

So, when the opportunity came up to work with the DKV-IE Chair on Employee Health and Well-being in its research on how companies can contribute to optimizing the health of their workforce, we jumped at the chance to participate in the project. We spend more than 30% of our time working; 1764 hours a year on average to be exact, according to the International Labor Organization.

This research project is part of the Chair's ongoing efforts, analyzing how recent innovations in the workplace, such as greater flexibility to work remotely, impact on employees' health and well-being; investigating how organizations can help reduce the stigma associated with mental health issues and prevent them; and examining the impact of safety in the workplace when aiming to retain talent.

In this context, this report gathers the conclusions of the first strand of research conducted on telework and the challenges it poses for managers, analyzing a situation which inexorably raises a number of issues such as digital disconnection, remote team management and the environmental impact of this working system.

DKV, as a company that has made a firm commitment to the teleworking formula, also faces these challenges. Not surprisingly, 42.17% of our workforce works remotely several days a week, with the consequent impact on motivation, and on attracting and retaining talent.

I would like to encourage you to read the following lines to find out more about the fascinating conclusions of this line of research, led by Rocío Bonet, the academic director of the DKV-IE Chair on Employee Health and Well-being.

Javier Cubría

Chairman, Executive Committee, DKV

KEY POINTS

Survey of

415
managers

in Spain whose
jobs could be
done remotely

25%

of managers
gave up some
telework days



They gave up telework days not because of personal characteristics, but because of corporate factors:



High behavior-based supervision



Low technological support



Flat organizational hierarchies



High coordination needs



High organizational change



Internal conflicts



Managers facing greater challenges in remote management had worse indicators of well-being and mental health

3. Executive summary

1. The data revealed two realities for managers in Spain: one for the managers who gave up telework days (25% of managers) and the other, for those who did not. Declining to use some telework days did not seem to be driven by a desire not to telework as we found that both groups of managers would like to work remotely more days than they actually did. We take the fact that also managers who gave up telework days would like to work more as an indicator that forgoing telework days may point to constraints that prevent them from performing their tasks effectively in a remote environment.

2. Those reporting a decrease in productivity after the pandemic were more likely to give up telework days: the proportion of people forgoing telework days was much higher in the group of managers reporting that productivity had declined after the pandemic than in the group reporting that productivity had improved or stayed the same.

3. The decision to give up days did not appear to be due to managers' personal characteristics. It was not related to gender, age or marital status. Nor was it related to the existence of children under 14 or adult dependents in the home.

4. Giving up days did appear to be related to workplace factors:

a. Managers gave up more telework days in the hospitality, retail, manufacturing and industrial sectors, i.e., industries where the end product takes shape on the company's premises.

b. Managers gave up more telework days in flat organizations, where decisions were largely made between team members and the manager. The physical presence of the manager alongside the team appeared to play a crucial role in achieving smooth coordination between them. Along the same lines, managers who gave up teleworking would also like to spend more time

communicating with team members.

c. More telework days were given up when managers perceived that they could assess how effective their subordinates were by directly observing their behavior. Distance can make these monitoring techniques ineffective.

d. The number of telework days that were given up dropped when there were robust technological tools in place to manage employee performance. The deployment of remote work technologies appears to be instrumental in successfully managing telework.

e. Employees working in organizations that have undergone major organizational change in recent years, especially the reorganization of business units and the regrouping of responsibilities in departments, which may require greater managerial coordination, were more likely to give up telework days.

f. Managers were more likely to give up telework days when they had faced recent changes in the make-up of their teams. Managers play a key role in onboarding new team members and handling changes in these groups.

g. Managers who faced a greater number of personal or professional disputes in their teams were more likely to give up telework days. Conflict resolution requires managers to be on site.

5. There was a strong positive correlation between managers experiencing occupational and psychological distress and those who found it more difficult to perform their management tasks after the pandemic, especially in areas such as "Deciding who performs which tasks", "Guiding subordinates", "Being aware of disagreements", "Settling disagreements" and "Enlisting help from outside the team".

6. These managerial difficulties, as well as the variables of occupational and psychological distress, were in turn associated with managers' intentions to quit their jobs.

7. The benefits of telework for managers' well-being and health seem to depend on their social network: our data show that not feeling alone and having good quality social and professional relationships are crucial to promote the well-being and health of teleworking employees. This was not as important for non-teleworking employees. This may be because there are fewer options to mitigate the effects of poor relationships from a distance.

4. Introduction

The COVID-19 pandemic triggered a radical transformation in the workplace in thousands of organizations around the world, standardizing teleworking (100% or in hybrid format). Although some organizations had been using telecommuting since the 1980s, it was usually offered on a one-off basis to a minority of employees. However, after being forced to work remotely during the pandemic, many employees have been unwilling to give this option up. In fact, teleworking has become one of employees' main demands in today's workplaces. Thus, for example, according to data collected in a worldwide survey on telework in 2022, 13% of employees in Spain would consider quitting their job or looking for another one if they were asked to return to the office full-time. This percentage is fairly similar to the global average, which stands at 15%. The benefits of remote work include higher productivity, due to time savings in commuting, and a better work-life balance (Barrero, Bloom and Davis, 2023).

However, in the case of employers, teleworking has brought different reactions. Thus, while some have welcomed it with open arms, others are very

reticent about the practice, to the point of making employees return to working on site. According to a recent report by KPMG (2023), 78% of CEOs in leading Spanish companies predicted that, in three years' time, they will have returned to a fully face-to-face working approach. This figure is 14% above the global average. The same report shows that 89% of managers would be willing to reward employees who made the effort to physically return to the office with extra pay, salary increases and promotions.

In line with some companies' reluctance to embrace telework, recent studies have found that there is a considerable gap between the number of days that employees would like to telework, and the number of days planned by their employers. For example, data from the recent Global Survey for Working Arrangements (G-SWA) collected from a total of 34 countries worldwide revealed that, while employees would like to work remotely an average of 2 days a week, their managers only envisage 1.1 days. This gap is present in all 34 countries analyzed in the survey (Aksoy et al., 2023). In the case of Spain, it is 1.1 days.

A similar conclusion emerged from data gathered from the European Central Bank's (ECB) Consumer Expectation Survey, which found that at least 30% of employees had teleworking preferences that exceeded what they expected their employers to offer (Da Silva et al., 2023). This data suggests that, despite the benefits of telework, remote and hybrid work arrangements may be creating new challenges in managing employees, at least for some managers.

In reality, we still know relatively little about what organizational aspects influence a manager's ability to effectively manage remotely. Yet this is an important issue, because without understanding which environments are most conducive to this management approach, companies may be imposing less than optimum telework policies for managers. This, in turn, can have negative consequences for both managers and their employers. In particular, managers who find it difficult to manage remotely may suffer from a decrease in their well-being and may even rethink the value of their work if they are experiencing conditions that are incompatible with remote management.

In the case of employers, this loss of well-being and poorer working conditions may lead to lower productivity and to a loss of talent, among other consequences.

In this study, we asked: is teleworking beneficial to managers? To answer our question, we conducted a survey among over 400 team managers in Spain, who all performed jobs that could be done remotely. Through careful analysis of the data collected, we explored the challenges associated with remote management and the consequences these challenges have on managers' well-being. Our main objective was to understand which types of corporate environments and organizational practices, such as the extent of change in a company or the degree of hierarchy in decision-making, were more conducive to remote management and which were less so. Our study also analyzed the impact that the difficulties suffered by managers when performing their tasks remotely had on their overall and occupational well-being, and on their intentions to leave their company.



5. Conceptual framework

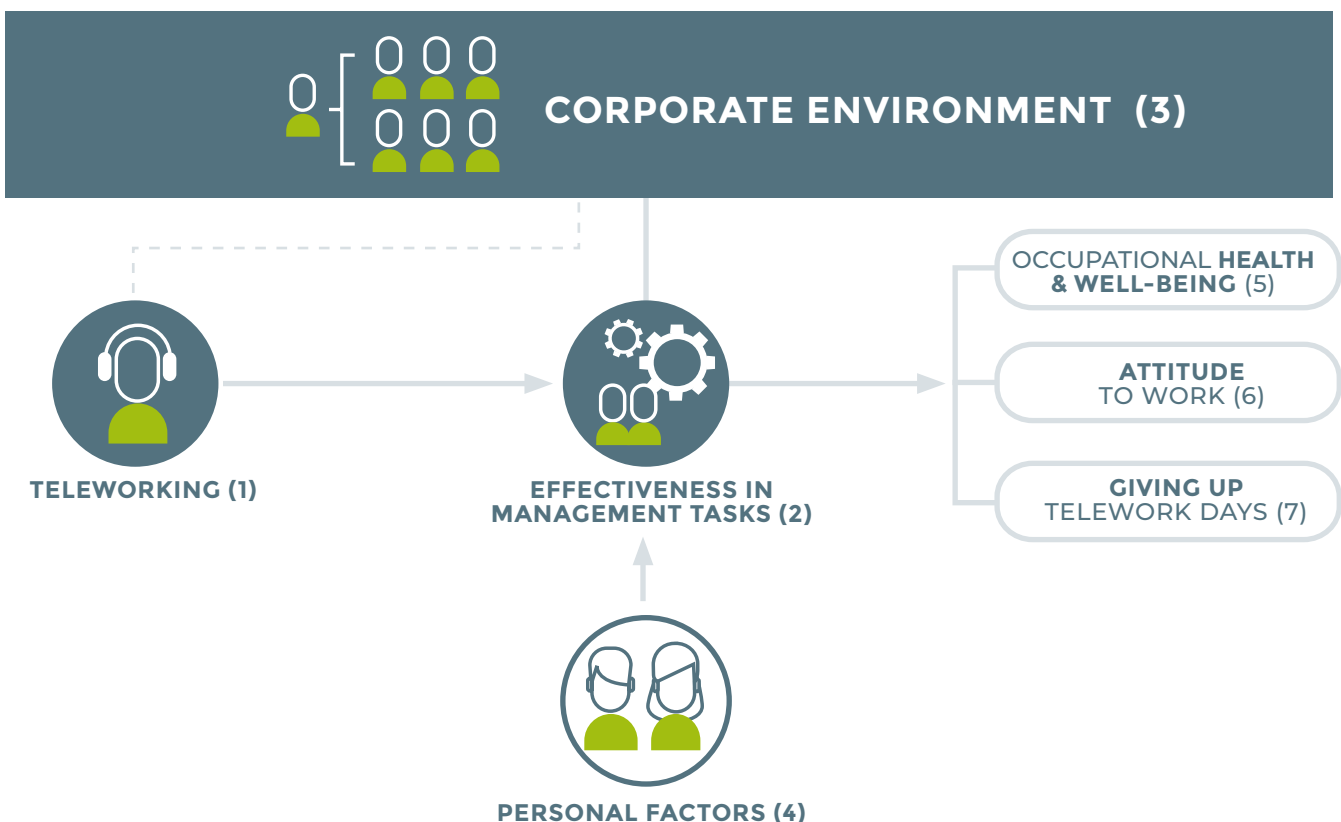
The baseline assumption of this study is that teleworking may impact managers' ability to perform their management tasks (Birkinshaw, Gudka and D'Amato, 2021), and that those who find it difficult to manage remotely may ultimately suffer from a decrease in their well-being and health. Our aim was to understand which factors made it difficult for managers to manage remotely, focusing on organizational reasons, but also taking into account personal considerations. Table 1 shows the study's conceptual framework.

The relevant variable whose effects on managers are analyzed here is the implementation of a remote or hybrid work model in companies (1). This new way of working may have an impact

on these employees' ability to perform the tasks inherent to their position and to manage their teams (2). These tasks can be summarized as follows:

- Dividing up and assigning tasks.
- Managing communication flows.
- Supervising employees.
- Appraising performance.
- Guiding subordinates on how to perform new tasks.
- Identifying and settling disagreements that arise in the group.

Table 1. **Conceptual framework of the study**





The impact of teleworking on managers' ability to manage remotely could be affected by employees' personal factors (4). We measured the following:

- Gender
- Age
- Marital status
- Family responsibilities (children under 14 or adult dependents)
- Economic situation
- Position in the company
- Commuting distance from the workplace

In turn, managers' corporate environment (3) also influences how they perform these team management tasks. In our study, we focused on the following variables in this environment:

- Type of industry
- Delegation of decision-making in different managerial aspects
- Monitoring employee performance
- Organizational change
- Changes in the team
- Number of disagreements

Finally, we predicted that the difficulties managers could encounter in performing their own tasks would have an effect on their overall well-being and occupational health (5) (Schaufeli, Desart and De Witte 2020; Siverbo, 2023; Rosado-Solomon et al., 2023) and their intention to leave the company (6) (De Neve and Ward, 2023; Barrero, Bloom and Davis, 2023), as well as triggering behavioral changes in the organization to mitigate these difficulties, such as giving up telework days (7).



6. Survey and methodology

To investigate the variables mentioned in the previous section, we devised a survey that gathered comprehensive information on how managers performed their tasks, on the companies they worked for and on their well-being and intention to leave their organizations. This survey featured four sets of questions (see Appendix A online for a complete description of the methodology and the questionnaire devised):

- Personal demographic characteristics (gender, age, existence of dependents in the household), work characteristics (salary, hierarchical level, position, commuting distance) and company characteristics (longevity, type of industry, size).
- Working arrangements of both managers and subordinates before and after the pandemic: number of telework days permitted, taken and desired.
- Organizational practices and characteristics in the corporate environment: how centralized decision-making is, how communication is managed between the different parts of the company, how employee performance is monitored and controlled, whether there has been organizational change after the pandemic, how frequent disagreements are in the teams and how these are settled.
- Overall well-being measures: psychological distress and changes in well-being following the pandemic; occupational health measures: burnout and occupational well-being; attitudes to work: intentions to quit; loneliness, and the quality of both personal and professional relationships.

6.1. QUESTIONNAIRE

The survey was distributed during the months of November and December 2023 to a panel of parti-

cipants from an expert market research company (Grupo Análisis e Investigación), which was also in charge of programming the survey. Our survey provider recruits respondents from a pool of verified individuals who have pre-registered to receive invitations to complete online surveys in exchange for some form of reward (points towards the purchase of various products). It should be noted that no participants specifically signed up for our survey.

We established a series of requirements that participants had to meet in order to be able to take part in our research. These filters defined whether participants were suitable to complete the survey, depending on their answers to a series of questions including or excluding them. Specifically, they had to:

- Have a permanent employment contract or a fixed-term contract which was about to become permanent.
- Have been in their current job for at least four years.
- Belong to a company with at least thirty employees.
- Not belong to the public sector or be engaged in health, social services or household activities or work for extraterritorial organizations or bodies.
- Manage or directly supervise a total of three or more company employees.
- Have a job that could be done remotely (at least partially).

Our final sample consisted of a total of 415 managers who teleworked at least one day a week, or whose teams teleworked at least one day a week. We decided to create a control group to answer some additional questions about the well-being produced by teleworking. Therefore, we added 77

subjects to the sample who did not telework, even though their jobs could be performed remotely.

It should be noted here that the sample analyzed was not representative of the overall population of managers in Spain, although it was sufficiently diverse in that it included managers from different industries that permitted teleworking, as well as from different genders and age groups.

Finally, the estimated length of the survey was 25 minutes. In addition, it included several control questions to ensure participants were paying attention and thus guarantee the validity of the answers provided.

6.2. GENERAL INFORMATION ABOUT RESPONDENTS WHO WERE ALLOWED TO TELEWORK

The following figures show the demographic characteristics of the 415 managers in our main sample. The largest age group was the 45-54 group, to which 47% of the participants belonged (see Figure 1, Panel A). In addition, there was a high male to female ratio (see Figure 1, Panel B) and slightly over half of our sample had children under the age of 14 or dependent adults in their households (see Figure 1, Panel C).

Figure 1. Demographic characteristics of respondents: age, gender and existence of children under 14 years of age or dependent adults at home

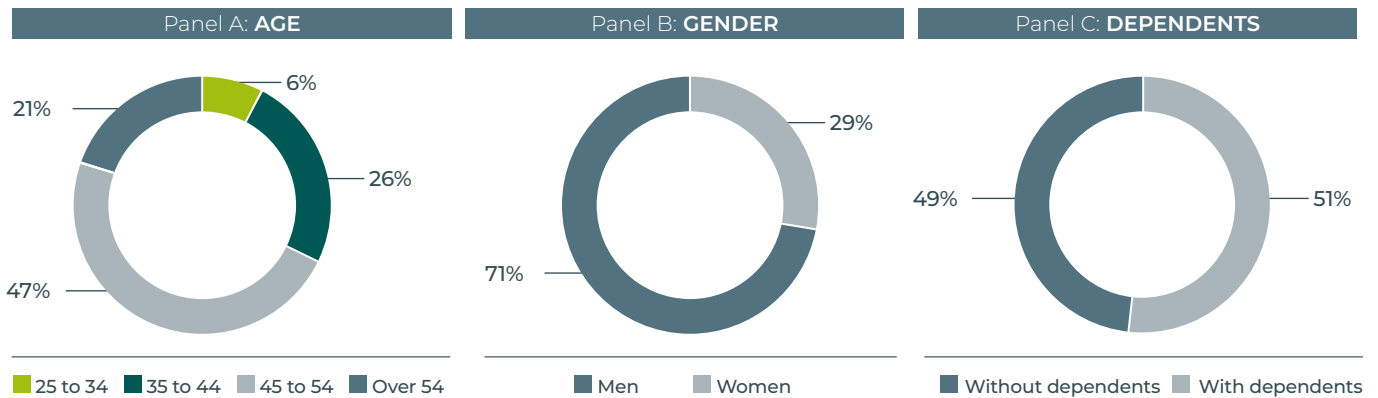
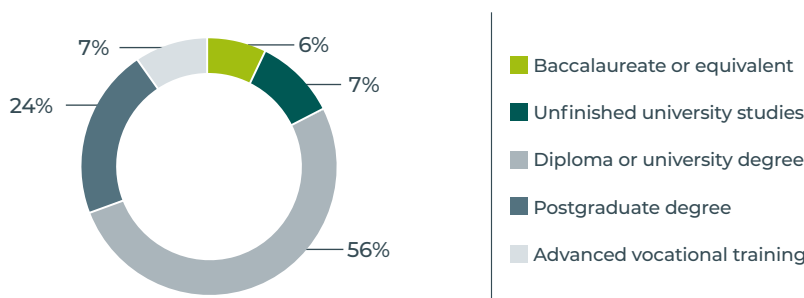


Figure 2. Demographic characteristics of respondents: level of education



About 80% of the respondents had a diploma or university degree, and/or a postgraduate degree (see Figure 2).

We also found that 43% of the managers in the sample received a total gross annual salary of

between €20,000 and €50,000 in 2022 (see Figure 3). They were at different hierarchical levels in their organizations (defined by their relationships with senior management). The least common case was the direct participation of company CEOs in our survey (see Figure 4).

The characteristics of the companies in which the participants worked revealed that 58% of the sample was employed by companies with between 30 and 999 employees, while the remaining 42% were employed by companies with more than 1,000 employees. This included 17% of the respondents who worked in companies with more than 10,000

employees (see Figure 5). Despite the wide variety of industries represented in the sample (see Figure 6), financial and insurance activities, professional, scientific and technical activities, information and communications, and manufacturing industries were the most common sectors represented.

Figure 3. Professional characteristics of the respondents: gross annual remuneration

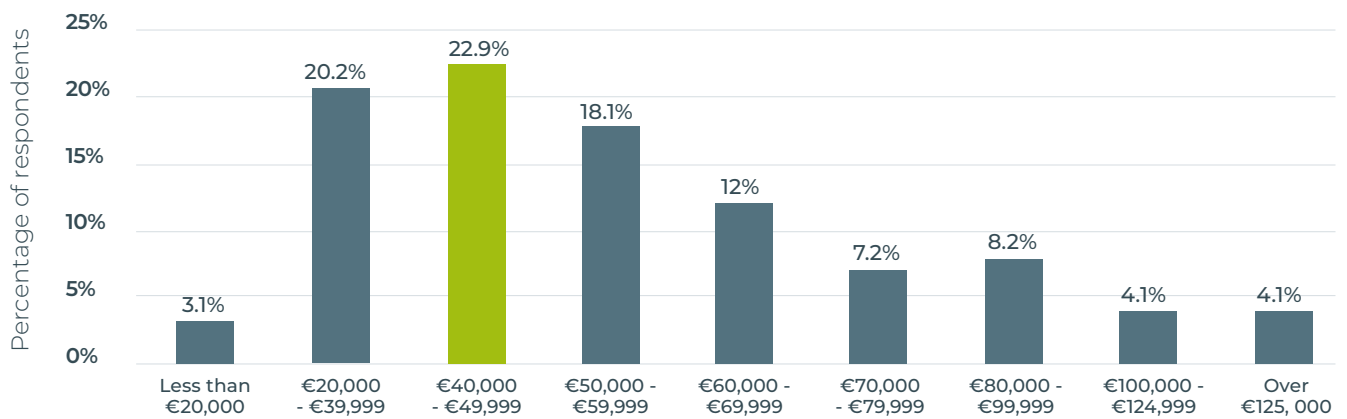
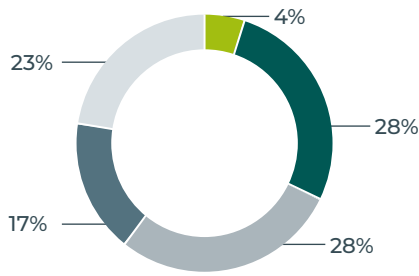


Figure 4. Respondents' professional characteristics: relationship with senior management



- I am the company's CEO / General Manager
- I report directly to the CEO / General Manager
- My direct manager reports directly to the CEO / General Manager.
- A manager above mine reports directly to the CEO / General Manager.
- There are several managerial levels between my direct manager and the CEO / General Manager.

Figure 5. Company characteristics: number of employees

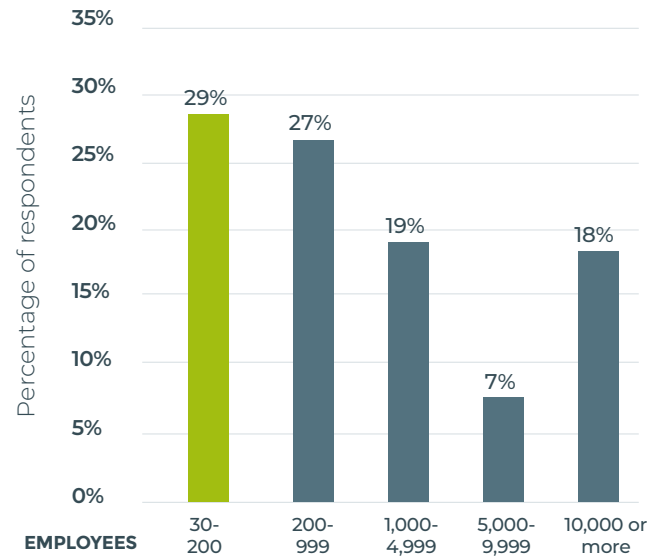
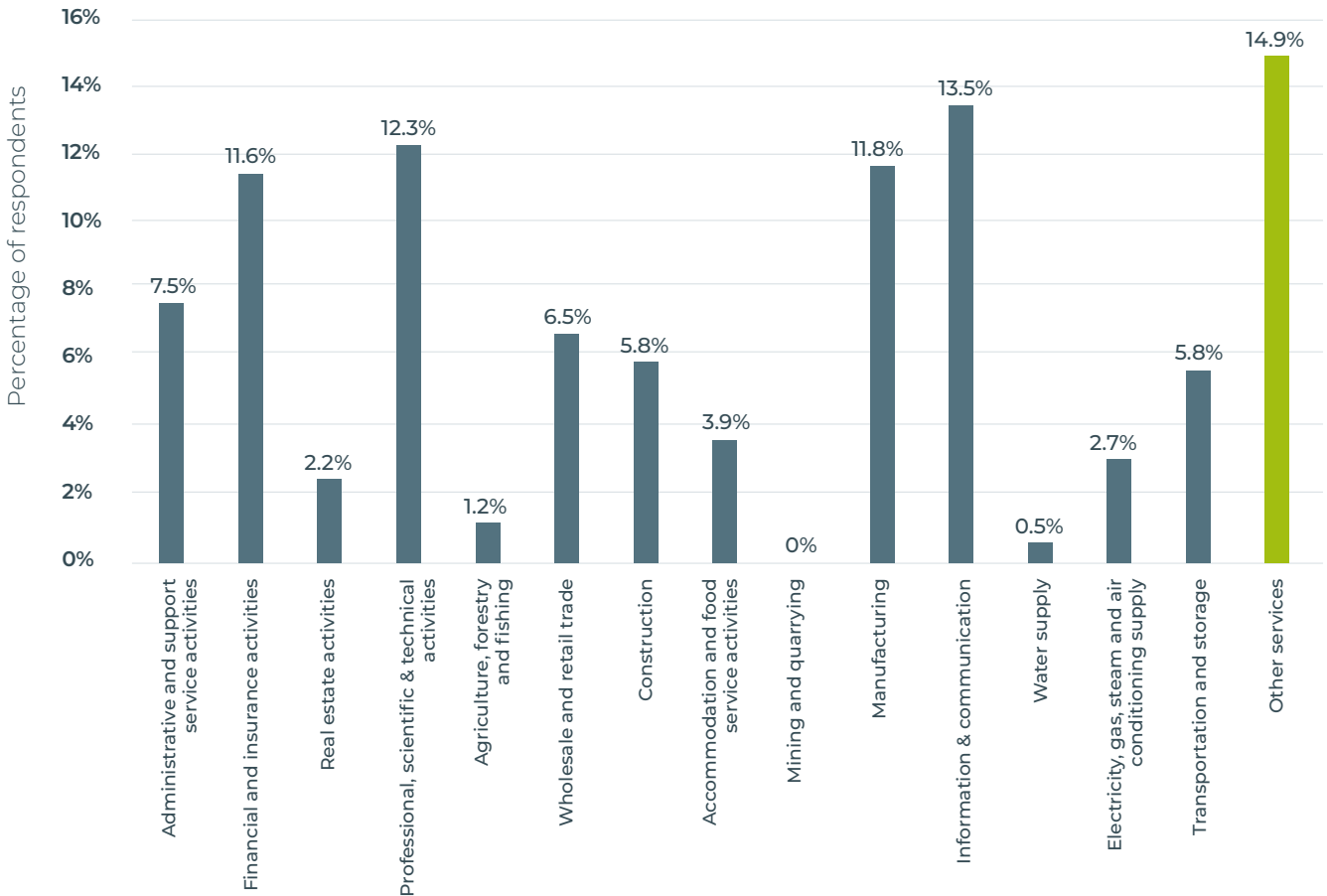


Figure 6. Company characteristics: type of industry





7. Results

Having outlined the profiles of the managers interviewed, this next section sets out and compares the results obtained.

7.1. NUMBER OF TELEWORK DAYS

As in the case of the studies mentioned above, the number of telework days per week available to employees in our sample has increased significantly since the pandemic. Thus, the average number of remote days offered per week to the 415 managers surveyed was 2.77 (compared to an average of 1.37 days before the pandemic), while the average number of remote days offered to their subordinates was 2.31 (compared to an average of 0.91 days before the pandemic) (see Figure 7).

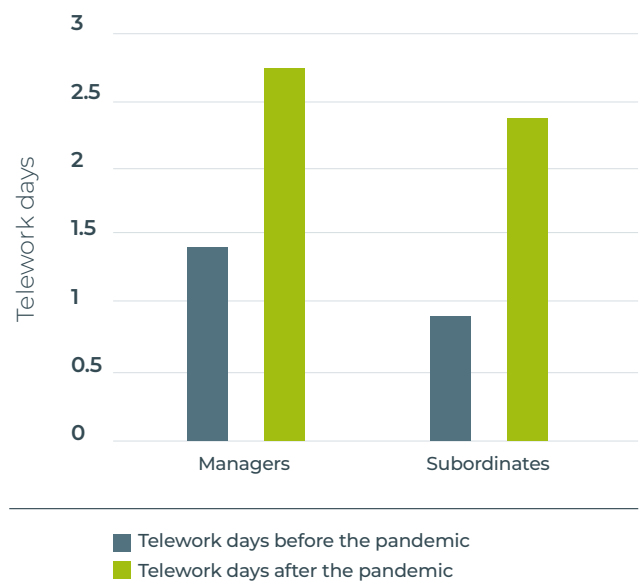
A comparison of this data in the participating companies shows that 57% of managers and 67% of subordinates were not allowed to work remotely before the pandemic, indicating that a large percentage of teams are dealing with hybrid or fully remote work for the first time.

7.2. GIVING UP TELEWORK DAYS: GAP BETWEEN DAYS ALLOWED AND TAKEN, AND BETWEEN DAYS TAKEN AND DAYS DESIRED

One way to understand the extent to which managers can benefit from teleworking is to look at how they took advantage of the teleworking option in their company.

As mentioned above, our survey asked them not only how many days they were allowed to telework, but also how many days they actually chose to telework out of the days available to them. Surprisingly, we found that about 25% of the 415 managers surveyed did not take the total number of telework days offered by the company.

Figure 7. Number of telework days offered to managers and subordinates by companies before and after the pandemic



Source: answers to questions.

“In 2019, before the pandemic, how many full working days in an average week did you work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without your work colleagues?”

“Now, in 2023, how many full working days in an average week does your company allow you to work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without your work colleagues?”

“In 2019, before the pandemic, how many full working days in an average week did your subordinates work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without their work colleagues?”

“Now, in 2023, how many full working days in an average week does your company allow your subordinates to work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without their work colleagues?”

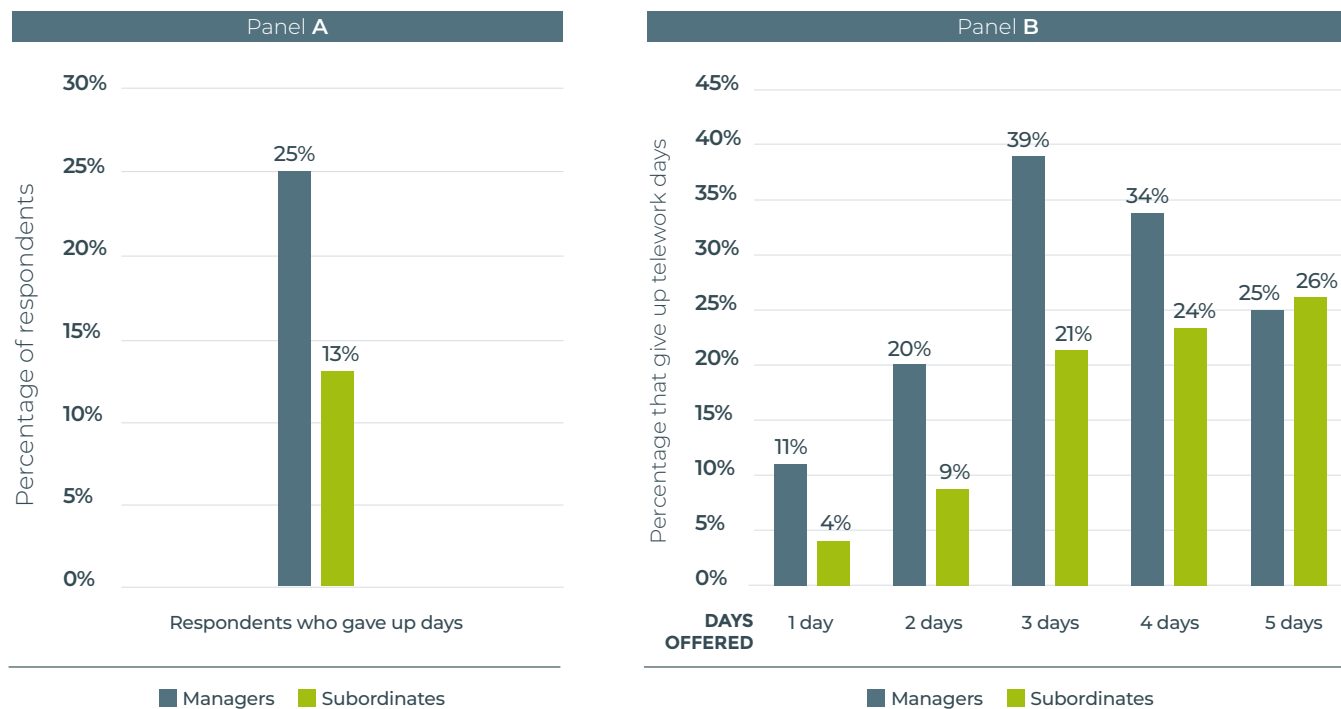
However, only 13% of their subordinates gave up any of these telework days (see Figure 8, Panel A). Moreover, we discovered that, while the proportion of subordinates who gave up telework days tended to increase with the number of days allowed by the company to perform their tasks remotely, managers gave up these days regardless of how many days they were offered (see Figure 8, Panel B).

One possible reason behind giving up telework days is that managers have no desire to work so many days from home. To clarify the extent to which this was the reason for forgoing telework days, Figure 9 shows the average number of

telework days available to managers, the number of days they chose to work remotely and the number of days they would like to telework. The figure indicates the existence of two gaps: one between days allowed and days taken (2.77 days allowed vs. 2.44 days taken) and a second one between the number of telework days taken, and the number of days managers would like to be able to work remotely (2.44 days taken vs. 2.98 days desired).

We also investigated whether the gap between allowed, taken and desired days varied according to whether or not managers gave up telework days (see Figure 10).

Figure 8. Percentage of employees (managers and subordinates) who gave up telework days



Source: answers to questions.

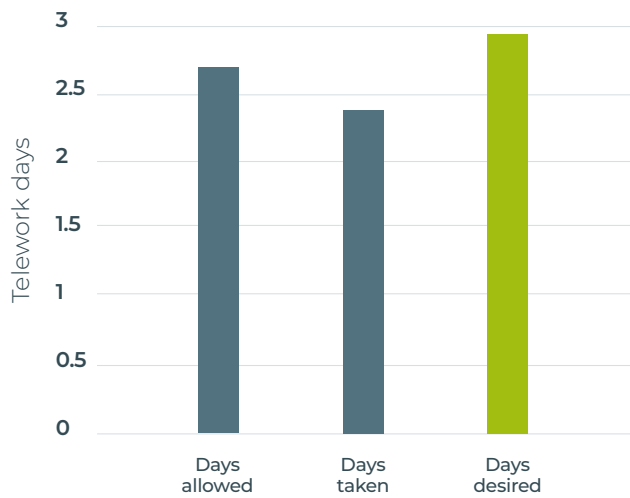
"Now, in 2023, how many full working days in an average week does your company allow you to work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without your work colleagues?"

"Now, in 2023, how many full working days of those allowed do you decide to work from home or from any other teleworking space in an average week?"

"Now, in 2023, how many full working days in an average week does your company allow your subordinates to work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without their work colleagues?"

"Now, in 2023, how many full working days of those allowed do your subordinates work from home or from any other teleworking space in an average week?"

Figure 9. Average number of telework days allowed by the company and number of telework days taken and desired by managers



Source: answers to questions.

"Now, in 2023, how many full working days in an average week does your company allow you to work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without your work colleagues?"

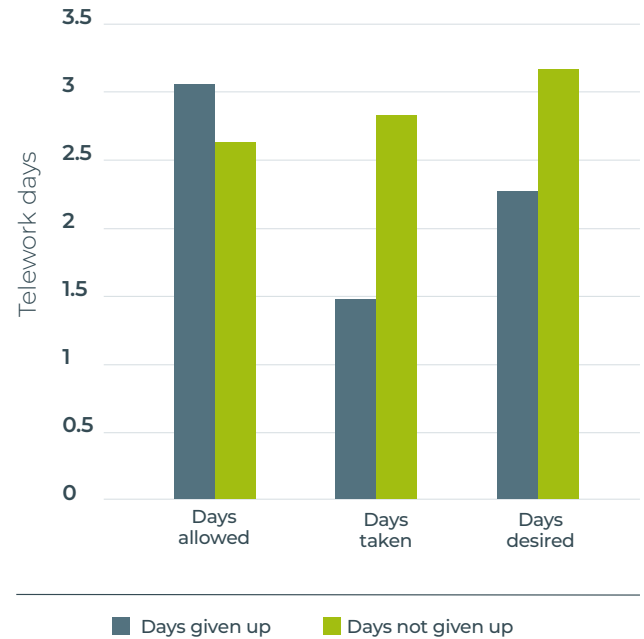
"Now, in 2023, how many full working days of those allowed do you decide to work from home or from any other teleworking space in an average week?"

"If you had a choice, how many full days a week would you work from home or from any other teleworking space?"

Breaking the data down in this way revealed two scenarios for managers: the gap between allowed and taken days was obviously wider (1.39 days taken vs. 3.06 days allowed) for those who gave up telework days than for their colleagues who didn't and actually took a few days more than those available to them (2.78 days taken vs. 2.68 days allowed). However, it is striking that both groups would like to have more days than those they actually take. It also became apparent that in the group that gave up telework days, the number of desired days was higher than the number of days taken (2.26 desired days).

These findings suggest that when managers give up telework days it is not necessarily because they dislike working from home (managers who give up their teleworking options would like to have more telework days); but rather that they may be facing challenges that make it difficult to perform their duties effectively in a remote environment. Thus,

Figure 10. Average number of telework days allowed by the company and number of telework days taken and desired by managers according to whether or not they gave up telework days offered



Source: answers to questions.

"Now, in 2023, how many full working days in an average week does your company allow you to work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without your work colleagues?"

"Now, in 2023, how many full working days of those allowed in an average week do you decide to work from home or from other teleworking spaces?"

"If you had a choice, how many full days a week would you work from home or from other teleworking spaces?"

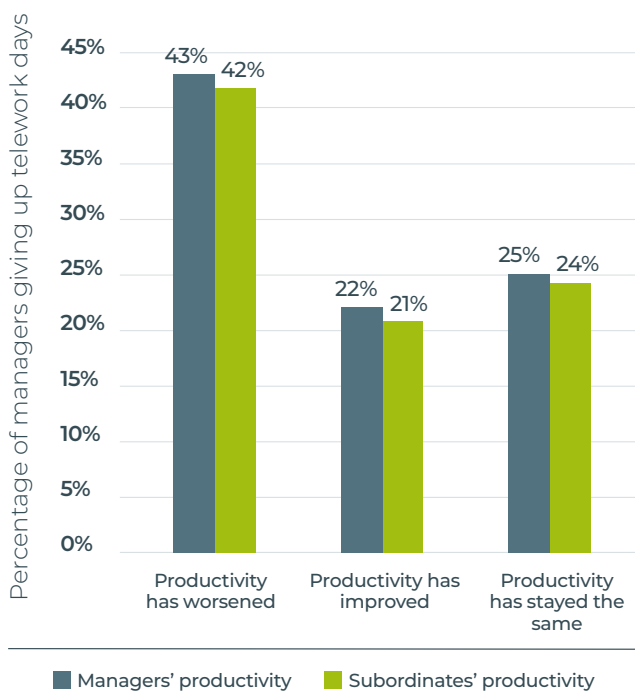
giving up telework days could be a strategy used by managers to compensate for the challenges of teleworking.

7.3 PERCEPTIONS ABOUT PRODUCTIVITY

If managers who give up telework days do so because they experience difficulties in remote management, they could be expected to have more negative perceptions about how telework impacts productivity. When analyzing the relationship between managers' perceptions of how productivity has changed post-pandemic in terms of both their own and their subordinates' work and the number of forgone telework days, we

found that the proportion of people not taking telework days was much higher in the group of managers who reported a decline in productivity post-pandemic than among those who stated that productivity had improved or had stayed the same (see Figure 11). This is consistent with the idea that managers facing greater remote management challenges choose to work less from home as a way to overcome these difficulties.

Figure 11. **Percentage of managers who give up telework days based on their perceptions about changes in productivity in both their own and their subordinates' work after the pandemic**



Source: answers to questions.

"How would you compare **your productivity** before and after the pandemic?"

"How would you compare the **productivity** of your **subordinates** before and after the pandemic?"

7.4. LACK OF CHANGE IN TEAM MANAGEMENT PRACTICES AFTER THE PANDEMIC

Our survey asked managers how they appraised their subordinates' performance, and how they monitored and guided them in their new tasks before and after the pandemic. We found that team management practices have hardly changed (see Figure 12). This lack of change endorses the idea that managers may be resorting to giving telework days to compensate for the adjustments they need to make in their management practices.



Figure 12. Changes in management: pre- and post-pandemic comparison. Group of managers whose team partially teleworked



Source: answers to questions.

"In 2019 before the pandemic, how did you appraise your subordinates' performance?". Response options: on a scale from 1 to 7, with 1 being "Solely based on achieving objectives" and 7 being "Solely based on compliance with the defined procedure".

"In 2023 after the pandemic, how do you appraise your subordinates' performance now?" Response options: on a scale from 1 to 7, with 1 being "Solely based on achieving objectives" and 7 being "Solely based on compliance with the defined procedure".

"In 2019 before the pandemic, who monitored how well the tasks carried out by your subordinates were performed?". Response options:

on a scale from 1 to 7, with 1 being "Only their team members" and 7 being "Only me or a superior".

"In 2023 after the pandemic, who now monitors how well the tasks carried out by your subordinates are performed?". Response options: on a scale from 1 to 7, with 1 being "Only their team members" and 7 being "Only me or a superior".

"In 2019 before the pandemic, who taught employees how to do new tasks?" Response options: on a scale from 1 to 7, with 1 being "Only their team members" and 7 being "Only me or a superior".

"In 2023 after the pandemic, who teaches employees how to do new tasks?". Response options: on a scale from 1 to 7, with 1 being "Only their team members" and 7 being "Only me or a superior".

7.5. THE ROLE OF MANAGERS' DEMOGRAPHIC CHARACTERISTICS

In previous studies, a common candidate to gauge managers' ability to benefit from teleworking has been the employee's personal situation. To see to what extent this could be driving managers' decisions to forgo telework days, we explored the role of the demographic variables collected in our survey and found that the decision to give up telework days was not explained by any of the respondents' personal characteristics: there were no differences in the percentage of people giving up telework days by gender, age, marital status, or the existence of dependents living at home (children under 14 or adult dependents).

7.6. THE ROLE OF WORKPLACE FACTORS

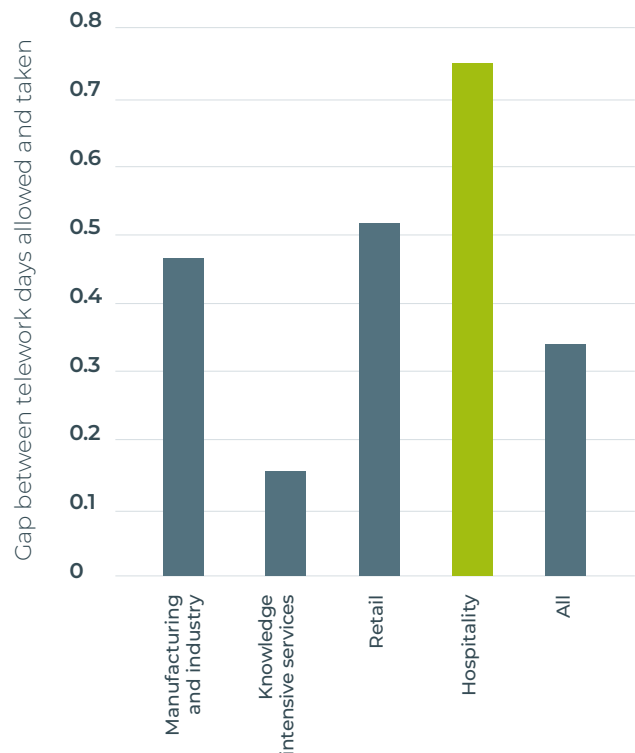
This section discusses the impact of the role of the different workplace factors analyzed. These were the type of industry the managers worked in, the delegation of decision-making in team management, monitoring work performance, organizational change and the number of disagreements within the organization.

7.6.1. TYPE OF INDUSTRY

One of the organizational factors that can undoubtedly affect managers' effectiveness in performing their remote management tasks is the type of industry they work in. In this regard, although our study only focused on managers who could telework, there may be reasons why the type of industry makes it more difficult for them to perform management tasks remotely.

In fact, we found significant differences when we analyzed whether the gap between the days allowed and the days the managers took to telework varied according to the type of industry (see Figure 13).

Figure 13. Average number of telework days allowed by the company and number of telework days taken and desired by managers by type of industry



Source: answers to questions.

"Now, in 2023, how many full working days in an average week does your company allow you to work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without your work colleagues?"

"Now, in 2023, how many full working days of those allowed in an average week do you decide to work from home or from any other teleworking space?"



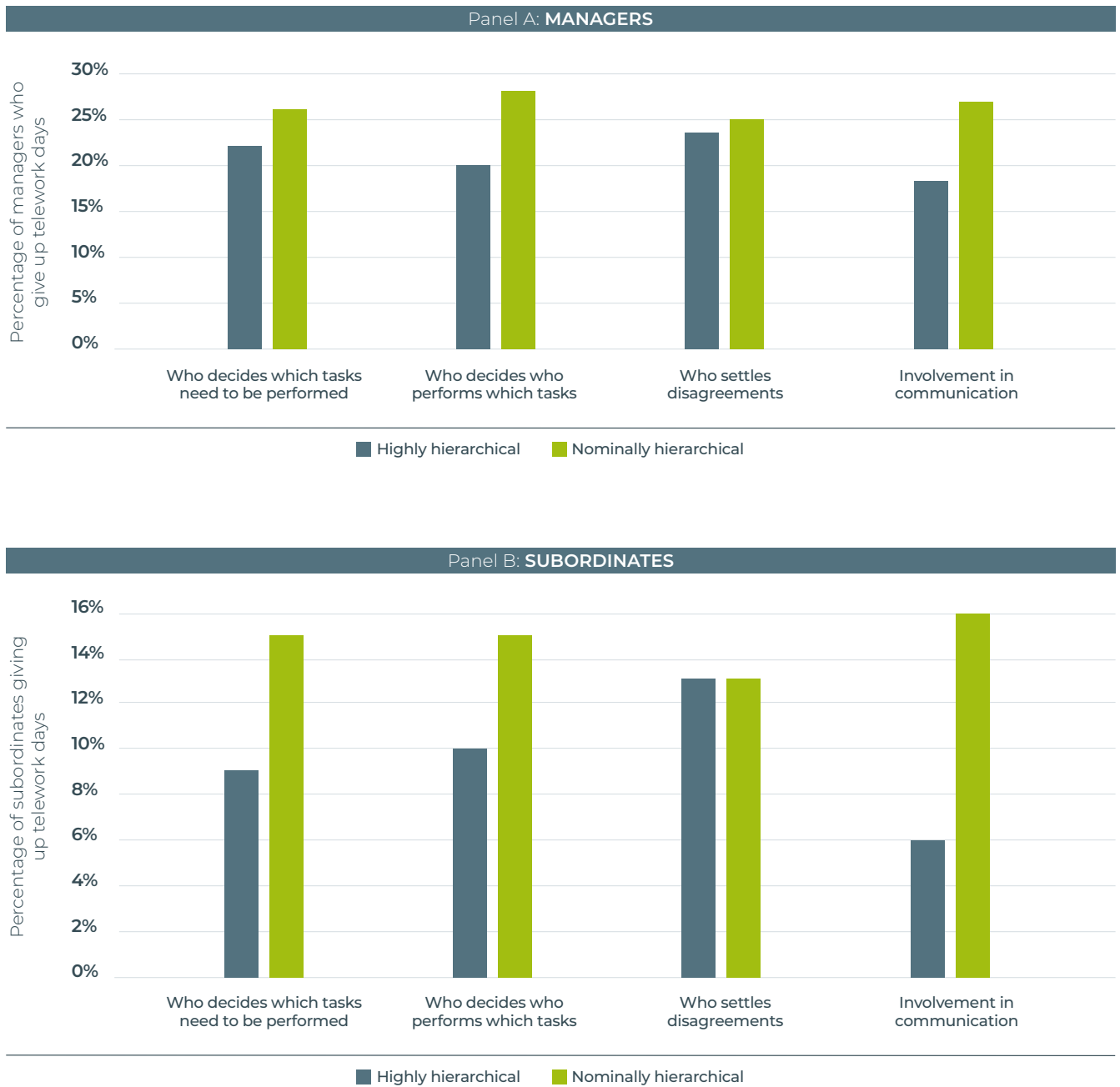
Thus, we observed that the gap between the number of telework days allowed and the number of days taken was much bigger in the hospitality, retail, manufacturing and industrial sectors, suggesting that the nature of the work in these industries may benefit more from managers being on site.

However, the gap was small in companies belonging to knowledge-intensive service industries (administration, finance, insurance, real estate, professional, scientific and technical activities, etc.). The fact that the end product is obtained on the company's premises in the manufacturing, industry, retail and hospitality sectors may explain why managers in these industries choose to give up their telework days, although they can work remotely.

7.6.2. DELEGATION OF DECISION-MAKING IN TEAM MANAGEMENT

This section explores whether the way in which decisions are made with regard to team management, specifically the delegation of decision-making, has an impact on managers' decision to give up telework days. We found that in organizations where the delegation of decision-making in team management was less centralized, i.e., flatter companies, the percentage of managers and their subordinates giving up telework days was higher (see Figure 14, Panels A and B). These differences were particularly striking in terms of assigning and dividing up tasks, as well as in communication. These results suggest that managers being physically on site in flatter organizations, where decisions are largely made among team members, may be required for smooth team coordination.

Figure 14. Percentage of managers (Panel A) and subordinates (Panel B) who gave up telework days according to the decision-making hierarchy in the organization



Source: answers to questions.

"Dividing up tasks: who decides which tasks need to be performed to reach the team's objectives?" Response options: on a scale from 1 to 7, with 1 being "Only my subordinates (separately or together)" and 7 being "Only me or a superior".

"Assigning tasks: who decides who performs which tasks in the team?" Response options: on a scale from 1 to 7, with 1 being "Only my subordinates (separately or together)" and 7 being "Only me or a superior".

"Settling disagreements: who settles disagreements between two or more subordinates in your team?" Response options: on a scale from

1 to 7, with 1 being "Only my subordinates, I do not intervene" and 7 being "Only me or a superior".

"Communication: to what extent does communication between your subordinates (e.g., calls, e-mails, meetings) involve you (or a superior)?" Response options: on a scale from 1 to 7, with 1 being "not at all: communication between my subordinates does not involve me" and 7 being "All communication between my subordinates involves me or a superior".

N.B.: Organizations were considered to be highly hierarchical when they scored values of 6 or 7 in the questions and nominally hierarchical when they scored values below 6.

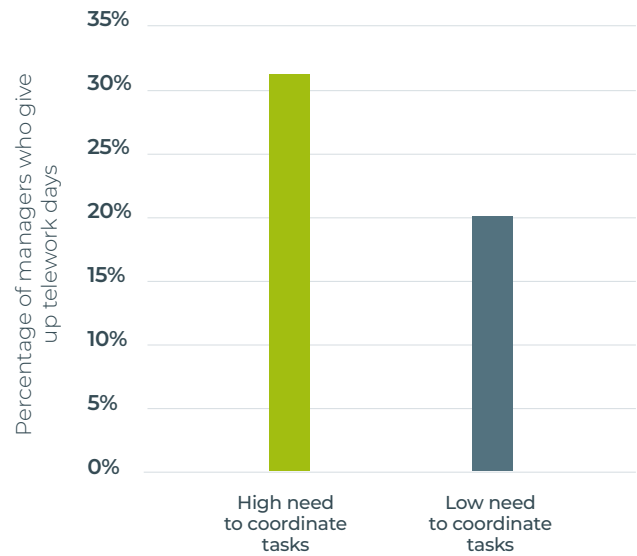
Similarly, in organizations where subordinates required extensive coordination and teamwork to perform tasks, more managers gave up telework days (see Figure 15).

When we asked managers whether they would like to spend more or less time communicating with different areas of the organization, we found that those who gave up telework days answered affirmatively regarding all team members as a whole, while no differences were found in any other areas (see Figure 16). The desire for more extensive communication with the entire team was consistent with the perception that managers who forgo telework days have a greater need to coordinate tasks with their teams.

7.6.3. MONITORING PERFORMANCE: NATURE OF THE TASKS SUPERVISED, CONTROL STRATEGIES AND USE OF TECHNOLOGICAL TOOLS

Another practice that could have a major impact on the effectiveness of remote management, and thus, influence managers' decisions to give up telework days, is how employee performance is monitored. This largely depends on the nature of the tasks, namely whether employees' performance can be gauged by observing their behavior or the results of their behavior.

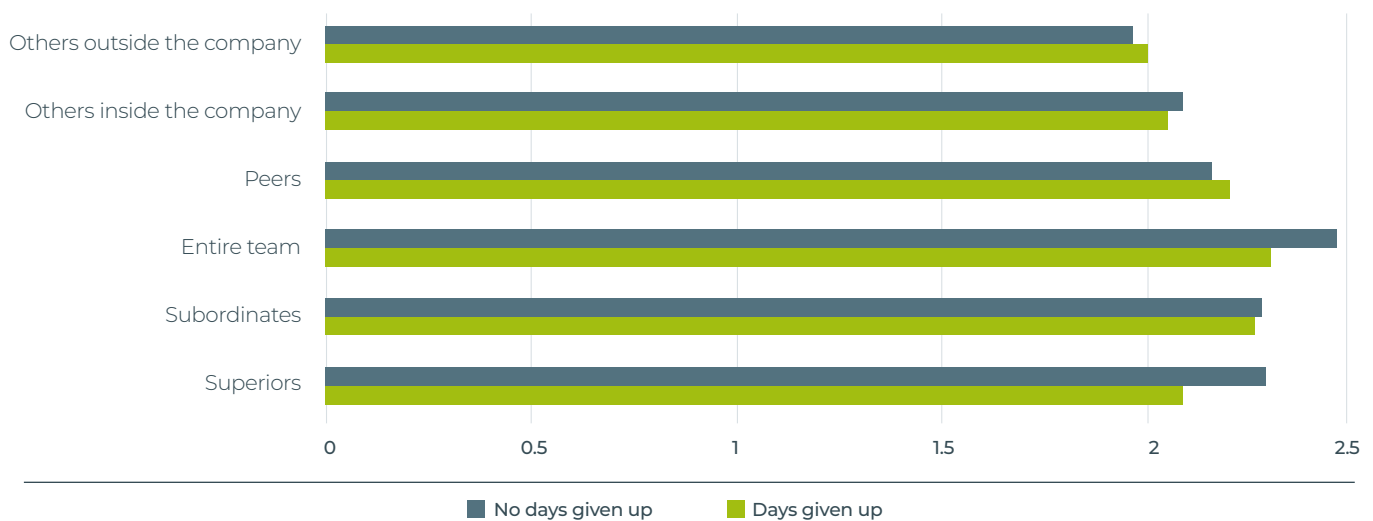
Figure 15. Percentage of managers who gave up telework days according to their need to coordinate task performance



Source: answers to the question:

"Indicate your level of agreement with the following statement: 1) My subordinates need to collaborate and/or communicate with the rest of their work colleagues for them to be able to perform their tasks." Response options: on a scale from 1 to 5, with 1 being "Strongly disagree" and 5 being "Strongly agree".

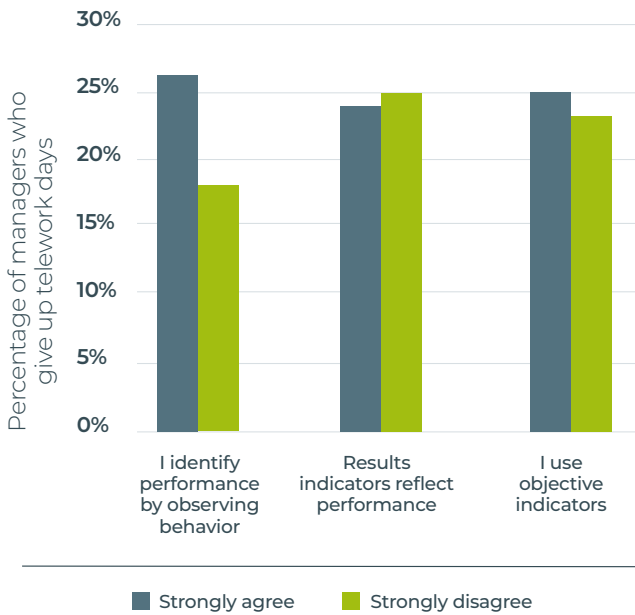
Figure 16. Opinions on spending more or less time communicating with others for those who did and did not give up telework days



Source: answers to the question.

"Currently, you would like the time spent communicating with others to be...". Response options: on a scale from 1 to 5, with 1 being "Much less" and 5 "Much greater".

Figure 17. **Percentage of managers giving up telework days according to whether tasks enabled the identification of high- or low-performing subordinates**



Source: answers to questions.

"Indicate your level of agreement: 1) I can identify effective subordinates from ineffective ones by observing their behavior; 2) The results indicators accurately reflect my subordinates' performance; 3) I use several objective indicators that measure my subordinates' performance." Response options: on a scale from 1 to 5, with 1 being "Strongly disagree" and 5 being "Strongly agree".

N.B.: Managers were deemed to strongly agree with the performance appraisal style when they scored 4 or 5 and strongly disagree with the performance appraisal style when they scored less than 4.

When managers perceived that they could assess how effective their subordinates were by observing their behavior, the percentage that gave up telework days was significantly higher. However, there were minimum differences in the percentage of days given up according to whether or not the managers indicated that they used results indicators that accurately reflected their subordinates' performance, or whether there were objective indicators available to them. In addition, having objective performance measures did not seem to have an impact on giving up telework days either (see Figure 17).

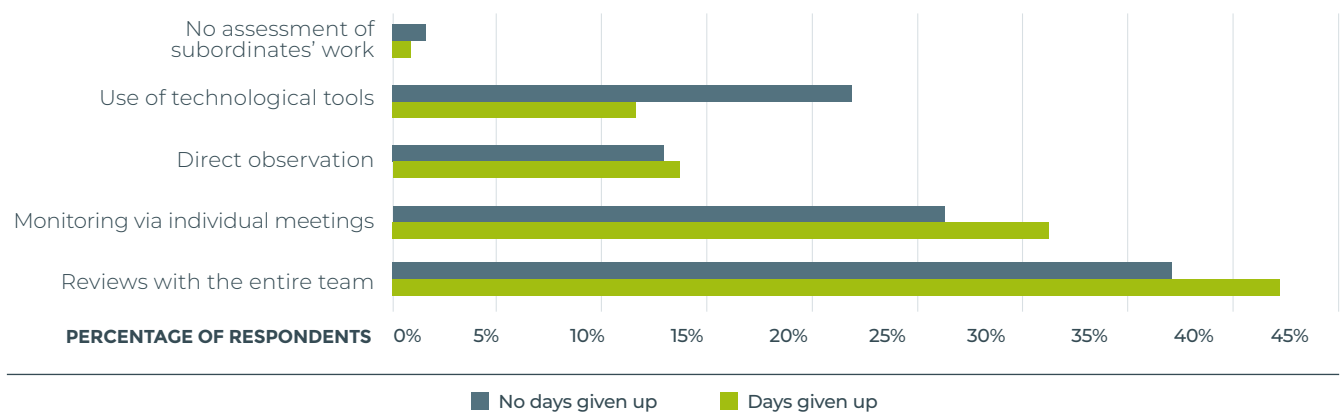
The managerial strategies used to monitor subordinates' performance revealed that managers who stated that they used individual and project meetings with the entire team as their main monitoring methods were also more likely to give up telework days.

Conversely, when technological tools were the main monitoring method, the number of managers who did not give up telework days was substantially higher (see Figure 18).

Thus, reliance on technological performance monitoring tools appeared to increase the likelihood of managers taking all the days allowed for remote work.

The most common technological tools used by respondents to monitor the work and attendance

Figure 18. **Percentage of managers who used different ways to monitor performance according to whether or not they gave up telework days**



Source: answers to the question.

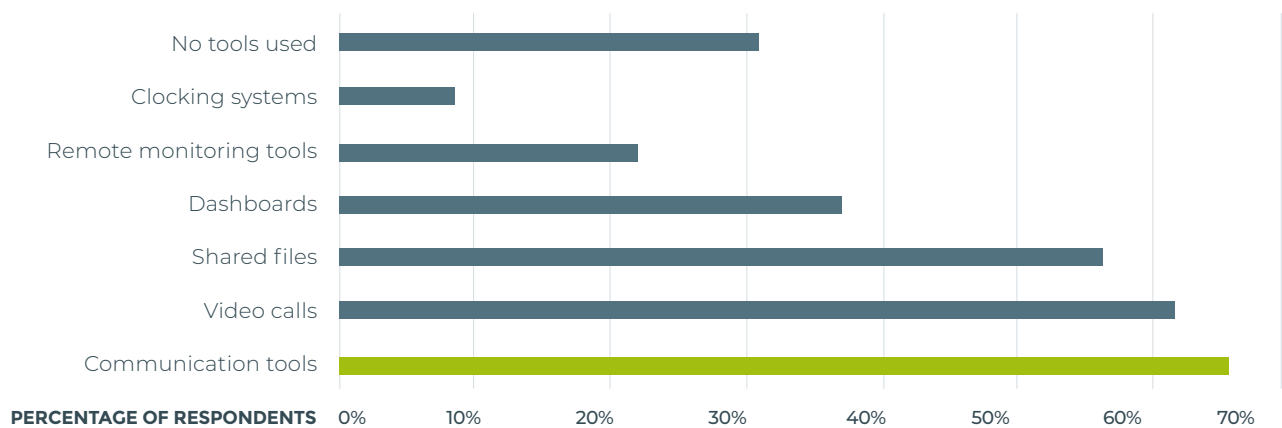
"Select the main method you use to monitor the performance of your subordinates."

of subordinates when teleworking included file sharing, repositories and specific software (e.g. Dropbox, OneDrive, GitHub-type company server), video calls (Teams, Zoom, etc.), and communication tools such as Teams, Slack, Outlook/Mail, WhatsApp, etc. In fact, over 50% used these tools to monitor the work and attendance of their subordinates, which indicates that they may be willing to forfeit a certain degree of privacy in exchange for teleworking (see Figure 19).

7.6.4. ORGANIZATIONAL CHANGE

Another factor in the corporate environment that can affect a manager's ability to effectively manage remote work is the amount of change taking place in the organization. In our survey, we asked managers whether their companies had undergone any major organizational change since the pandemic and found that those reporting greater change were significantly more likely to give up telework days (see Figure 20).

Figure 19. Percentage of managers using different technological tools to remotely monitor their subordinates' work and attendance



Source: answers to the question.

"What technological tools do you use to monitor the work and/or attendance of your subordinates when they telework? (Select all the tools applicable)".

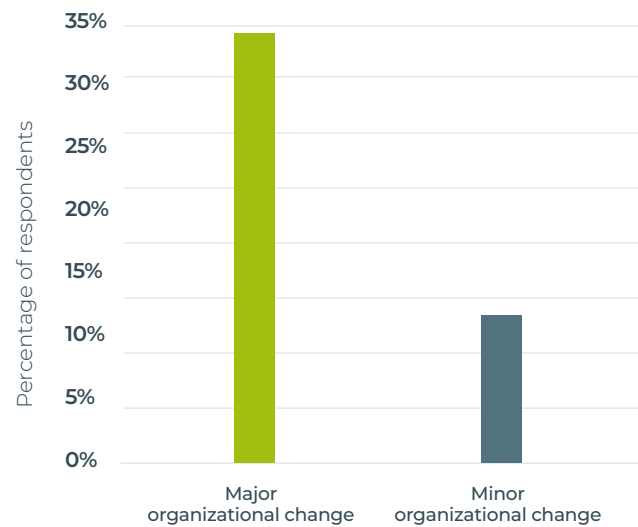


Furthermore, when examining the types of changes implemented in the companies where our respondents worked, initiatives such as office redesign (e.g., introduction of unassigned workstations, unassigned offices and the need to reserve a workstation), the regrouping of responsibilities in departments, and the subdivision or reorganization of business units into departments all contributed to an increase in the percentage of managers giving up remote work days (see Figure 21).

These findings are striking and suggest that these changes may lead to a greater need for managers to be physically on site, possibly due to increased coordination requirements or increases in the number of disagreements among employees.

We also analyzed the impact of changes in the makeup of the teams that managers supervised. In particular, we explored whether the decision to forgo teleworking was linked to significant changes in the percentage of outgoing and incoming team members, as well as in the overall size

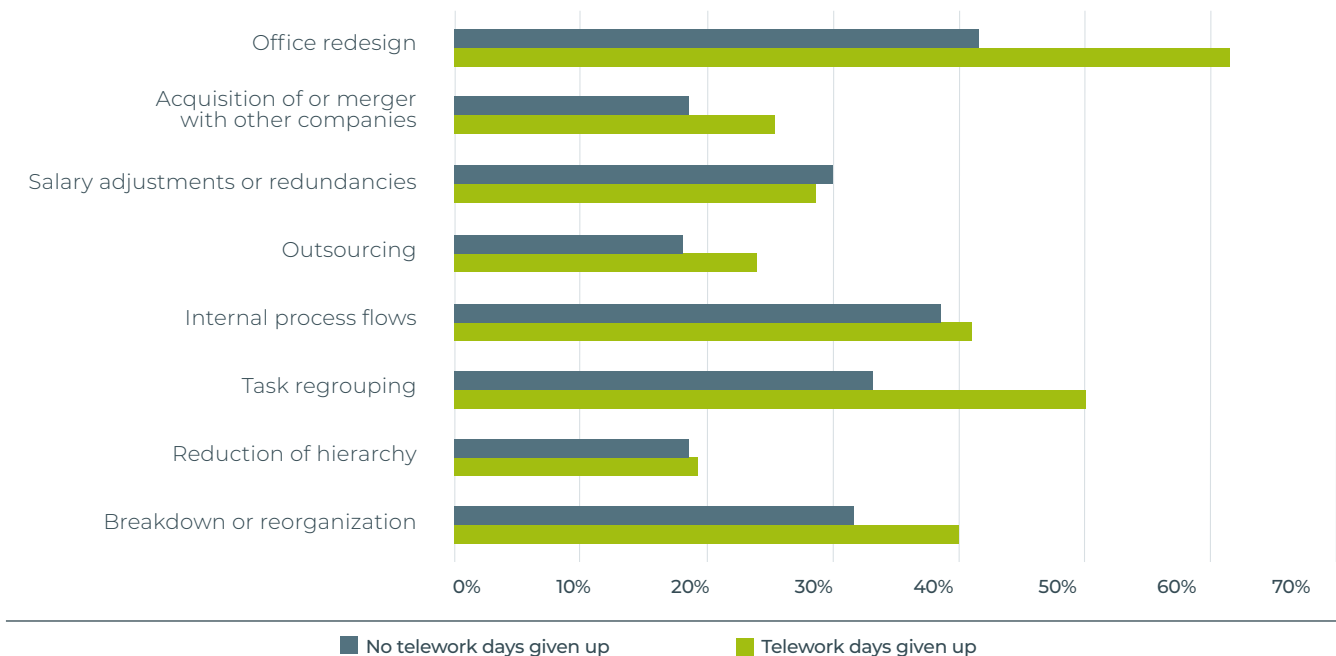
Figure 20. Percentage of managers who gave up telework days according to the amount of organizational change in their companies



Source: answers to the question.

"To what extent has there been significant organizational change in your company during the 2020-2023 period?. Response options: on a scale from 1 to 5, with 1 being "No organizational change" and 5 being "Major organizational change".

Figure 21. Percentage of managers who gave up telework days based on the type of organizational change carried out



Source: answers to the question.

"Indicate which of the following measures have been carried out: breakdown or reorganization of business units or departments; reduction of organizational hierarchy; task regrouping in departments; redesign of internal process flows; outsourcing of parts of the company; salary

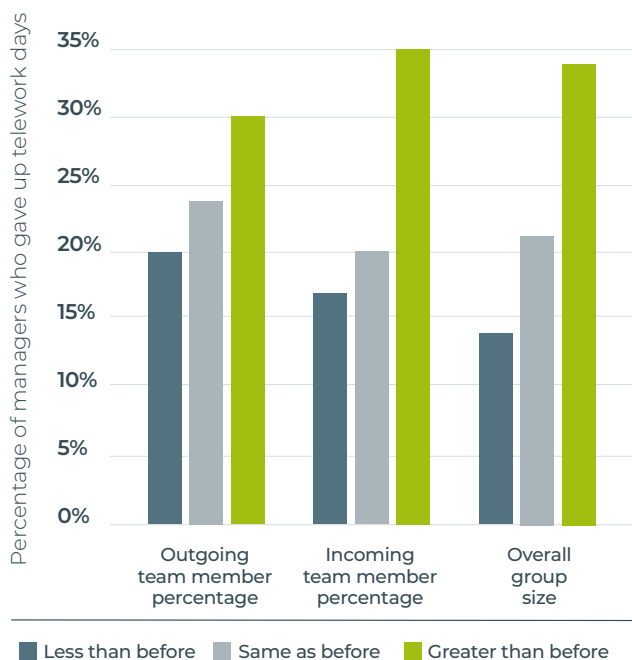
adjustments or redundancies (including compulsory early retirement, etc.); acquisition or merger processes with other companies; office redesign with changes in the way employees are distributed in the company (e.g., introduction of unassigned workstations, unassigned offices, the need to reserve a workstation if an employee is going to work on site, etc.)."

of the group. Figure 22 shows that managers whose teams have changed more after the pandemic (i.e., an increase in the percentage of incoming and outgoing subordinates) and those whose teams have increased were more likely to forgo telework days. This suggests that managers whose teams had undergone more change found it more difficult to manage remotely.

7.6.5. NUMBER OF DISAGREEMENTS

Another corporate factor that could affect managers' effectiveness when teleworking is the number of disagreements in their teams. Indeed, settling disagreements that may arise between team members is one of managers' main responsibilities.

Figure 22. Percentage of managers who gave up telework days according to amount and type of change in survey respondents' teams



Source: answers to questions.

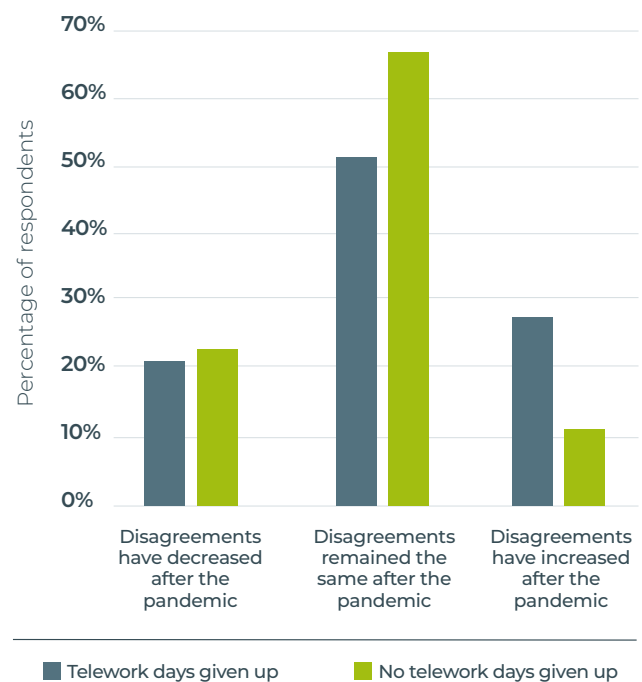
"Compared to pre-pandemic years, the percentage of subordinates leaving your team per year has...". Response options: on a scale from 1 to 5, with 1 being "Significantly decreased" and 5 being "Significantly increased".

"Compared to pre-pandemic years, the percentage of subordinates joining your team per year has...". Response options: on a scale from 1 to 5, with 1 being "Significantly decreased" and 5 being "Significantly increased".

"Compared to pre-pandemic years, the overall size of your team has...". Response options: on a scale from 1 to 5, with 1 being "Significantly decreased" and 5 being "Significantly increased".

ties. However, this task can be more difficult when management is carried out remotely, as it is more difficult to obtain information about the source and understand the severity of the disagreements. In our survey we asked managers about changes in the number of both personal and professional disagreements among their subordinates following the pandemic. In analyzing how responses to this question related to managers' decisions to forgo telework days, we found that the percentage of managers who gave up telework days was significantly higher among those who reported that the number of disagreements had increased following the pandemic than among those who reported that the number of disagreements had decreased or remained the same (see Figure 23).

Figure 23. Breakdown of the increase or decrease in the number of disagreements after the pandemic between managers who gave up telework days and those who did not



Source: answers to the question.

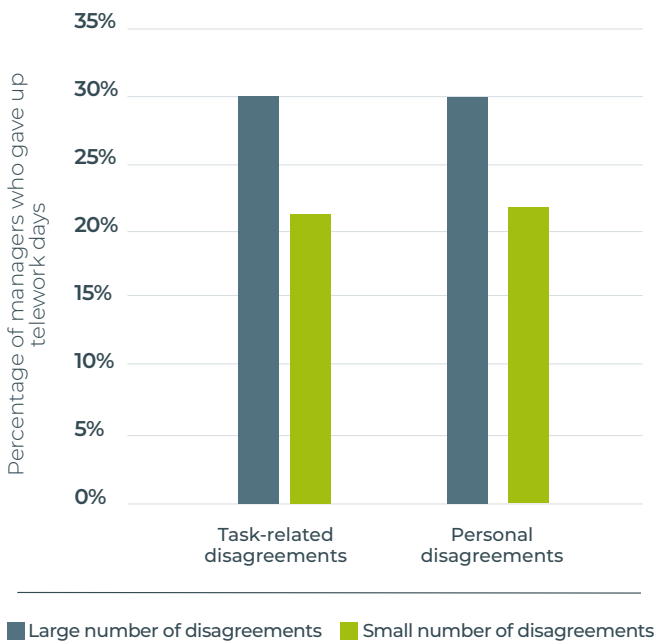
"Compared to before the pandemic (2019), I believe the number of disagreements I have to settle now (2023) between two (or more) members of my team per month is...". Response options: on a scale from 1 to 5, with 1 being "Much lower" and 5 being "Much higher".

In addition, the percentage of managers who gave up telework days was higher when there were a larger number of task-related and personal disagreements per week (see Figure 24).

7.7. MANAGERS' OVERALL AND OCCUPATIONAL WELL-BEING

The results obtained so far show that teleworking may have hindered at least one group of managers in their ability to manage their teams. Next, we explore the effect that these difficulties had on managers' overall and occupational well-being.

Figure 24. Percentage of managers who gave up telework days according to the number of task-related and personal disagreements



Source: answers to questions.

"In a typical working week, how often are there disagreements about how to perform tasks among your team members (ideas, opinions, work to be done, behavior, etc.)?". Response options: on a scale from 1 to 5, with 1 being "Much less often" and 5 being "Much more often".

"In a typical working week, how often are there personal or emotional conflicts among your team members?". Response options: on a scale from 1 to 5, with 1 being "Never" and 5 being "Always".

N.B.: On this scale, strong disagreement took in "Sometimes" to "Always" in a typical week (3, 4 and 5); minor disagreement took in "a few times" to "Never" in a typical week (1 and 2)



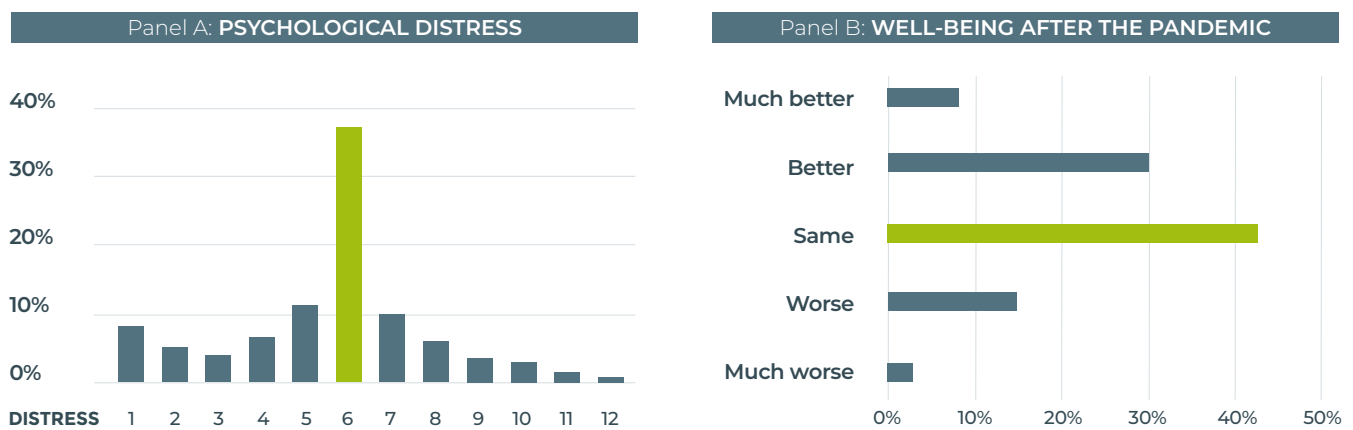
The following figures show the main characteristics of the four indicators of managers' overall and occupational well-being that were measured in our survey: psychological distress, change in overall well-being after the pandemic, evidence of burnout, and occupational well-being (see Figure 25).

The level of psychological distress of our respondents was neither very high nor very low (see Panel A) and, in most cases, overall well-being has not changed significantly since the pandemic (see Panel B).

Moreover, a large percentage of the surveyed managers reported high or very high well-being at work (see Panel C). However, there was evidence of burnout-related symptoms in most cases and only 7% reported very low burnout symptoms (see Panel D).

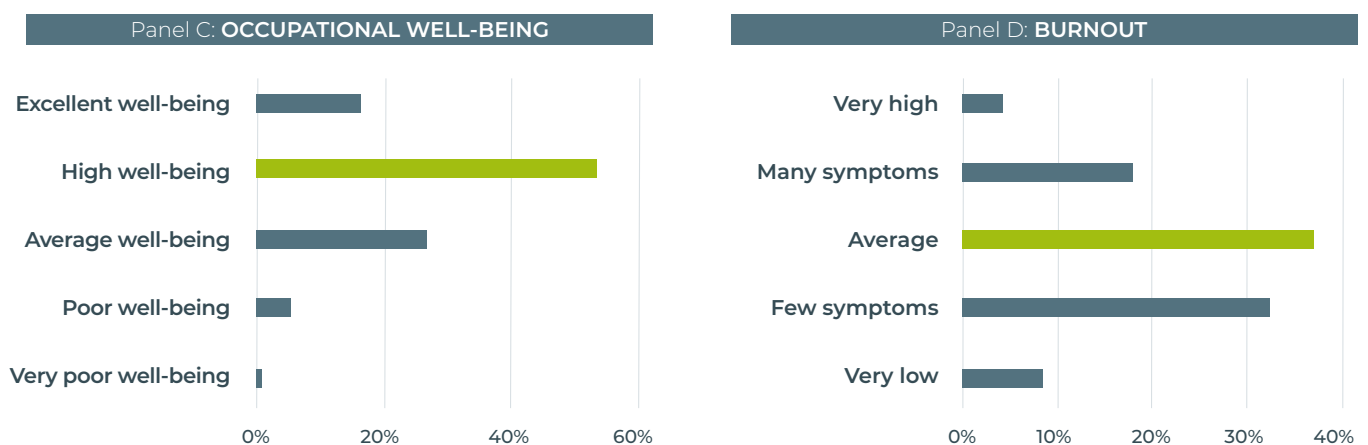
In turn, when we explored whether there were significant differences between managers who gave up telework days and those who did not, we did not find major differences between the two groups in terms of psychological distress, occupational well-being and burnout symptoms.

Figure 25. Measures of overall well-being: psychological distress (Panel A) and change in overall well-being after the pandemic (Panel B). Measures of occupational health: occupational well-being (Panel C) and burnout (Panel D).



N. B.: A score of 12 indicated major psychological distress and a score of 1 indicated minor psychological distress on the scale used for psychological distress in the questionnaire.

Question: "Compared to before the pandemic, your overall well-being is...".



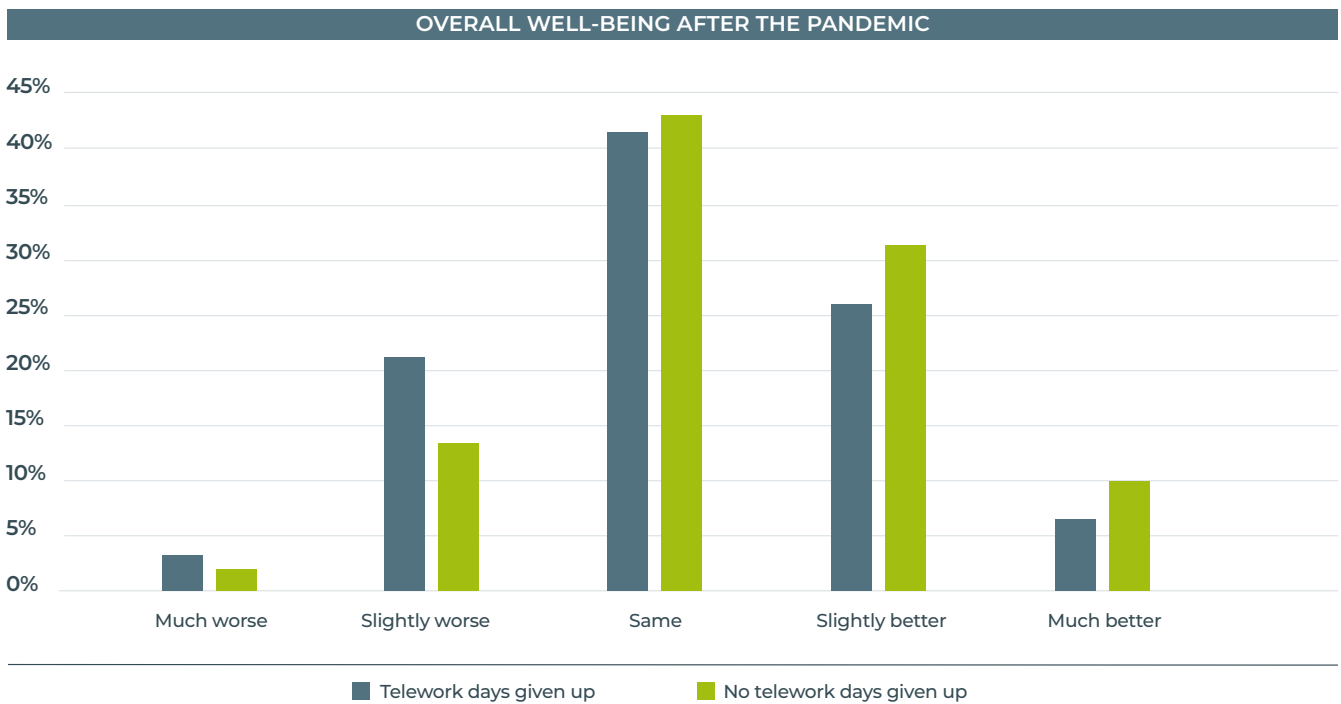
N.B.: The scale measured variables such as sense of purpose, happiness, stress and job satisfaction. Responses were requested according to level of agreement, with 1 being "Strongly disagree" and 5 being "Strongly agree".

N.B.: The scale measured burnout-related symptoms: mental and physical exhaustion and difficulties in regaining lost energy. Responses were requested according to level of agreement, with 1 being "Strongly disagree" and 5 being "Strongly agree".

However, there were differences in overall well-being after the pandemic, with a higher percentage of managers giving up telework days among those who responded that their well-being had worsened. Conversely, there was a higher percentage of managers who did not give up telework days

among those who responded that their well-being had improved (see Figure 26). Thus, the changes experienced after the pandemic may be creating difficulties in adjusting for those who choose to give up telework days and this is undermining their overall well-being.

Figure 26. Results of change in overall well-being after the pandemic for managers who did and did not give up telework days



Source: answers to the question.

"Compared to before the pandemic, your overall well-being is...". Response options: on a scale from 1 to 5, with 1 being "Much worse" and 5 being "Much better".

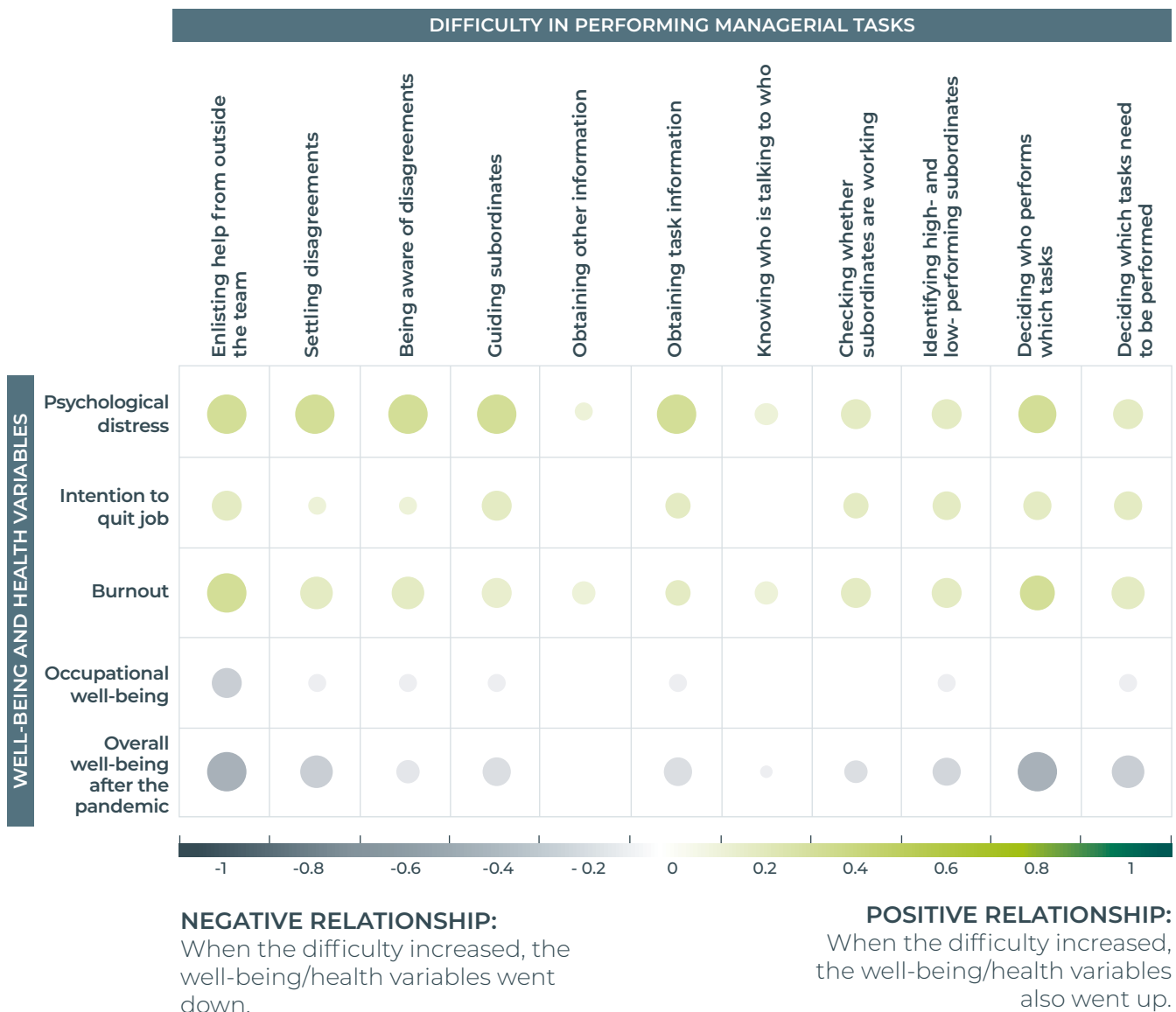


7.7.1. EFFECT OF MANAGERS' DIFFICULTIES IN PERFORMING THEIR TASKS ON THEIR OVERALL AND OCCUPATIONAL WELL-BEING

To understand how the difficulties associated with remote management have impacted managers' overall and occupational well-being, we examined the relationship between the increase in difficulties associated with performing managerial tasks following the pandemic and the well-being and health variables measured in the survey. The correlations between these variables are shown in Table 1.

Larger circle size indicates a stronger correlation. The correlation is positive if the circle size is green and gray if it is negative. The color scale also indicates the magnitude of the correlation. Thus, there is a strong negative correlation between the well-being and health of managers and increased difficulty in performing their management tasks after the pandemic, especially in aspects such as "Deciding who performs which tasks", "Guiding subordinates", "Being aware of disagreements", "Settling disagreements" and "Enlisting help from outside the team". In addition, these difficulties are associated with managers' intentions to quit their jobs (see Table 1).

Tabla 1. Relationship between increased difficulty in performing different managerial tasks after the pandemic, and overall and occupational well-being and intention to quit their jobs



Source: answers to the question.

"Please indicate the degree of difficulty involved in performing the following tasks today compared to the working situation before the COVID-19 pandemic. **Compared to before the pandemic, I think that...**". Response options: on a scale from 1 to 5, with 1 being "Much easier" and 5 being "Much more difficult".

7.7.2. EFFECTS OF MANAGERS' WELL-BEING AND HEALTH ON ATTITUDES TO WORK

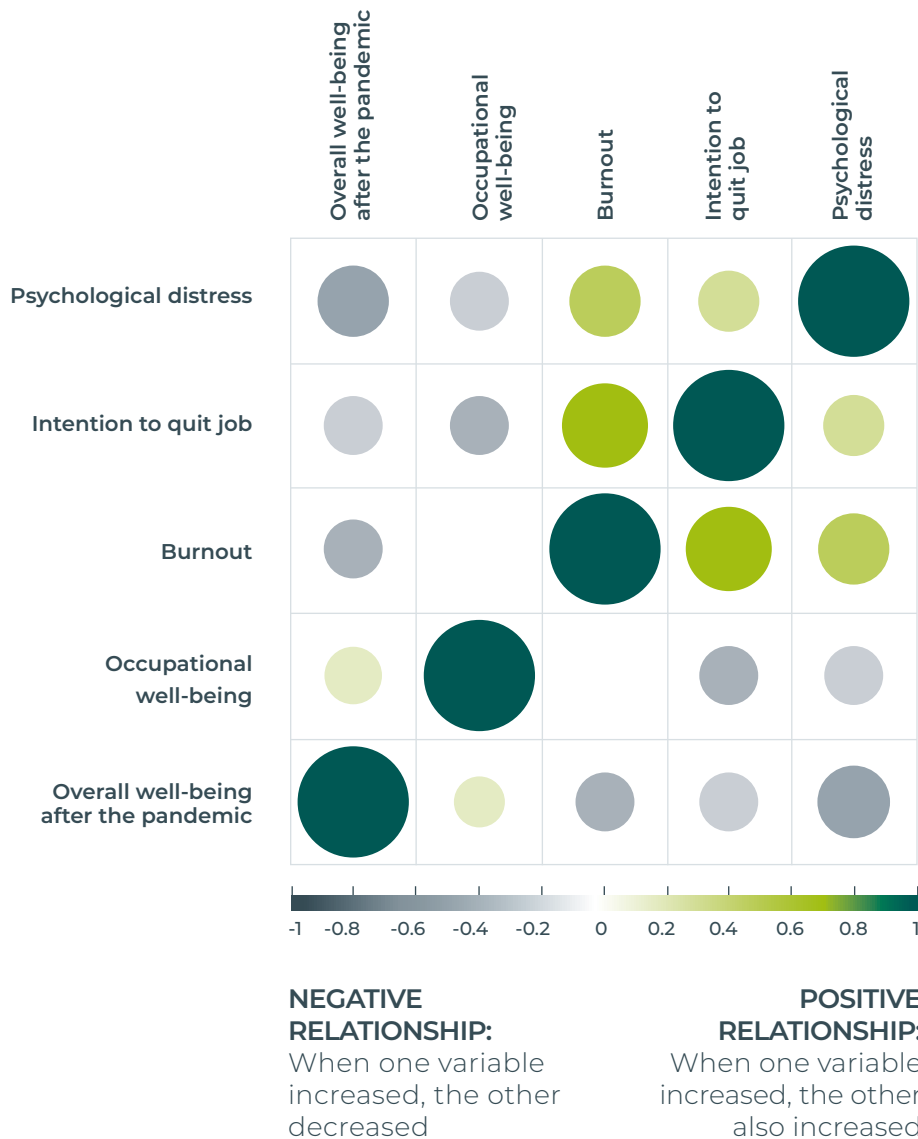
Employee well-being and health are critical for companies given that, as previous studies have shown, poor overall well-being and occupational well-being can lead to serious problems in retaining and motivating employees in the workplace. Table 2 shows the correlations in graphic form. Larger circle size indicates a stronger correlation, which is green if it is positive and gray if it is negative. The color scale also indicates the magnitude of the correlation. It shows that intentions to quit increase when there are more burnout symptoms

and, to a lesser but still relevant extent, as psychological distress increases. Conversely, intentions to quit decreased as occupational well-being and overall well-being increased after the pandemic.

7.7.3. EFFECT OF PERSONAL AND PROFESSIONAL RELATIONSHIPS

Finally, following recent research that has demonstrated the importance of social relationships in dealing with the effects of telework, we explore how the effects of telework on managers' well-being and health are affected by the quality of professional and personal relationships, as well as feelings of loneliness.

Tabla 2. Correlations between overall well-being, occupational well-being, and attitudes to work



Thus, our analysis found that healthy social relationships and the absence of a sense of loneliness are key factors protecting the occupational health and overall well-being of managers who telework. These relationships and the absence of loneliness played a much smaller role among those who did not telework.

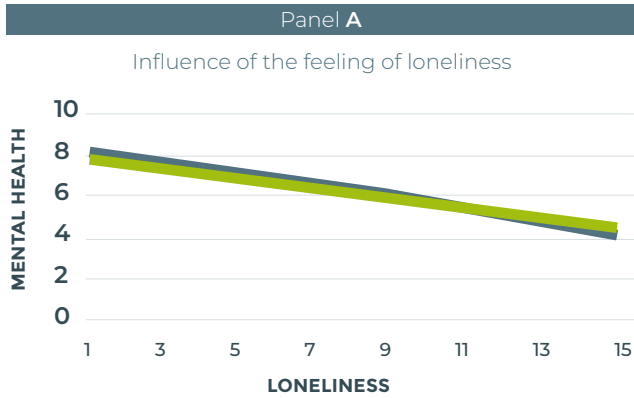
Figure 27 shows the relationship between two of the well-being and health variables: psychological distress and burnout, and the loneliness and social and professional relationship variables (we found a similar relationship for the other

two health and well-being variables measured [occupational well-being and changes in well-being following the pandemic]). The rest of the panels, with the exception of the relationship between the loneliness and psychological distress variables (see Panel A), which were the same for both teleworking and non-teleworking employees, clearly show a stronger relationship for the remote working group than for the non-remote working group. Thus, the benefits of telework for managers, as reflected in other studies, seem to be clearly dependent on managers' social structure.



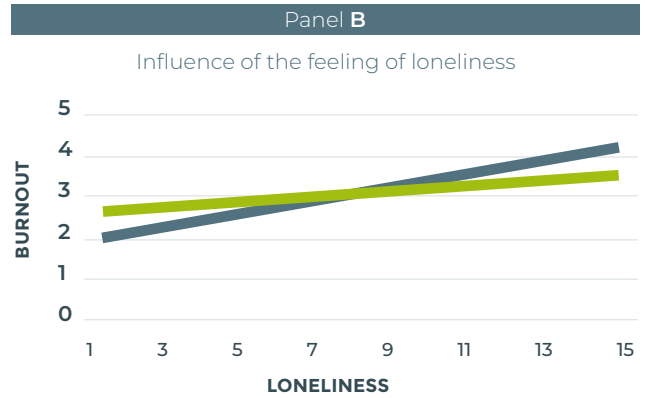
Figure 27. Relationship between loneliness and the quality of professional and personal relationships and mental health (calculated according to psychological distress) and burnout

EFFECTS ON MENTAL HEALTH



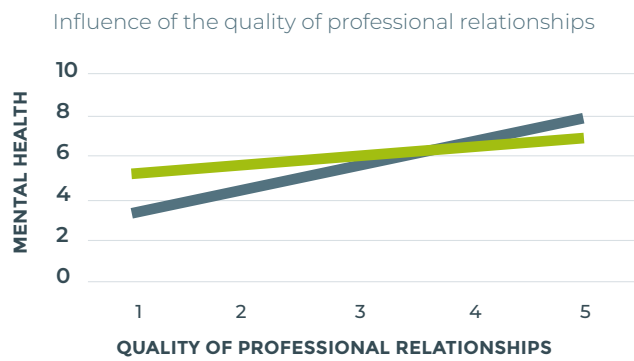
N.B.: Significant feelings of loneliness were associated with poor mental health to the same extent among both teleworking and non-teleworking employees.

EFFECTS ON BURNOUT



N.B.: There were more burnout symptoms when the feelings of loneliness were more significant, in the case of teleworking employees. This effect was less significant for non-teleworking employees.

Panel C



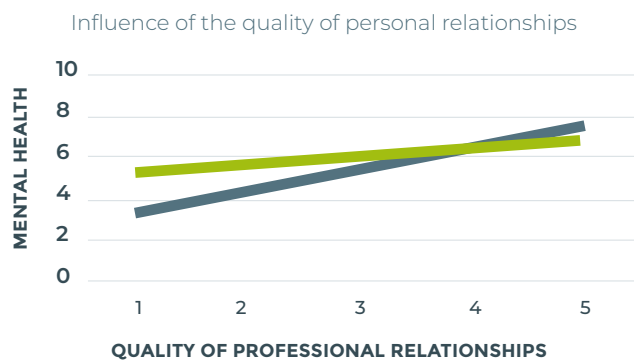
N.B.: Good quality professional relationships were related to better mental health in the case of teleworking employees. This effect was less significant for non-teleworking employees.

Panel D



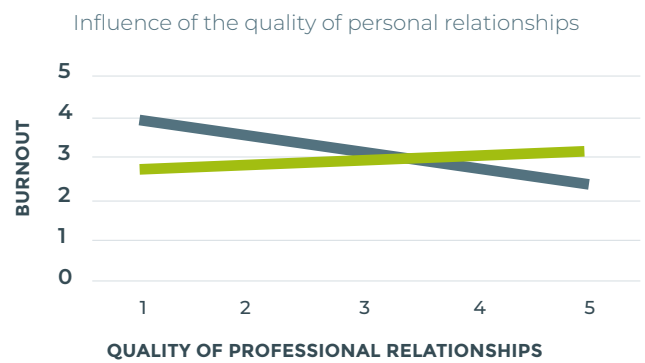
N.B.: Good quality professional relationships were related to fewer burnout symptoms solely in the case of teleworking employees.

Panel E



N.B.: Good quality personal relationships were related to better mental health in the case of teleworking employees. This effect was less significant for non-teleworking employees.

Panel F



N.B.: Good quality personal relationships were related to fewer burnout symptoms solely in the case of teleworking employees.

■ Teleworking employees ■ Non-teleworking employees



8. Conclusions and concluding remarks

In this study we investigated to what extent and under what circumstances managers were benefiting from the new teleworking or hybrid work model brought about by the recent pandemic. Based on survey data collected in November and December 2023 from a total of 415 managers with jobs that could be done remotely in the Spanish labor market, we found two very different realities for managers in this new normal:

one in which they used all of the telework days offered by the company and would like to have even more days available to them, and another in which, although they would like to telework more days, they gave up the telework days available to them.

We interpreted giving up telework days as a sign that managers are finding it difficult to manage remotely. While an alternative to giving up



telework days could be to adapt team management practices, we found that these practices have hardly changed since the pandemic in our sample. We also found that giving up telework days was not explained by managers' demographic characteristics, but rather by corporate environment factors and organizational team management practices. Our results suggest, therefore, that for managers to benefit from teleworking, the remote or hybrid working model needs to be aligned with the company's management model and environment.

The misalignment of management practices revealed in our survey also shows that companies wishing to implement telework successfully for managers still face challenges ahead.

The study of which team management practices were most difficult to manage remotely revealed that, in environments where decision-making was delegated, i.e., flatter organizations, there was a clear need for managers to be on site, judging by the greater number of telework days that were given up in these circumstances. This finding is thought-provoking and prompted us to reconsider whether the highly decentralized modern management models recently adopted in companies to achieve agility were compatible with the teleworking model. This result coincides with the reversal of teleworking policies which some companies such as IBM implemented in the pre-pandemic stage, when deploying agile management models (Cappelli, 2017).

Our findings revealed that when managers worked in highly dynamic environments and underwent changes in their teams, remote management seemed to be less appropriate. Perhaps managers in these environments consider that they need to be on site so they can access richer information more quickly and thus settle disagreements that may arise from major organizational change. In this regard, one of the most striking organizational changes is that of office redesign, which affects the distribution of space for workers. Although previous studies have shown that office redesign makes it difficult for workers to return to the office (Gonsalves, 2020), it now seems to be forcing managers to go back.

In turn, managers who reported more difficulties in their management tasks associated with the post-pandemic work model also showed worse

indicators of overall well-being and occupational health. This result is key, not only because of the implications that less than optimum management situations have for the managers themselves, but also because of the implications it has for their employers. In our study and corroborating the academic literature on the subject (Rosado-Solomon et al., 2023), we found that overall well-being and occupational health variables were closely linked to managers' intentions to remain in the company.

In this regard, beyond retaining employees, promoting a positive telework experience is also essential to attract and motivate talent. Accordingly, recent research has shown that positive manager experiences in teleworking is a key determinant in its future deployment and sustainability (Aksoy et al., 2022). In this sense, given employees' increasing demands for teleworking in today's labor market, companies that enable their managers to enjoy the benefits of remote work will have a clear competitive advantage in the marketplace. Moreover, as academic research has extensively documented, fostering manager well-being is critical to boosting their productivity and that of their teams (Isham, Mair and Jackson, 2020).

Finally, our findings encourage reflection on how companies' adoption of technology can facilitate the successful implementation of the teleworking model. In this regard, the results show that the use of technological tools to track employee performance led to a greater likelihood of managers taking all the days available to them to work remotely. These results are consistent with past research that has shown that teleworking is related to the use of technologies and tools that facilitate remote cooperation and communication (Barrero, Bloom and Davis, 2021). In this sense, companies that wish to successfully promote teleworking would do well to invest in new technologies geared to this purpose. However, it is obviously vital to ensure that these technologies do not lead to intrusive employee surveillance (Aloisi and De Stefano, 2022).

In summary, our study highlights the importance of catering for the demands imposed on managers by the new working model as well as prompting companies to reflect on the changes they need to make so as to give managers the support they need.



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10. Appendix

10.1. APPENDIX A: SURVEY METHODOLOGY AND DEVELOPMENT

We developed a survey to gather comprehensive information about managers, including the ways in which they performed their tasks, as well as the companies they worked for and their well-being. To this end, we conducted the following:

1. A literature review to obtain measures used by previous studies (if any) and choose measures, taking into account their psychometric properties (reliability and validity) and their previous use endorsed by other studies.
2. Application of the back-translation method for measures that had only been used in English-speaking countries (Sousa and Rojjanasrirat, 2011).
3. Questionnaire testing and content validity assessment through interviews with six managers who responded to the questionnaire together with the researchers to dispel any queries that might arise in the interpretation of the questions.
4. Field launch through a supplier (Grupo Análisis e Investigación), with an initial test questionnaire for ten participants.

The final survey (see Appendix B) included the following blocks of questions:

- Personal demographic characteristics (gender and age, existence of dependents in the household, etc.), job characteristics (salary, hierarchical level, position, etc.) and company characteristics (seniority, type of industry, size, etc.). Eighteen questions in total.
- Working arrangement characteristics: existence or absence of remote systems, number of days allowed and number of days taken for teleworking, number of days employees would like to be able to perform their tasks remotely. Eight questions in total based on Barrero, Bloom and Davies (2023).
- Company characteristics that directly affected managers' team management tasks. Seventy-five questions in total:
 - How centralized decision-making was (based on Bedford and Malmi [2015] and Flassak et al. [2023]).
 - How communication was managed between the different parts of the company (based on Bergum [2009], Duxbury and Neufeld [1999] and Hartner-Tiefenthaler et al. [2022]).
 - How employee performance was monitored and controlled (based on Flassak et al. [2023], Ho, Hofmann and Schwaiger [2023] and Siverbo [2023]).
 - Whether there has been organizational change after the pandemic (Ho, Hofmann, and Schwaiger, 2023).
 - Existence of conflict and disagreement settlement styles (based on De Dreu and Van Vianen [2001], Hinds and Mortensen [2005] and Rahim [1983]). Measures of well-being and health: GHQ-12 (Goldberg 1978), burnout (based on Schaufeli, Desart and De Witte, 2020), occupational well-being (De Neve and Ward, 2023) and well-being following the pandemic.
 - Measures of attitudes to work: intentions to quit (Balfour and Wechsler, 1996).
 - Measures of loneliness and quality of both personal and professional relationships. Six questions in total.

10.2. APPENDIX B: COMPLETE SURVEY

F1. Are you a manager or do you directly supervise other employees in your company?
[Only those who answer "Yes" (1) should continue with the survey].

- Yes. (1)
- No. (2)
- Yes, but only occasionally. (3)

F2. How many company employees do you supervise? Answer with a number.
[Minimum, three; less than three, excluded from the survey]

F3. Can you work remotely at present?

- Yes.
- No.

F4. If not, why not?

[If the first option is chosen, exclude the respondent from the survey].

- I always need to be physically on site at my company to be able to do my job (examples: confidentiality and privacy issues, contact with customers, etc.).
- The company does not have a teleworking policy that enables me and my team to carry out our tasks remotely.

Q3. In which year did you start working at your current company?
(Answer with number, format yyyy).

F5. How long have you been in your current position at this company?
[Exclude those who have been at the company for less than four years].

Years.(1) _____

Months. (2) _____

F6. What industry is your company in?

- Administrative and support service activities.
- Creative, arts and entertainment activities.
- Financial and insurance activities.
- Activities of households as employers of domestic personnel; goods- and service-producing activities of private households for own use.
- Activities of extraterritorial organizations and bodies.

- Real estate activities.
- Professional, scientific and technical activities.
- Human health and social work activities.
- Public administration and defense; compulsory social security.
- Agriculture, forestry and fishing.
- Wholesale and retail trade; repair of motor vehicles and motorcycles.
- Construction.
- Education.
- Accommodation and food service activities.
- Mining and quarrying.
- Manufacturing.
- Information and communication.
- Water supply, sewerage, waste management and remediation activities.
- Electricity, gas, steam and air conditioning supply.
- Other services.
- Transportation and storage.

F7. How many employees does your company have?
[Exclude respondents who answer the first option].

- Less than 30 employees. (1)
- 30-200 employees. (2)
- 200 - 999 employees. (3)
- 1000 - 4999 employees. (4)
- 5000 – 9999 employees. (5)
- 10000 or more employees. (6)

F8. What is your current employment situation? (If you have two jobs, answer in relation to the one that brings you the most income). [Exclude those who answer options 3, 4 or 5]

- I have a permanent contract. (1)
- I have a fixed-term or temporary contract, but this is soon to become a permanent contract. (2)
- I have a fixed-term or temporary contract which is about to end which will force me to leave my job. (3)
- I am self-employed. (4)
- I am unemployed. (5)

Q1. Is the company you work in a family business, i.e., a family owns and controls the company?

- Yes.
- No.

Q2. How many years has your company been in business? Approximately:

- Less than five.
- More than five.

Q4. What is your main role in your current job? (Drop-down list):

- Production/Operations.
- R&D.
- Engineering.
- Consultancy.
- Accounting.
- Finance.
- Management.
- Marketing.
- Sales.
- Legal.
- Personnel, labor matters, HR.
- Administration.
- IT/Information systems.
- Other.

Q5. What is your relationship with senior management?

- I am the company's CEO / General Manager. (0)
- I report directly to the CEO / General Manager. (1)
- My immediate manager reports directly to the CEO / General Manager. (2)
- A manager above mine reports directly to the CEO / General Manager. (3)
- There are several managerial levels between my immediate superior and the CEO / General Manager. (4)

Q6. In 2019, before the pandemic, how many full working days in an average week did you work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without your work colleagues?

- None. (0)
- 1 full day. (1)
- 2 full days. (2)
- 3 full days. (3)
- 4 full days. (4)
- 5 or more full days. (5)

Q7. Now, in 2023, how many full working days in an average week does your company allow you to work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without your work colleagues?

- None. (0)
- 1 full day. (1)
- 2 full days. (2)
- 3 full days. (3)
- 4 full days. (4)
- 5 or more full days. (5)

Q10. In 2019, before the pandemic, how many full working days in an average week did your subordinates work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without their work colleagues?

- None. (0)
- 1 full day. (1)
- 2 full days. (2)
- 3 full days. (3)
- 4 full days. (4)
- 5 or more full days. (5)

Q11. Now, in 2023, how many full working days in an average week does your company allow your subordinates to work from home or from any other teleworking space (coworking facilities, libraries, internet cafes, etc.) without their work colleagues?

- None. (0)
- 1 full day. (1)
- 2 full days. (2)
- 3 full days. (3)
- 4 full days. (4)
- 5 or more full days. (5)

Q11.a. Now, in 2023, how many full working days of those allowed in an average week do your subordinates work from home or from any other teleworking space?

- None. (0)
- 1 full day. (1)
- 2 full days. (2)
- 3 full days. (3)
- 4 full days. (4)
- 5 or more full days. (5)

Q8. Do you have an office or a similar private space to work from home?

- Yes. (1)
- No. (0)

Q12. To what extent can you decide whether your subordinates work from the company's premises or remotely?

To very little extent	To little extent	To a certain extent	To a large extent	To a very large extent
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Q13. How satisfactory are your current social relationships at work?

Very unsatisfactory	Unsatisfactory	Neither unsatisfactory nor satisfactory	Satisfactory	Very satisfactory
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Q14. Compared to the period before the pandemic, your current social relationships at work are now:

Much more unsatisfactory	Much unsatisfactory	Equally unsatisfactory/satisfactory	More satisfactory	Much more satisfactory
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Q15. How satisfactory are your current social relationships outside of work?

Very unsatisfactory	Unsatisfactory	Neither unsatisfactory nor satisfactory	Satisfactory	Very satisfactory
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Q16. Compared to the period before the pandemic, your current social relationships outside of work are now:

Much more unsatisfactory	Much unsatisfactory	Equally unsatisfactory/satisfactory	More satisfactory	Much more satisfactory
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Q17. How long does it usually take you to get to and from work (in minutes)? Please specify the total time it takes you.

- Total travel time spent commuting to and from work: _____ (minutes)

Q18. How effective is your company's technological infrastructure in enabling remote work?

Very ineffective	Ineffective	Average effective	Effective	Very effective
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Q19. Please enter the corresponding numbers regarding changes in your team members based on the number you stated above:

- There are a total of _____ subordinates in my team. Out of this total, _____ new subordinates have joined in the last year.

Q19a. Over the past year, how many of your team members left?

- Over the past year, _____ members have left the team.

Q20. Compared to the years before the pandemic, the percentage of subordinates leaving your team per year has:

Significantly decreased	Slightly decreased	Remained similar	Slightly increased	Significantly increased
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Q21. Compared to the years before the pandemic, the percentage of subordinates joining your team per year has:

Significantly decreased	Slightly decreased	Remained similar	Slightly increased	Significantly increased
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Q22. Compared to the years before the pandemic, the overall size of your team has:

Significantly decreased	Slightly decreased	Remained similar	Slightly increased	Significantly increased
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Q23. How would you compare your productivity before and after the pandemic?

- It has improved significantly: I am much more productive now than I was before the pandemic (over 20%).
- It has improved moderately (between 10% and 20%).
- It has improved slightly (less than 10%).
- It has remained more or less the same: I am just as productive now as I was before the pandemic.
- It has worsened slightly (under 10%).
- It has worsened moderately (between 10% and 20%).
- It has worsened significantly: I am much less productive now than I was before the pandemic (over 20%).

Q26. How would you compare the productivity of the subordinates in your team before and after the pandemic?

- It has improved significantly: they are much more productive now than before the pandemic (over 20%).
- It has improved moderately (between 10% and 20%).
- It has improved slightly (less than 10%).
- It has remained more or less the same: they are as productive now as they were before the pandemic.

- It has worsened slightly (less than 10%).
- It has worsened moderately (between 10% and 20%).
- It has worsened significantly: they are much less productive now than they were before the pandemic (over 20%).

Q30. Compared to before the pandemic, your overall well-being is...

- Much better. (5)
- Slightly better. (4)
- The same. (3)
- Slightly worse. (2)
- Much worse. (1)

Q31. How often do you feel... [Random order]?

	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)
... you lack companionship?					
... you have been left out?					
... isolated from others?					

Q32. Please indicate to what extent you agree or disagree with the following statements about your job: [Random order].

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
You are likely to look for a new job during the next year.					
I often think about quitting my job.					
I will probably quit my job if I am forced to return to the office full-time.					
I feel mentally drained in my job.					
I find it difficult to regain lost energy after a day at work.					
I feel physically exhausted in my job.					
Overall, I am completely satisfied with my job.					
My job has a clear purpose.					
I am happy in my job most of the time.					
I feel stressed in my job most of the time.					

The statements below refer to how your team usually functions. Choose the option that best describes your situation.

Dividing up tasks

Q33. Who determines which tasks need to be performed to reach the team's objectives?

<i>Only my subordinates (separately or together)</i>	<i>My subordinates to a large extent</i>	<i>My subordinates to a certain extent</i>	<i>My subordinates and myself to the same extent</i>	<i>I do to a certain extent</i>	<i>I do to a large extent</i>	<i>Only me or a superior</i>
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Assigning tasks

Q34. Who decides who performs which tasks in the team?

<i>Only my subordinates (separately or together)</i>	<i>My subordinates to a large extent</i>	<i>My subordinates to a certain extent</i>	<i>My subordinates and myself to the same extent</i>	<i>I do to a certain extent</i>	<i>I do to a large extent</i>	<i>Only me or a superior</i>
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Settling disagreements

Q34a. Who settles disagreements between two or more subordinates in your team?

<i>Only my subordinates, I do not intervene</i>	<i>My subordinates to a large extent</i>	<i>My subordinates to a certain extent</i>	<i>My subordinates and myself to the same extent</i>	<i>My intervention is required to a certain extent</i>	<i>My intervention is required to a large extent</i>	<i>Only me or a superior</i>
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Communication

Q35. To what extent does communication between your subordinates (e.g., calls, e-mails, meetings) involve you (or a superior)?

<i>Not at all: communication between my subordinates does not involve me</i>	<i>I am involved to a very small extent</i>	<i>I am involved to a small extent</i>	<i>About 50% of the communication between my subordinates involves me</i>	<i>It involves me to a certain extent</i>	<i>It involves me to a large extent</i>	<i>All communication between my subordinates involves me or a superior</i>
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Q35.a. Who influences your subordinates' remuneration (including salary, salary increases and bonuses)?

- Only other team members.
- Their team members to a large extent.
- Their team members to a certain extent.
- Both their team members and myself to the same extent.
- I do to a certain extent.
- I do to a large extent.
- Only me or a superior.

Coordination

Q36. Please indicate the extent to which you agree or disagree with the following statements about the need to coordinate tasks:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
My subordinates need to collaborate and/or communicate with the rest of their colleagues so they can perform their tasks.					
I divide tasks up to prevent the need for coordination among the subordinates in my team.					

Settling disagreements

Q37. Answer the following questions about how often differences of opinion and disagreements occur in the team. *[Random order]*

	Never (1)	Few times (2)	Sometimes (3)	Many times (4)	Always (5)
In a typical working week, how often are there disagreements about how to perform tasks among your team members (ideas, opinions, work to be done, behavior, etc.)?					
In a typical working week, how often are there personal or emotional conflicts among your team members?					

Q38. Your team members usually tackle disagreements... *[Random order]*.

	Never (1)	Few times (2)	Sometimes (3)	Many times (4)	Always (5)
By working together to understand the opinions and positions of others.					
By remaining firm in their convictions and not backing down.					
By avoiding problems and acting as if nothing had happened.					

Monitoring tasks and performance

Q39. Please indicate to what extent you agree or disagree with the following statements about your team: [Random order]

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
Performance objectives are established for my subordinates' work.					
Procedures and behaviors are established for my subordinates' work.					

Q40. What is the main method you use to monitor the performance of subordinates in your team:

- Project reviews with my entire team.
- Follow-up meetings with each team member.
- Watching what they do (directly or via camera).
- Technological tools (software, app, email, etc.).
- I do not monitor my subordinates' performance.

Q41. What technological tools do you use to monitor the work and attendance of your subordinates when they telework? (Select all applicable responses).

- Communication tools (Teams chats, Slack, Outlook/Mails, WhatsApp).
- Video calls (Teams, Zoom, etc.).
- File shares, repositories or specific software, checking, for example, progress on file shares (e.g., Dropbox/OneDrive/company server; e.g., GitHub).
- Dashboards to monitor performance and results.
- Remote supervision tools that allow live monitoring of tasks performed by subordinates.
- I do not use any technological tools to supervise my subordinates.

Rewards or penalties

Q42. Please indicate the extent to which you can undertake the following:

	To very little extent	To little extent	To a certain extent	To a large extent	To a very large extent
To what extent can you reward your subordinates for correctly performing their tasks (examples: bonuses, commission, promotion recommendations, early release from work, etc.)?					
To what extent can you penalize your subordinates for poorly performing their tasks (examples: withholding bonuses, warnings, dismissal, etc.)?					

Nature of the tasks

Q43. Please indicate the extent to which you agree or disagree with the following statements regarding your subordinates. [Random order]

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
I can identify effective subordinates from ineffective ones by observing their behavior.					
The results indicators accurately reflect my subordinates' performance.					
I have several objective indicators that measure my subordinates' performance.					

P44. Please indicate the degree of difficulty involved in performing the following tasks today compared to the situation before the COVID-19 pandemic. Compared to before the pandemic, I think that:

	Much easier	Easier	Equally as easy/difficult	More difficult	Much more difficult
Deciding which tasks need to be performed to reach the team's objectives is...					
Deciding who should perform each task is...					
Identifying high- and low-performing subordinates is...					
Checking whether subordinates are working is...					
Knowing who is talking to who in my team is...					
Obtaining task-related information is...					
Obtaining NON -task-related information is...					
Guiding my subordinates when they perform new tasks is...					
Being aware of disagreements between two or more members of my team is...					
Settling disagreements between two or more members of my team is....					
Enlisting help from outside the team is...					

Settling disagreements

P45. Compared to before the pandemic, I believe the number of disagreements I have to settle now between two (or more) members of my team per month is:

Much lower	Slightly lower	The same	Slightly higher	Much higher
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The statements below refer to how you perform your tasks as a manager, comparing the situation before and after the pandemic. **Choose the option** that best describes your situation.

Performance appraisal

P46. In 2019 before the pandemic, how did you appraise your subordinates' performance?

<i>Solely based on achieving objectives</i>	<i>Largely based on achieving objectives</i>	<i>Based on achieving objectives to a certain extent</i>	<i>Both based on achieving objectives and based on compliance with the defined procedure</i>	<i>Based on compliance with the defined procedure to a certain extent</i>	<i>Largely based on compliance with the defined procedure</i>	<i>Solely based on compliance with the defined procedure</i>
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Q47. In 2023 after the pandemic, how do you appraise your subordinates' performance now?

<i>Solely based on achieving objectives</i>	<i>Largely based on achieving objectives</i>	<i>Based on achieving objectives to a certain extent</i>	<i>Both based on achieving objectives and based on compliance with the defined procedure</i>	<i>Based on compliance with the defined procedure to a certain extent</i>	<i>Largely based on compliance with the defined procedure</i>	<i>Solely based on compliance with the defined procedure</i>
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The statements below refer to how you perform your tasks as a manager, comparing the situation before and after the pandemic. **Choose the option** that best describes your situation.

Q48. In 2019 before the pandemic, who monitored how well the tasks carried out by your subordinates were performed?

<i>Only team members</i>	<i>Team members to a large extent</i>	<i>Team members to a certain extent</i>	<i>Team members and me to the same extent</i>	<i>I do to a certain extent</i>	<i>I do to a large extent</i>	<i>Only me or a superior</i>
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Q49. In 2023 after the pandemic, who now monitors how well the tasks carried out by your subordinates are performed?

<i>Only team members</i>	<i>Team members to a large extent</i>	<i>Team members to a certain extent</i>	<i>Team members and me to the same extent</i>	<i>I do to a certain extent</i>	<i>I do to a large extent</i>	<i>Only me or a superior</i>
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Training in new tasks

The statements below refer to how you perform your tasks as a manager, comparing the situation before and after the pandemic. **Choose the option** that best describes your situation.

Q48.a. In 2019 before the pandemic, who taught employees how to do new tasks?

<i>Only team members</i>	<i>Team members to a large extent</i>	<i>Team members to a certain extent</i>	<i>Team members and me to the same extent</i>	<i>I do to a certain extent</i>	<i>I do to a large extent</i>	<i>Only me or a superior</i>
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Q49.a. In 2023 after the pandemic, who now teaches employees how to do new tasks?

Only team members	Team members to a large extent	Team members to a certain extent	Team members and me to the same extent	I do to a certain extent	I do to a large extent	Only me or a superior
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Communication

Q52. Rank the following communication interactions in your organization according to how often you were and are in contact with the various people indicated, both before and after the pandemic, with 1 being the person(s) with whom you have the most contact and 6 being the person(s) with whom you have the least contact: [Random order].

	Pre-pandemic	Post-pandemic	Currently, you would like the time spent communicating with ... to be (drop-down list):
Your superior			Much greater, slightly greater, the same, slightly less, much less.
Your subordinate (on an individual basis)			Much greater, slightly greater, the same, slightly less, much less.
Your entire team (including all your subordinates and you)			Much greater, slightly greater, the same, slightly less, much less.
Your peers (other managers at the same level as you)			Much greater, slightly greater, the same, slightly less, much less.
Others inside the company			Much greater, slightly greater, the same, slightly less, much less.
Others outside the company (e.g. customers, suppliers, etc.)			Much greater, slightly greater, the same, slightly less, much less.

Q53. Please indicate the percentage of working time you spent before pandemic and the time you spend now on the following (the sum of all of them should be 100%): *[Random order]*

	Pre-pandemic	Post-pandemic	Currently, you would like this time to be [drop-down list]:
Coordinating and solving tasks.	__%	__%	Much greater, slightly greater, the same, slightly less, much less.
Giving advice (career, guidance, networking, etc.).	__%	__%	Much greater, slightly greater, the same, slightly less, much less.
Private non-work aspects (family, vacations, etc.)	__%	__%	Much greater, slightly greater, the same, slightly less, much less.

Q54. Rank the following communication methods according to how often you used them before the pandemic and now, with 1 being the method you use the most and 5 the method you use the least: *[Random order]*

Pre-pandemic	Post-pandemic
Voice calls Face-to-face meetings Video conferencing E-mail Instant messaging (Whatsapp, SMS or other apps)	Voice calls Face-to-face meetings Video conferencing E-mail Instant messaging (Whatsapp, SMS or other apps)

Q72. To what extent has your company made significant organizational change during the 2020-2023 period?

To no extent	To very little extent	To a certain extent	To a large extent	To a very large extent
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Q73. Indicate which of the following measures have been carried out: [Random order]

- Breakdown or reorganization of business units or departments.
- Reduction of organizational hierarchy.
- Task regrouping in departments.
- Redesign of internal process flows.
- Outsourcing of parts of the company.
- Salary adjustments or redundancies (including compulsory early retirement).
- Acquisition or merger processes with other companies.
- Office redesign with changes in the way employees are distributed in the company (e.g., introduction of unassigned workstations, unassigned offices, the need to reserve a workstation if you are going to go to work on site, etc.).

Q29. The following statements describe your current overall situation. Indicate how often each statement has been applicable to you in the last few weeks:

	More than usual	Same as always	Less than usual	Much less than usual
Have you been able to concentrate on what you are doing?				
Have you lost a lot of sleep through worrying?				
Do you feel you have a useful role to play in life?				
Have you felt capable of making decisions?				
Have you felt constantly overwhelmed and on edge?				
Have you ever felt that you were incapable of overcoming your difficulties?				
Have you been able to enjoy your day-to-day activities?				
Have you been able to cope with your problems?				
Have you ever felt unhappy or depressed?				
Have you lost your self-confidence?				
Have you ever considered yourself to be worthless?				
All things considered, have you felt reasonably happy?				

If you could choose, how many days would you telework from home or any other teleworking space?

- None. (0)
- 1 full day. (1)
- 2 full days. (2)
- 3 full days. (3)
- 4 full days. (4)
- 5 or more full days. (5)

If you could choose, how many days would you let your subordinates telework from home or any other teleworking space?

- None. (0)
- 1 full day. (1)
- 2 full days. (2)
- 3 full days. (3)
- 4 full days. (4)
- 5 or more full days. (5)

D1. What gender do you identify with?

- Male. (1)
- Female. (2)
- Other. (3)

D2. What year were you born? _____

D3. What is the highest level of education you have completed?

- Less than baccalaureate.
- Baccalaureate or equivalent.
- Unfinished university studies.
- Diploma.
- University degree.
- Postgraduate degree.

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Rocío Bonet holds a PhD in Management from the University of Pennsylvania and a Master's degree in Economics, Finance and Management from Universitat Pompeu Fabra. She is currently an associate professor of Human Resources and Organizational Behavior at IE University. She is also the academic director of the DKV-IE Chair on employee health and well-being, focused on building knowledge about how organizations influence employee health.

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Marco Minervini holds a PhD in Public Policy from Bocconi University. His research investigates how the spatial and temporal distribution of employees impacts organizational dynamics and performance. Marco's research relies primarily on quantitative methods combined with multiple computational techniques (text analysis, simulation methods, and social network analysis) and new data sources (text from fully online experiments, data from massive online competitions and digital exhaust from company internal communications).

Marco's research has been published in journals such as *Harvard Business Review*, *Organization Science*, and *Journal of Organization Design*. It has been featured in the BBC, Channel News Asia and the Business Times, among others. Marco was the recipient of the Best Conference Paper Prize from the Behavioral Strategy Interest Group of the Strategic Management Society (2021).

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