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Gestión de personal

REMOTE WORK AS THE MAIN ATTRACTION IN JOB OFFERS: A CONSEQUENCE OF THE COVID-19

EL TRABAJO REMOTO COMO PRINCIPAL ATRACTIVO EN LAS OFERTAS DE EMPLEO: UNA CONSECUENCIA DEL COVID-19

TRABALHO REMOTO COMO PRINCIPAL ATRACTIVO NAS OFERTAS DE EMPREGO: UMA CONSEQUÊNCIA DA COVID-19

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Abstract

As a consequence of the pandemic caused by COVID-19, some companies were forced to carry out their operations remotely, in order to face quarantine without putting their business at risk. After a year and a half, companies have begun to ask their employees to return to the office, but some of them have decided to resign before returning to work 100% in person, a phenomenon that has been called «the Great Resignation» which has increased unemployment and, at the same time, has generated a change in the preference of candidates when responding to job offers. The



objective of this study focuses on exploring through a survey the preferences of employees and candidates in the options that job offers may present in terms of the remote work modality. The main finding is that more than 48% want to choose what percentage of their work will be remote and which one will not and, additionally, it was found that more than 84% of the studied sample would be interested in a job offer that provides remote work with any of its alternatives.

Keywords: conditions of employment, hiring, employment, supply and demand, pandemic, job satisfaction.

JEL: J40, J41, J53, J81, J83.

Resumen

Como consecuencia de la pandemia provocada por el COVID-19, algunas empresas se vieron obligadas a realizar sus operaciones de forma remota, para poder enfrentar la cuarentena sin poner en riesgo su negocio. Después de año y medio, las empresas han comenzado a pedir a sus empleados que vuelvan a la oficina, pero algunos de ellos han decidido dimitir antes de volver al trabajo 100% presencial, fenómeno que se ha denominado «la Gran Renuncia» que ha aumentado del desempleo y, al mismo tiempo, ha generado un cambio en la preferencia de los candidatos a la hora de responder a las ofertas de trabajo. El objetivo de este estudio se centra en explorar a través de una encuesta las preferencias de los empleados y candidatos en las opciones que pueden presentar las ofertas de trabajo en cuanto a la modalidad de trabajo a distancia. El principal hallazgo es que más del 48% quiere elegir qué porcentaje de su trabajo será remoto y cuál no y, adicionalmente, se encontró que más del 84% de la muestra estudiada estaría interesada en una oferta de trabajo que le proporcione trabajo remoto con cualquiera de sus alternativas.

Palabras clave: condiciones de empleo, contratación, empleo, oferta y demanda, pandemia, satisfacción en el trabajo.

JEL: J40, J41, J53, J81, J83.

Resumo

Como consequência da pandemia causada pelo COVID-19, algumas empresas foram obrigadas a realizar suas operações remotamente, de forma a enfrentar a quarentena sem colocar seus negócios em risco. Depois de um ano e meio, as empresas começaram a pedir que seus funcionários voltassem ao escritório, mas alguns de les decidiram pedir demissão antes de voltar ao trabalho 100% presencial, fenômeno que foi chamado de "a Grande Demissão" que tem aumentou o desemprego e, ao mesmo tempo, gerou uma mudança na preferência dos candidatos na hora de responder às ofertas de emprego. O objetivo deste estudo centra-se em explorar através de um inquérito as preferências dos colaboradores e candidatos nas opções que as ofertas de emprego possam apresentar ao nível da modalidade de trabalho remoto. A principal constatação é que mais de 48% querem escolher qual percentual de seu trabalho será remoto e qual não será e, adicionalmente, constatou-se que mais de 84% da amostra estudada estaria interessada em uma oferta de trabalho que fornecesse trabalho remoto com qualquer uma de suas alternativas.

Palavras-chave: condições de emprego, contratação, emprego, oferta e procura, pandemia, satisfação no trabalho.

JEL: J40, J41, J53, J81, J83.

Introduction

According to Streitfeld (2020) since 1985 “the mainstream media used phrases such as «the growing telecommuting movement»” (p. 1), he also points out that in 1989, Peter Drucker —an important management expert— stated that “commuting to work in the office is outdated”.

More than thirty years after these expressions were made, the labour world has seen the need to take embrace of teleworking to face the pandemic caused by COVID-19.

At the end of 2019 when China was already suffering the consequences of the coronavirus, and in the first quarter of 2020, practically, the entire world stopped due to the quarantine that almost all countries had to decree as part of the sanitary measures to stop the advance of the virus.

The quarantine brought with it several challenges, from those that government institutions had to face to guarantee the health of the population, as well as the challenges that companies —of any size— had to face to maintain the operation amid restrictions.

However, not all of them were able to cope with the pandemic successfully. Consistent with Sraders & Lambert (2020), in USA, for example, at the beginning of the pandemic:

140.104 [enterprises] were marked temporarily closed on Yelp.com¹, but by August that had fallen to 65.769. That drop, however, is not entirely driven by businesses reopening; instead, many have simply gone under. More than 97.966 businesses have permanently shut down during the pandemic, according to Yelp.com's Local Economic Impact Report. (p. 1)

On the other side of the world, in Spain, for example, the situation was no different; in the words of Velarde (2020), there were:

560.007 active companies in our country in January 2020 with a workforce of between two and five workers. However, these have fallen by 11.593 throughout the year, placing the total volume at 548.468, 2.1% less. While companies that have between 6 and 50 workers in their workforce, the decrease in companies throughout the year [2020] is almost 3%, after going from 326.515 to 317,820. (p. 3).

Despite the closure of some companies —in an important number of countries—, for a significant number of reasons, others enterprises were able to remain active thanks to the adoption of teleworking as a means to continue operating.

As it is known, teleworking is nothing new, but it was not as massive as might be thought. Dickler (2021) points out that before “the COVID-19 outbreak, only 7% of workers in the U.S. had access to a «flexible workplace» benefit, or telework” (p.2). She also explains that the number is now around 57% and the percentage is expected to grow by the end of 2021. In the European Union, the percentage of teleworking showed a slow growth in the ten years before the pandemic.

¹ Yelp is a platform which connect people with local business in USA.

According to the Joint Research Centre (2020), of the European Commission, in “2019, almost 36% of the self-employed was sometimes or usually working from home in the EU-27, up from 30% in 2009. The prevalence of telework among dependent employees was just above 11% in 2019, up from 7.5% in 2009” (p.1).

In Spain, for example, teleworking experimented a significant change during the confinement. As is explained by Fernández (2021), before the quarantine:

(...) the percentage of establishments that used remote work stood at 14.8% and the percentage of the workforce teleworking was 32.1%, while during the state of alarm the percentage of establishments rises to 48.8% and the percentage of staff reaches 49.7%” (p. 386).

However, once the contagion figures began to decline, and a significant number of the population was vaccinated, companies began to request their employees—who months ago were able to work remotely—to re-join the face-to-face modality.

O'Connor (2021) explains how some employees disagree to come back to the office despite their bosses are asking them to do it or, in some cases, they hope to count on the presence of their employees at the end of the third quarter of 2021.

In his report for the BBC.com, Bermúdez (2021) explains a phenomenon registered in the USA in April 2021 and which is estimated to occur in other countries. This phenomenon has been called «the Great Resignation» for the Anthony Klotz, associate professor of management in the Mays Business School at Texas A&M University.

As is pointed out by Bermúdez (2021) in the aforementioned month, the “latest statistics from the Department of Labour [USA] showing that there was a historical record of resignations” (p.4). According to Bermúdez (2021), for Antony Klotz, there are four reasons of «the Great Resignation», one of them, is the rise of remote work.

Due to the quarantine and the restrictions to avoid COVID-19, an important number of employees have had the option to experience remote work and all that it means in terms of convenience, freedom of action, and self-direction, as is explained by Klotz, cited by Bermúdez (2021).

Based on the Klotz statements, it can be inferred that after having experienced remote work and compared it with the routine of daily work, a significant number of people may have reassessed their work expectations.

Klotz (2021) states also that:

(...) the pandemic has also forced many of us to re-evaluate what's important in our lives. As a result of this introspection, people across the country are making major life changes (...) these live pivots often involve stepping away from traditional work arrangements. (p. 2)

Klotz (2021) does not list or explain what work arrangements could change in the immediate future, but without a doubt, one of them must be associated with the need to carry out work from the offices and reduce that remote work that increased during the peak. height of the pandemic.

The aforementioned aspects allow us to formulate the following question: Will the workers and professionals who have resigned (without delving into the reasons that motivated it) be attracted by traditional job offers —where 100% attendance is a requirement— or will their expectations have changed significantly as a result of experiencing remote work consistently for more than a year?

This study records the opinion of various professionals, employed or not, about their position in relation to the job offers to which they would be most attracted to respond, after having experienced remote work, highlighting their preferences regarding the percentage of presence that they want to dedicate to their work compared to the percentage of virtuality they expect in them, thus offering a set of reflections on the changes that the labour market has experienced and will experience as a result of the pandemic caused by COVID-19.

This study has been structured as follows: a literature review has been carried out to highlight the concepts associated with remote work and the home office. The general objective of the study has been indicated and the rationale of the study has been explained. The methodology used has been explained. The limitations have been explicated. The results were analysed and a discussion segment was added.

After the conclusions, the managerial implications of the study have been developed, and the bibliographical references have been properly listed.

Following the suggestions of Grant & Pollock (2011), this type of research is of interest to companies, organizations and institutions that are concerned with knowing the current trends in the labour market in order to create strategies for attracting and retaining human talent.

Additionally, this type of study allows us to contrast what we think we know about people's preferences versus what they really prefer, as far as face-to-face or remote work is concerned.

As it is not possible to have a standard and unique opinion, this type of research allows us to delve into what we do not know about the expectations of workers and professionals and, therefore, opens the doors to more and better options to adjust the strategies of the company, in relation to job offers and the recruitment of talent, in the face of the changes that have arisen due to the COVID-19 pandemic.

Methodology

Aim

The main objective of this study to determine the type of job offers that the population under study would prefer, based on the balance that they may have in terms of face-to-face work requirements versus remote work.

Rationale of the study

Due to the changes that have been experienced as a consequence of the COVID-19 pandemic and the phenomenon of «the Great Resignation», previously mentioned, it is important for any

company, entity or organization, especially for areas destined for human management (recruitment and selection) know the job expectations that post-pandemic profiles may present.

Additionally, this study can be used for the analysis of work activity in those positions that can be carried out remotely and, at the same time, can become an attractive option for both companies and candidates, when offering them.

Design and setting of the study

A quantitative methodology was chosen, under a cross-sectional design, with a non-experimental approach aimed at a descriptive-correlational result.

This study had an online survey design and a non-probability snowball type of sampling. For data collection, the professional network LinkedIn was used, where the motivation for the survey and its respective options were exposed. The survey was published on June 11, 2022 and data was collected until June 30, since the type of publication chosen does not have an expiration date and participants can interact with it indefinitely. As the survey explores how willing employees are to return to the office after working remotely and the chosen network is associated with employed or unemployed professionals, it was not considered necessary to implicitly establish inclusion or exclusion criteria.

The survey offered only six options:

- 1) Offers with a **100% PRESENTIAL** (face-to-face) work requirement
- 2) Offers with a **50% PRESENTIAL** (face-to-face) work requirement
- 3) Offers with a **100% REMOTE** work requirement
- 4) Offers where the employee could determine what percentage of her work would be face-to-face and what percentage would be remote.

This one represented by the sentence: «**I choose what percent is presential and what percent is remote**».

5) **INDIFFERENT**

6) **UNDECIDED**

Due to the characteristics of the survey, an Excel table was used for data processing. The analysis that was carried out were: a descriptive analysis of the data obtained regarding the questions asked, analysis of the main positions involved in the answers, as well as the geographical locations of those who responded to the survey.

Variables

Taking into account the main objective of this study, the independent and dependent variables can be operationalized as it is shown in Table 1.

Table 1

Variables operationalization

Objective	Dependent Variable	Independent Variable	Dimension	Source	Instrument
Determine the type of job offers that the population under study would prefer, based on the balance that they may have in terms of face-to-face work requirements versus remote work.	Remote Work and Face-to-Face Job offers	Preferences	Employed and unemployed professionals	LinkedIn subscribers	Open Survey

Source: elaborated for this study.

Hypothesis

As a consequence of having experienced remote work during the pandemic, people will tend to be more attracted to job offers that explore the alternation between face-to-face and remote work.

Population and sample

Population

As the survey was conducted through the LinkedIn network platform, the population to be considered by the number of people who accessed the survey, interacting with it or not, between June 11 and June 30, 2022 both days inclusive. The registered number of visits was 45,164 during the aforementioned period. Based on López & Fachelli (2015) when explain that “it is considered (...) finite any population formed by less than 100,000 units, and infinite to that which has 100,000 or more” (p. 8), the population has been identified as a finite one.

Sample

The sample studied corresponds to the total number of people who voluntarily interacted with the survey, offering their response to the six options established and described in point 2.3 of this study. A total of 12.034 people answered the survey voluntarily, this represents a 26.65% of the population.

Sample error

As the population has been considered as finite and based on the final sample that has been accessed, a confidence level of 97% has been established, which places the sampling error at 0.85%, thereby confirming the representativeness of the sample.

Limitations

The present study is limited to the number of people who voluntarily accessed the open survey — published on LinkedIn— about their preferences regarding the face-to-face and virtual options that a job offer might have. The results obtained are limited to the data recorded automatically by LinkedIn, so the analysis is restricted to the information provided by the network and the subsequent analysis carried out by the researcher.

Review of literature

Remote work

Remote work has been a recurring topic of discussion, analysis and reflection since technology has facilitated access to remote activities from anywhere in the world where there is an internet connection.

Among the authors and researchers who have dedicated themselves to exploring and exploiting the subject, it is possible to name the following:

- Hunt (2008): In her book "The whuffie factor" the author explores how remote work can promote collaboration, innovation, and a more open and inclusive workplace culture.
- Ferriss (2011): In his book "The 4-hour work week" the author invites to demand remote work as a non-negotiable point in labour agreements.
- Heinemeier & Fried (2013): Founders of Basecamp, they have written extensively about remote work in their books "Remote: office not required" In this book, the authors stay that the employees who work from remotely are more productive.
- Berkun (2013): In his book "The year without pants: wordpress.com and the future of work" explains that remote work is successful when those who do it are fully committed to it.
- Newport (2016): Author of "Deep Work" where he has written about remote workers' control and decision-making in their job activities.
- Mullenweg (2020): Founder of WordPress and CEO of Automatic, has stated that "people who were reticent to work remotely will find that they really thrive that way" (p.1)
- Burkus (2021): In his book "Leading from anywhere" the author argues that remote work allows some organizations to be attractive to the best talent and facilitate their retention.

Nevertheless, talking about remote work has become a recurring topic since its use increased as a result of the pandemic caused by COVID-19.

Nakrošienė et al. (2019) explain that telework is the work “done from places other than a traditional office space has been defined as telework, telecommuting, virtual work, home-based teleworking, mobile telework, remote work, etc” (p. 90).

According to Jalagat & Jalagat (2019), remote working can be defined as “a work completed in an environment other than the employer workplace. This can include working from home (...) for employees and contractors and/or working from any other imaginable environment” (p. 95).

For Hatch (quoted by Jalagat & Jalagat, 2019), remote working is:

(...) a process where the employees work in a location other than the traditional go from house to office and vice versa. Remote working rather involves telecommuting, virtual or cloud working where the physical presence in the work may not be necessary” (p.95).

Nakrošienė et al. (2019) also explain that “the concept of telework depends on different telework characteristics” (p. 90). And Nakrošienė et al. (2019) list those characteristics based on two researchers, Madsen (2003) and Golden (2008), as is shown in Table 2.

Table 2

Different types of teleworking

Telework intensity (how often?)	According to the proportion of time an employee works from a place other than a traditional office space
Telework timework (when?)	Whether teleworking occurs during traditional or non-traditional working hours
Telework place (where?)	It is assumed that these telework characteristics can have an influence on different telework outcomes

Source: based on Nakrošienė et al. (2019).

As can be seen, remote work can be somewhat more complex than can be intuitively inferred. For the purposes of this study, teleworking or remote work is understood as any work activity that is carried out outside the company's facilities, through any available technological equipment, from

any location —either agreed with the company or chosen by the worker—, where the objectives of the work corresponding to the employee are fulfilled.

Home office

Home Office is nothing new, according to Messenger & Gschwind (2016), this one is just the current generation after four decades of its appearance, technologically speaking.

The Home Office is a modality of teleworking. According to Aquije (2018), the Home Office “refers to the purest form of teleworking through which the teleworker carries out his/her activities from his/her domicile in a permanent or distributed manner, between company and domicile” (p. 340). And, for her part, RD Station (2020), explains that the home office is “synonymous with telecommuting and is used to describe remote work from home” (p. 1).

Although, as RD Station (2020) explains, the Home Office in some cases is considered synonymous with remote work, because it does not require the presence of the employee in the company's facilities to carry out their work, in reality, they differ in several aspects. While remote work broadly refers to any work that can be done from anywhere, regardless of location, the Home Office is restricted to the employee's home, the place where he or she lives either alone or surrounded by relatives.

In some cases, teleworking is a consequence of company operations, which require the employee to carry out activities in different places and assisted by the use of technology and software specially designed for it.

Sometimes, the Home Office is the result of contractual benefits, bilateral agreements (employee-employer), special conditions (such as maternity or disability) or extraordinary events, as was the case of the quarantine decreed in almost the entire world for control the progress of the pandemic. It is prudent to point out that regardless of the modality, be it remote work or Home Office, not all job positions are susceptible to being carried out remotely or at home, so usually, when referring to these types of activities, it should be understood that these are functions performed without the

need for high-tech equipment, special environments or facilities, or physical inputs that require extreme care for handling.

Except for some particular cases where the professional can operate sophisticated machinery from a specific point, such as in the case of handling Da Vinci devices, for human operations procedures, or the control of drones of military installations, to name two of them.

As has happened with remote work, the Home Office has also been a topic that has been explored and conceptualized with more interest in the last decade, some of the most prominent authors and researchers are:

- Morgenstern (2004) who explains in her book "Organizing from the Inside Out" how to create an effective and efficient home office space.
- Rubin (2015): In her book "Better Than Before" she explores how to create ideal habits to face home office being more productive.
- Vanderkam (2018): This author in her book "Off the Clock" explain aspects related with the productivity and use of time in an home office environment.

It can be said that both remote work and the home office are not new issues for the labour market, however, due to the pandemic, they have become more relevant and their exercise and presence have become more noticeable, driving changes in the way of seeing and understand the activities of companies and the expectations that employees have in relation to them.

Results

Once the period from June 11.2022 to June 30 was over, it was proceeded to access the tool —provided by LinkedIn— to know the total results of the interactions with the survey and the records that it offers in terms of the number of countries and job positions.

After the results were tabulated, it was possible to represent the preferences about remote or presential work, based on the responses of the studied population.

The information obtained in relation to the responses has been recorded in its entirety, not all the job positions and countries that intervened since the tool offered by LinkedIn only offers a portion at their discretion. However, the results obtained conform to the expectations of the study.

Table 3 shows the discriminated data of the options chosen by the sample and the percentage corresponding to each one of them.

Table 3

Preferences

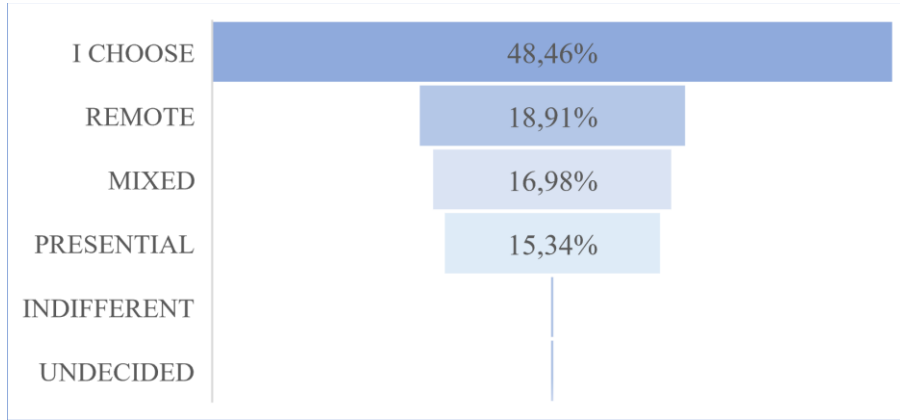
Options	Number of options chosen	% of the sample
I choose	5.832	48,46%
Remote	2.276	18,91%
Mixed	2.043	16,98%
Presential	1.846	15,34%
Indifferent	19	0,16%
Undecided	18	0,15%
Sample total	12.034	100%

Source: elaborated for this study.

Based on the data in Table 3, Figure 1, shows how people responded—in percentages—in terms of which job offers, indicating the percentage of virtual or remote work; they would be more attractive to them.

Figure 1

Preferred options in a job offer



Source: elaborated for this study.

According to the results registered by LinkedIn, the platform used to carry out the survey, the 61.6% of the main job positions that participated in the survey were identified. Table 4.

Table 4

Main job position participations

Job position	% of participation
Software Developer	15,0%
Business Agent	10,1%
Administrators	6,0%
Technology Consultant	5,6%
Business Analyst	5,4%
Expert in Business Finance	5,1%
Expert in HR	5,7%
Project manager	4,8%
Engineer	4,1%
Others	38,1%
	100%

Source: elaborated for this study.

Finally, the main countries that were involved in the results of the survey were identified. Table 5.

Table 5

Main countries participations

Country	% of participation
Spain	35,57%
Colombia	28,06%
Chile	11,75%
Venezuela, B. Rep.	10,94%
Argentina	7,88%
Mexico	5,80%
	100%

Source: elaborated for this study.

Analysis and discussion

It is important to note that the survey was carried out through the LinkedIn network —as it has already been mentioned— which differs from other social networks because it is intended for the labour and professional market and has people who are employed or seeking employment, therefore this gives the responses received a particular meaning, since, for the most part, they are people who have experienced the labour market and they have experience in the use of virtual tools.

As can be seen, almost 19% of the surveyed population stated that they were attracted to a job offer whose work was carried out 100% remotely.

In the other hand, close to 17% preferred a job offer that promised a mixed shift, under the same conditions, of remote in presential work.

Additionally, more than 48% of the population studied indicated that an attractive job offer was one where they could adjust their working hours in the face-to-face or remote mode according to their own criteria.

Just over 15% held a traditional position, where they said they were attracted to a job offer where the work to be done was 100% face-to-face.

The previous records allow inferring that, in general terms, just over 84% of the sample considers attractive the inclusion of remote work in job offers, what can be observed as a significant change in the dominant paradigm before the pandemic.

Making a cross-reference between the people who want to choose what percentage of their work can be remote and the people who are in favour of a mixed shift, where their work is carried out 50% in this modality, it can be observed that more than 65% of the population studied would be interested in job offers that do not require 100% presential work.

The aforementioned percentage figure is close to the one pointed out by ACyV (2022) in the newspaper El Confidencial, which states that "61% of employees currently prefer to stay at home, compared to 36% before the pandemic" (p.3)

Likewise, it can be said that all the options that include remote work in a job offer exceed—in percentage terms—the preference for a 100% face-to-face job offer.

However, if the main job positions that responded to the survey are added to the previous analysis, it can be seen that over 41% of them are not related to the technology, e-commerce or software development sector, whose functions are closely linked to remote work.

Additionally, it can be inferred that 38.1% of the other positions are not closely related to remote work either because the main job positions were already highlighted by the LinkedIn statistical tool.

Which could indicate that more than 79% of job positions not related to virtual activities would be more attracted by job offers that contain remote work options.

The results obtained in the survey are aligned with the problems that some companies are experiencing, the best known being Apple and Google according to recent publications.

Google, a company located in the technology sector, which could be widely linked to remote work, wants its employees to return to the office. One of its reasons being the enormous investments they have made in infrastructure, in technology, and in facilities and equipment to maintain a pleasant work environment, according to what was stated by Nieva (2021).

Nieva (2021) explain that “though remote work is sweeping corporate America; Google has been reluctant to let employees do it permanently” (p. 2). For him, Google is not willing to do the same approach that Twitter and Reddit have decided to do, or Facebook who “just extended remote work options to all of its employees”.

Google employees have experienced some of the advantages and freedoms that teleworking offers and, after demonstrating that they are productive without having to go to the office, they are dissatisfied with the company's call to return to face-to-face activities.

Palazuelos (2021) explain Apple's situation with teleworking, its employees prefer to work remotely and the company was expecting to receive them back at the office.

According to Palazuelos (2021) after negotiations with its employees Apple is planning “to go back to the offices in a hybrid way with a distribution of the weekly workday divided between work done remotely and in the office” (p. 4). He clarifies that in Apple the staff “will be required to attend Monday, Tuesday and Thursday. The rest of the days they can choose”.

Palazuelos (2021) also points out that Apple's situation is a post pandemic common problem because “after the COVID-19 crisis, has become apparent in developed economies” (p. 3).

The point of reflection in the aforementioned aspects is that technology companies such as Google and Apple are facing the changes that the pandemic introduced in the labour market, with setbacks, despite being companies that, in theory, should be prepared to promote and support remote work. If this happens with them, it cannot be ruled out that other job positions, whose characteristics do not merit carrying out a face-to-face activity, are experiencing the same demands, both within companies and in the minds of candidates who expect to be hired with options that include remote work.

As Palazuelos (2021) states, “we must change the way we work, because society (...) have changed dramatically (...) we cannot expect to continue working from the office every day from 9:00 to 17:00”. (p.3). And this is a thought that more than 48% of the sample has expressed.

Conclusions

The pandemic allowed the workforce, not linked to the constant use of remote work, to experience its advantages and disadvantages, compared to the face-to-face work they used to perform on a daily basis.

Based on the results, then, it can be said that the hypothesis was correct. The studied sample has manifested that they will tend to be more attracted to job offers that explore the alternation between face-to-face and remote work.

The results obtained from the survey can be interpreted as the expectations of the people consulted to have interference in the administration of their work. The results could also be seen as how the sample perceive that they can be productive without feeling obliged to comply with pre-established schedules or having to go to the company when they do not consider it necessary.

It should be a wake-up call for companies, human management personnel (recruiters) and head-hunters that —under a completely linear analysis—, more than 84% of the sample will consider attractive a job offer that contains the modality of remote work in any of their combinations.

Therefore, it is necessary to plan, develop and implement programs that make work activities more flexible, allowing candidates (and workers) to be offered remote work alternatives, due to the demand that the labour market will experience about it in the near future.

Managerial implications

The results obtained in this study offer an objective vision of the reality that the post-pandemic labour market is experiencing. For this reason, companies in general must review, study and adjust those job positions whose characteristics allow them to be offered remotely, or mixed (remote and presential), both to employees and candidates. These changes will allow companies to be more competitive in labour matters and thereby attract the growing talent interested in these options.

The difference, from now on —under the demands of what has been called the new normality—, will be represented in the flexibility that companies offer their employees regarding their work and how, through programs and strategies well elaborated, they will keep them identified and connected with the objectives of the organization, teamwork and shared vision.

If managers cling to the dominant paradigm before COVID-19 they may face a phenomenon similar to «the Great Resignation» since other companies, even their competitors, could offer what they refuse to grant to their staff or offer to their candidates.

As managers, it is important to understand how the job market is changing, in some point, it was told that remote work will be lost interest, but reality is showing a different trend, according to, but according to Pérez (2023):

(...) over the past two months [December 2022, January 2023], the gradual decline in remote work has been reversed. In November [2022], 55% of employees were working onsite and 25% remotely. But that gap has closed somewhat, with 50% of workers in the office and 28% working from home (p.2).

The aforementioned trend, although slight, is a call to attention about how attractive it is for employees to be able to carry out their work remotely and an opportunity for managers and

business owners to keep the employment relationship productive without lowering the expectations of their employees. As has been stated by ACyV (2022) “the widespread enthusiasm for work-from-home options will continue to be an important element in recruiting and retaining good employees” (p.5).

Consideraciones éticas

El presente estudio no requirió de aval de un Comité de Ética o Bioética, dado que no utilizó ningún recurso vivo, agente, muestra biológica o datos personales que representen algún riesgo sobre la vida, el ambiente o los derechos humanos y, además, porque buena parte del estudio se hizo con base a una revisión documental.

Conflicto de interés

Todos los autores realizaron aportes significativos al documento y declaran que no existe ningún conflicto de interés relacionado con el artículo.

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