

THE RISE OF REMOTE WORK AND ITS IMPLICATIONS ON US ORGANIZATIONS AND BOARDS OF DIRECTORS

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Abstract

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This study investigated the decision of international and non-international students when it comes to remote work preference at a southern private American university located in the Southeast United States and the implications of those decisions on the US educational system, job market, and board of directors' strategic plans. For this purpose, a database that included 3001 full-time undergraduates at this southern American university was used. A chi-square test and a logit regression were used to analyze the data. The results of the study showed that there was no significant difference between international and non-international students regarding being decided on the remote work model. This study can help US colleges and universities, educational leaders, boards of directors, policymakers, and government officials, understand the needs and preferences of both American and international students, at the undergraduate level, which is a major pillar of the US labour force. An improved understanding of the students' Work Model Preference will help the governing boards of American colleges and universities, and various US institutions to better allocate their human, financial, and physical resources in order to attract highly qualified candidates. Organizational leaders and boards of directors know full well that colleges and universities are a major source of candidates for their businesses. Organizations that provide those candidates with the work flexibility and work-life balance they demand will increase the likelihood of their competitive advantage and success.

Keywords: Remote Work, Board of Directors, Board Members, US Economy, US Educational System, Job Market, Human Capital, Employees' Preferences, Corporate Policies, Practices

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1. INTRODUCTION

During the past decades, a gradual shift towards incorporating remote working took place. This shift is due to several circumstances some being made in pursuit of advancement, and others being natural and out of our control. First, governments worldwide are adopting a more technology-based approach, for it provides benefits in terms of speed,

storage, and efficiency. Moving from a paper-based system to a more modern, digital-based one aids in speeding up civil transactions and storing important data more easily. These governmental approaches provide bases for computerized, digital-based economies that help in spreading the remote-work culture. Second, major changes happened to the nature of work, which shifted away from manual work to service and knowledge-intensive roles, and

became the norm. The number of employees maintaining careers with one organization diminished, while the number of those pursuing a portfolio career, where they couple together a variety of diverse jobs, increased. Job designs were also developed. Instead of hiring specific applicants with specific backgrounds or degrees for specific roles, companies are increasingly recruiting teams to finish projects. Individuals are no longer confined to traditional boundaries and can be engaged in a variety of team activities that more often revolve around digitalization and flexibility of the workplace. Finally, the COVID-19 pandemic which overwhelmed governments and firms worldwide created a new reality that must be accepted and adapted to. Due to infection risk and governmental measures, companies now have to adopt a work-from-home model to avoid plummeting their economies. This event highlighted more than anything the vulnerability against chaotic odds, that threatens the continuity of these firms and systems in the light of a more unpredictable world.

Abundant research has been conducted on remote work to study its different characteristics and aspects. It has been concluded that working from home established itself as a viable alternative to conventional on-site labor (Sokolic, 2022). Research differs between those conducted before and after the COVID-19 pandemic, due to the reality forced on all workers and working from home no longer is a temporary and rare occurrence. The research examines the recent trends of remote work and focuses mainly on the experiences of the employees and their productivity.

This research paper is original in the sense that it takes close look at the preference of college students when it comes to their work model. Since college graduates are a major pillar of the labor force, the board of directors must understand that the success of their organizations depends on their ability to understand and recruit their potential employees.

This study was designed to examine if there were any significant differences in the preference for remote Work between international and non-international students in the US.

The rest of the paper is structured as follows. Section 2 presents a review of the literature. Section 3 describes method, and Section 4 reports the results of the study. Section 5 discusses the results and finally Section 6 presents the conclusions and the limitations of the study.

2. LITERATURE REVIEW

Work from anywhere (WFA), telework, home working or work from home (WFH), and even remote work are all acronyms that indicate an increasing trend among organizations throughout the world. Digital solutions that support and enable remote work are becoming increasingly available and accessible as a result of improvements in information technology and computer-mediated communication, inciting a huge part of current businesses to follow this emerging concept as organizations are constantly growing (Mihhailova, 2009) and constantly following the technological trends. However, remote work is not a new concept, it dates back two centuries with the beginning of the first industrial revolution. It

started first as telecommuting; a word invented by NASA engineer Jack Nilles in his study, the *Telecommunications-Transportation Tradeoff*, which was published in 1976 (as cited in Butler, n.d.). Working from home was commonplace even before downtown workplaces and commuting so remote workers did not appear out of anywhere; they existed even before the internet was originally invented in the 1980s. Many people used to work from home before the Industrial Revolution. Skilled blacksmiths, carpenters, leather artisans, and potters all set up their shops and sold their goods from the comfort of their own homes. The demand for automation and the establishment of factories arose as a result of the Industrial Revolution. To fulfill their duties, staff needed to be present in-house with massive machinery and large-scale manufacturing. People began commuting to dedicated "working areas" around this time.

Shortly after World War II, the scenario took a sharp turn even further. The expansion of corporate headquarters, greater office spaces, and lines of dull workstations came as a result of the US economy's boom. During this period, the 8-hours workday was also born. The growth of the economy led to the advancements of computers and technology, which laid the groundwork for today's telecommuters. More individuals decided to acquire personal computers and even more sought to connect their dwellings to the internet, two developments that would eventually pave the way for the growth of remote work. As a consequence, the internet and public Wi-Fi were able to recreate a balance in the workplace. Whether working from a home office, a coffee shop laptop, or even a smartphone, workers had access to cloud-based technologies that allowed them to perform and deliver any task in their cubicles outside of the office.

Because of the internet, virtual employees may now work at any time of day and communicate with peers from all over the world. That's only one of the reasons why remote work is becoming so popular. Despite the fact that telecommuting had little success in the 1970s and 1980s, the tide turned in the 1990s, when the US government introduced flexible and agile working techniques for several of its federal agencies. While other nations had already adopted agile methods, the federal government's embrace marked a pivotal point for popularity (Messenger & Gschwind, 2016). The history of remote working extended into the twenty-first century. The trend of remote and flexible working has continued to gain traction. As a consequence of technical improvements such as current web services, remote working has become significantly easier, more effective, and less expensive. The Department of Transportation and Related Agencies Act (DOT Appropriations Act) of 2000 legitimized remote employment and required businesses to have telecommuting practices. After a decade, private enterprises employed more than 59 percent of remote workers (Gan, 2015). Cities got increasingly congested and costly to live in. Furthermore, as populations grew, commuting became more arduous and expensive, and governments began to be concerned about transportation's environmental consequences. Therefore, as a result of technological developments, several businesses have implemented telecommuting.

As a result of these shifts, remote, agile, and flexible working has gone from being a “nice to have” to a strategic imperative for many enterprises. Agile and remote working benefits businesses in a variety of ways, including cost savings and talent attraction and retention. It’s a relatively new method of operation. Companies that have previously expressed worries about poor employee performance are now re-evaluating their claim. In fact, according to studies on this topic, the majority of corporate leaders aim to relocate staff to remote jobs after COVID-19 and telecommuting have increased by 115 percent in the last decade (Rozentale et al., 2021). With the outbreak of the COVID-19 pandemic, the notion of remote work became immensely popular, as it was seen as the only way for enterprises, industries, and the whole planet to survive. Given the “new normal” COVID-19 era’s work and living conditions, a significant move toward telework is foreseen, and will likely persist long after the pandemic. In the post-pandemic future, more professions will join the distance work train. Many companies are considering making it a permanent option and are getting ready to enrol their employees in enterprise-wide collaboration systems. Technology and remote labour are inextricably linked. The correct tech stack connects the digital worlds, ensuring that distributed teams never miss out on office catch-ups, work-related talks, or anything else. Therefore, remote working became more popular and more accessible. Yet, there are no perfect concepts that fit every business and that can be applied whatsoever. Some businesses benefitted hugely from applying the concept of remote work while others suffered every single day whenever they were obliged to go for this option since many fields require employee’s presence on a daily basis either in the office, in the factory, or in the field. In addition, and despite the huge technological advance, evolution and technology were not able to substitute human beings and the physical presence of staff. Thus, we will discuss below the advantages and disadvantages of remote work discussed by researchers and evaluate the impact of this emerging trend on leaders of organizations.

Employee motivation, greater productivity, and employee retention are all advantages of remote working. And remote working isn’t restricted to people who work from home (telecommuting). Freelancers, contract workers, frontline workers, overseas workers, and others are all included. In spite of applying the remote work concept, corporations were still able to maintain a physical presence through the use of their offices a few days per week.

In the last two years, many of us have adopted remote working as a way of life. For many organizations and businesses, it has become the “new normal” after Coronavirus. People worked in their workplaces one day, then connected their computers from home, instant messaged colleagues, and planned their calendars online the next day. Office colleagues have joined freelancers in the flexibility of not having anybody scrutinizing their work, being able to set their own calendars, and having the opportunity to save time through remote meetings via the intranet platform. To start with, flexibility is the fruit of ceding control to employees to create the conditions of their work

according to their personal and family needs (Snyder, 2016). These work conditions may include a schedule of the work (Briscoe, 2007), the location of the work, and the freedom to choose any geographical place to live in and work from. This kind of flexibility is called geographical flexibility (Choudhury et al., 2020). Freedom and flexibility are some of the most important advantages of remote work as they open the door for other benefits to come in. Those two factors create a sense of independence and accountability for the employee. He is the one to decide when to start and when to finish his work, and he is the one responsible for his time management and his ability to meet his deadlines. Remote employees value their independence. They may schedule their days to fit both their job and personal lives as long as they do the required tasks on time. It insures flexibility for working parents to attend medical appointments, watch the kids’ basketball game, or accompany elderly parents shopping. It also lowers tension not need special permission or to blend in with the rest of the team. When a company provides employees with this level of autonomy, it fosters trust and increases job satisfaction thus the employee will become more loyal to the company, and in parallel employee retention will increase (Wheatley, 2012). Another important advantage of remote working is cost saving. From an employee’s perspective, it might be costly to commute to work. No one is obliged anymore to reside in a place that does not meet his or her standards or preferences, which reduces needless travel. Remote working helps couples to maintain their jobs or at least simplify the transition period if one spouse is required to be based or assigned to a specific place. If you work remotely, it doesn’t matter if you live on top of a mountain or by the sea. You can work from anywhere in the globe as long as you have a strong internet connection. In addition, employees will be able to reduce travel expenses, parking, lunch, coffee and snacks, birthday cakes, colleague gifts, work attire, and the list goes on and on. Some firms even provide a stipend for refreshments or clothing as a bonus. Working from home allows you to save money on these expenses, which can add up without noticing. This means that employees saving and purchasing power will improve. Remote working can also save money on childcare because parents can spend more time at home and therefore cut costs on day-cares and hiring nannies. As for companies, remote work is a suitable strategy for companies aiming to reduce costs such as rent, electricity, office supplies, and so on. In addition to reducing costs, remote working improves the health and happiness of employees. Being at an office and commuting every day isn’t the best way to spend time. Remote employees avoid coming into contact with other people (this was especially crucial in light of COVID-19) and getting infections from coughs and colds. Remote working may also help with mental health since it reduces stress and allows you to work in your own surroundings. Working from the office may increase the stress level of employees especially when they all work in an open space area, in addition to a decrease in the focus level as employees can be easily disturbed. By reducing distractions and interruptions from co-workers, keeping them out of office politics, allowing for a quieter work environment, and providing them

with a more comfortable and personalized work environment, remote work could help them reduce stress and improve productivity (Dutcher, 2012). As previously mentioned, no trend has ever gained the consent of the entire people. There are always people who agree, and others who disagree with a certain emerging concept and this is totally normal since each individual has his own life conditions, lifestyle, and perspectives, and therefore, nothing can be applied to everyone equally. While remote work has its benefits, it also has drawbacks and it might not be the best solution for some businesses and employees. Therefore, before making it a permanent part of the workplace, businesses must take into consideration the below notions as reactions to such concepts is not similar for everyone and they impact every person differently. By improving the health and happiness of employees, remote working, therefore, leads to a lower turnover rate and absenteeism. The report of Owl Labs (2017) concerning the state of remote work, indicates that offering remote work is a good strategy to retain employees since it allows to reduce turnover by 25%. Pressures will decrease with remote work, which allows less turnover and less absenteeism; employees can self-manage their timeline and reach an optimal combination on the work-rest formula (Wilson, 2021). They will feel happier and thus reduce the chance to quit the company by 50%. Employees will feel as well more autonomy in their work, they also feel that their employer trusts them (Madsen, 2003). Moreover, employees feel that they are less frustrated especially because they do not have annoying colleagues or annoying managers in front of them all the time, the thing that will reduce interpersonal conflicts inside the work, which in turn, help to retain employees over the long run. Also, the less formal atmosphere accompanying remote work will reduce tensions and help to keep an employee loyal and energetic in his work. Last but not least, remote working is a way for companies to attract and retain top talents. Since remote working has a larger number of candidates than traditional work, it can attract workers from all over the world, this will allow the company to choose the best fit in a bigger number of available opportunities, and to choose the best combination of qualifications, salaries, personality (Morgan, 2014).

Despite its wide advantages, remote work presented several drawbacks for some businesses and categories of employees.

Isolation is one of the major disadvantages of remote work since it has a heavy impact on the mental health of individuals. Remote employment can contribute to feelings of loneliness and isolation, especially for individuals who live alone. Even if an employee has their own office in a physical office building, they interact with others throughout the day in the hallway, elevator, and parking lot. During their travel to work and lunch, they also engage with individuals at gas stations, coffee shops, and restaurants. Even if the workers just exchange greetings, they are engaging in in-person social contact. Employees who work from home are excluded from these discussions. Loneliness might become a habit and that could negatively affect an employee's social life as he becomes used to staying alone and being uncomfortable around a big number of people thus

causing him frustration (Kurland & Bailey, 1999). That was especially noticed after the COVID-19 pandemic which has had a tremendous negative effect on people's mental health. The probability of marital violence is increased when there is a lack of closeness to other people outside the family and consequently an increase in social isolation.

Moreover, remote work necessitates an increased need for meetings. When a company's personnel are dispersed throughout the globe, management will want to keep an eye on them. Managers may no longer stroll across the office to check up on their staff in a remote work environment. Instead, virtual meetings to address ordinary project management duties must be scheduled. While internet meetings are less disruptive than face-to-face meetings, they are rarely the highlight of the day. Furthermore, holding too many meetings might lead to employee dissatisfaction, yet under a remote work system, constant online meetings are necessary in order to well manage the workflow. On the contrary, in an office-based job, employees and teammates can meet anywhere in the company, while having a coffee break, or during the day and they can easily have work-related without necessitating constant scheduled meetings.

Consequently, after being isolated and present only through a screen, employees will face a loss of work-life balance. While having a better work-life balance might be beneficial in some cases, many teleworkers find the reverse to be true. Some employees are finding that work is increasingly intruding into their personal lives. It may begin with something as easy as responding to an email after leaving the office for the day (Higgins et al., 2000). However, if employees aren't attentive, this might lead to many emails or extra work after hours. For some, an eight-hour day becomes a ten-hour day or more. When the job is inside the house, the border between work and family life blurs, which can lead to burnout and bad morale. And same goes for the opposite way. Many people get distracted by their home and family duties and may lose focus on their job and get distracted (Othman et al., 2009). Meaning that Lack of focus and increased distractions at home with the presence of children and spouse, TV, Netflix, and pets, and with the increasing home responsibilities, some people will not focus on their work and will have a lot more distractions and interruptions from work (Wu & Chen, 2020; Tietze & Musson, 2005; Harris, 2003). In its turn, a lack of focus will engender Lower productivity. In addition, when no one is looking over the shoulder of remote employees, the risk of lower productivity at work tasks is always present (Galanti et al., 2021; Toscano & Zappalà, 2021). This risk is higher when employees are disengaged, lazy, sick, or troubled with home responsibilities or family concerns.

While executing remote working, business leaders should initially characterize an objective. Organization leaders need to inquire as to why they need to carry out remote work. Are the means to diminish office space? Might it at any point be utilized to diminish costs, or bring greater adaptability into the corporate culture? And so on.

When the objective is characterized, the initial step begins with adjusting authority to a better approach to working. Business leaders need to set

up a bunch of practices to have the option to discuss plainly with workers and partners. For instance, by effectively connecting with their groups consistently, upgrading their schedules, etc. The correspondence ought to be faster and substantially more regular. This further develops coordinated effort and constructs the important trust to carry out better approaches for working effectively.

A bunch of clear rules is expected to assist representatives with managing this better approach for working: why, yet in addition what and how. This direction should likewise be reflected in a changed HR strategy. Remote working is setting down deep roots, so it doesn't get the job done to zero in on momentary arrangements. Fruitful organizations likewise plan as long as possible and adjust their corporate culture as needs are.

It is now generally admitted that remote work became the new normal and that was deeply emphasized with the emergence of the COVID-19 pandemic since shifting from office based to remote work was the only possible solution that could be implemented back then, especially with the strict regulations that were imposed by governments such as lockdowns and quarantines and that were imperative to abide by. In the years before the pandemic, remote work was an option and it was mainly exercised by companies whose main business was information technology. However, after almost all businesses were obliged to shift to remote work with the coronavirus outbreak, companies had to adopt and implement new strategies in order to cope with this happening change and had to find solutions to replace office tasks with remote ones. Therefore, in one way or another, remote work had a big impact on organizations that were never expected. Some businesses never experienced this system of work and even some employees found it challenging since they were not prepared to function under a new concept especially since people were shocked and not realizing what was happening around them. Author Viktor Frankl famously said, "When we are no longer able to change a situation, we are challenged to change ourselves" (Frankl, 1946), and effectively, people needed to challenge their selves to adapt in a very short period of time since all factories and plants shut down and the economic cycle was almost paralyzed. The sudden global move to remote employment has altered how businesses operate, and it influenced the post-pandemic world. By May 2020, 62 percent of all American workers were working from home. During the pandemic outbreak, 88 percent of firms throughout the world encouraged or made it essential for employees to work from home. Around 67 percent of organizations that implemented a pandemic remote work strategy will convert their staff to full or partial remote work schedules permanently. Since the outbreak, 21 big organizations have already implemented a full-time remote staff, inspiring others to follow the track. This concept which is quite likely to become embedded in future work patterns not only during outbreaks entails a thorough review of workforces, pay scales, time management systems, professional hierarchies, and other additional factors so it can function correctly. Subsequently living in a digital and technological era, change becomes a must. The world is moving forward and so should every organization in order to remain viable. The world is following

the advancement of technology and even businesses that never adopted remote work whether partially or fully, have to cope with this technological rush. All businesses and organizations rely on new technologies to become more efficient and profitable. One major component of being efficient and profitable is time-saving. Time-saving also saves money, and remote work is a great way to save time. Undoubtedly, adopting a remote work policy is not the easiest job for organizations to implement, nonetheless, all difficulties will be mitigated by experience over the course of the years. Faced with all of the current effects of remote work, we might start extrapolating into the future and estimating how work could look like. While it's hard to predict how common remote work will become in the future, the benefits and convenience of remote and hybrid working methods have grown in popularity in many circumstances. Overall, it appears that remote employment isn't vanishing anytime soon. Some of the ways that remote work may alter the future of employment include a variety of flexible and hybrid employment options, the creation of new leadership positions centred on remote work supervision, payment mechanisms and time management focusing on project completion rather than hours registered, worker safeguards aligned with the right to disconnect and a healthier work-life balance, and global data security and data protection standards. Businesses are now considering the current consequences of remote work and setting best practices for safeguarding their workflow as the globe goes into a strange environment as a result of COVID-19.

Because the changes brought about by remote working habits will define the future, preparing for these inevitabilities today can ensure higher success, such as maintaining strong communication standards for employees and ensuring that their work-life balance demands will be satisfied are the essentials for this system to work. Remote work is not an easy job neither for organizations and their leaders or employees. Once an organization implements a remote work policy, each and every member should stand for the organization and make this challenge work. Some leaders will find it difficult to supervise their teams, others will find online supervision more efficient and time-saving. As for the employees, remote work will be the solution for them to make a balance between their work and their personal lives, and for others, it might sound stressful since some employees require constant meetings with their managers with constant feedback and that is not always possible in a remote environment and they might feel that there is a communication breakdown with their leaders. Therefore, remote work could and ultimate way for businesses to grow, but it should be appropriately implemented.

Remote work policies have many benefits and also have many drawbacks. Yet, similarly to every theory or trend, people in charge can find the best ways to take advantage of the benefits and find solutions for the drawbacks and try to eliminate them to the maximum. Remote employment is not for everyone, and it won't be for 100 percent of sectors. However, there are also substantial benefits for both individuals and employers in the rising number of areas where remote work is a viable

method of conducting business. It is up to each organization to make use of these advantages or not.

Leaders are invited to put on some direct contact with the employees in order to understand their desires, what they prefer to work, to let them realize their professional development within their work from home, and leaders should listen to the staff to know what motivates them. They should also use digital collaboration tools to respond to their team inquiries and to help them with difficult tasks if any. Every remote worker must feel that he is one of the team, that he is heard by his collaborators, and that he can obtain help whenever a task blocks him. It is also recommended that managers and leaders create some channels to highlight employees' accomplishments and thank them and let them feel that their efforts are valued. Also, they should offer some incentives to keep their staff at full energy.

3. RESEARCH METHODOLOGY

3.1. The sample

The sample that was used for this study consisted of 3001 full-time undergraduate students who attended a private southern university located in the south-eastern region of the US. This southern university is located in a cosmopolitan, metropolitan area. It has a diverse student population and 54 undergraduate majors. The majority of students (2504) were US citizens and resident aliens. Four hundred ninety-seven (497) students were international students with different types of non-immigrant visas. International students composed 16.56 percent of the total student population at the university. The number of males in the sample constituted 36.5% of the sample. The number of Hispanics constituted 29.3% of the sample, the number of Blacks 18.5% of the sample, people of other constituted 4.8% of the sample, and Whites constituted 47.4% of the total study.

The anonymity of students in this sample was preserved since the names of the students and their identifications were not provided by the university. This eliminated the element of bias and intrusion into the students' privacy. The sample in this study was collected from the university institutional database. This institutional database was developed from students' information (as stated on students' applications for admission to the university) provided by the admissions office and the registrar's office at the university.

The sample used for this study is from a southern private university in the US which is located in a metropolitan city with a very diverse population. This limitation may affect the generalizability of the findings to other universities with different student populations and locations in different regions of the country.

3.2. Research question

This study was designed to examine if there were any significant differences in the preference for remote work between international and non-international students in the US.

One important research question was designed to provide an understanding of the distribution and

preference of American and foreign students when it comes to being decided/undecided about remote work.

Based on the above research question, one research hypothesis was tested:

H_0 (null hypothesis): *The probability of an international students being undecided about remote work, considering other related background and achievement variables, is equal to the probability of non-international students being undecided about remote work.*

$H1$ (alternative hypothesis): *The probability of an international student being undecided about remote work, considering other related background and achievement variables, is different from the probability of non-international students being undecided.*

3.3. Research design

For this study, one dependent variable was defined as a dichotomous variable, meaning it can have a value of 0 or 1. The dependent variable was: 1) *Undecided* (students who voluntarily have no specific preference for remote work), were labelled 1; and 2) the students who are *Not Undecided* were labelled 0.

Besides the dependent variable mentioned above, this study involved different independent variables. One of the independent variable, which is very important for this study, is also a dichotomous variable and represents the student's immigration status as *International* (1) or *Non-International* (0) student.

The other independent variable used for this study were:

- Gender;
- Ethnicity;
- Previous GPA (Grade Point Average);
- Verbal Aptitude (VerbApt) and Math Aptitude (MathApt).

3.4. Chi-square test

The chi-square test was used to determine whether two frequency distributions differ significantly from each other. The chi-square test is commonly used when the research data are in the form of categories or dichotomies rather than continuous scores or ranks. Chi-square tests were calculated to determine if there was a significant difference in the remote work preference between international students and non-international students.

Chi-square tests were also used to determine if there was a significant difference between the international and non-international students on the following issue: *Undecided/Not-Undecided* when it comes to remote work preference.

3.5. Logit regression

For the analysis of the determinant of a dichotomous variable, ordinary least squares (OLS) regression is not appropriate (Hamilton, 1992). For this reason, logit regression was used in this study to investigate the predictors of the following dependent variable: *Undecided*.

Data were analysed in this study using the computer software SYSTAT for the chi-square and logit regression analyses.

4. RESEARCH RESULTS

4.1. Results of the chi-square analysis

The chi-square of *Undecided* by *International* showed the following results: nearly 12% (n = 294) of the non-international students were undecided, while 9.86% (n = 49) of international students were undecided; $X^2 = 1.451$, p-value = 0.228.

Since the p-value was $0.228 > 0.05$, that means that there is no difference between non-international and international students in being *Undecided* about the remote work model (see Table 1).

To determine if international students coming from different regions of the world differ among

themselves with respect to the dependent variable *Undecided*, a chi-square between regions and the variable *Undecided* was analyzed. The following results were reported: 1) 7.65% (n = 18) of the international students coming from the Islands were in the category of *Undecided*; 2) 12% (n = 12) of the international students coming from Latin countries were undecided; 3) about 11.4% (n = 17) of international students coming from different parts of the world were undecided. The p-value = $0.33 > 0.05$; that means that there were no significant differences between students from the different regions, as related to the dependent variable *Undecided* (see Table 2).

Table 1. Chi-square of undecided by non-international and international students

	<i>Non-International (= 0)</i>	<i>International (= 1)</i>	<i>Total, %</i>
<i>Not-Undecided (= 0)</i>	88.26% n = 2210	90.14% n = 448	88.57% N = 2658
<i>Undecided (= 1)</i>	11.74% n = 294	9.86% n = 49	11.43% N = 343
Total	100%	100%	100%
N	2504	497	3001

<i>Test statistic</i>	<i>value</i>	<i>DF</i>	<i>Prob</i>
Pearson chi-square	1.451	1.000	0.228
Yates corrected chi-square	1.271	1.000	0.260

Table 2. Chi-square of the dependent variable (*Undecided*) with the three regions of origin

<i>Region of origin</i>	<i>Non-International (= 0)</i>	<i>International (= 1)</i>	<i>Total, %</i>
<i>International (from the Islands)</i>	92.34% n = 217	7.65% n = 18	100% N = 235
<i>International (from the Latin countries)</i>	88% n = 88	12% n = 12	100% N = 100
<i>International (from the rest of the world)</i>	88.60% n = 132	11.40% n = 17	100.000% N = 149
Total	90.30%	9.70%	100%
N	437	47	484

<i>Test statistic</i>	<i>value</i>	<i>DF</i>	<i>Prob</i>
Pearson chi-square	2.216	2.000	0.33

4.2. Results of the logit regression

The logit regression of the variable *Undecided* as the dependent variable showed the following results: The p-value of the independent variable *International* was $0.46 > 0.05$, which meant there is no difference between international students and

non-international students with respect to being *Undecided*. The p-value of the independent variable *Previous GPA* was less than 0.05, which meant that it plays a role in being undecided. Its negative coefficient showed that it is negatively related to the variable *Undecided* (see Table 3).

Table 3. Logit regression of the dependent variable (*Undecided*)

<i>Independent variables</i>	<i>Estimated coefficient</i>	<i>Standard error</i>	<i>Delta-p statistic</i>
<i>International</i>	-0.189	0.257	-0.021
<i>Gender</i>	-0.156	0.149	-0.017
<i>Hispanic</i>	-0.410*	0.156	-0.047
<i>Black</i>	-0.391	0.216	-0.044
<i>Other</i>	0.111	0.354	0.012
<i>VerbApt</i>	-0.000	0.001	-0.000
<i>MathApt</i>	0.001	0.000	0.000
<i>Previous GPA</i>	-0.797**	0.141	-0.091

Note: * $p < 0.05$, and ** $p < 0.001$.

5. DISCUSSION OF THE RESULTS

These results have also shown that international students coming from different regions of the world are not a homogeneous group. Each region has its unique characteristics as they relate to the dependent variable in this study.

The chi-square analyses of the dependent variable *Undecided*, focusing on international students from different regions of the world, showed that there was no significant difference between the students coming from the Islands, Latin America, and the rest of the world regarding deciding on the remote work model.

Logit regression using the dependent variable *Undecided* as a function of the independent variables

International and other relevant independent background and achievement variables showed the following results:

1) Being an international student does not affect the probability of being *Undecided*. In other words, there is no significant difference between international and non-international students with respect to the dependent variable *Undecided*.

2) There is no gender gap regarding deciding on remote work.

3) Being a Hispanic reduces the probability of being *Undecided*.

4) The GPA is negatively related to the dependent variable *Undecided*. The higher the *Previous GPA*, the less likely it is that the student will be in the category of *Undecided*.

Finally, the logit regression using the dependent variable *Undecided* as a function of the *International* students from different regions of the world, and taking into consideration the relevant background and achievement independent variables, showed that being from the Islands reduces the probability of being *Undecided*, and being Hispanic reduces the probability of being *Undecided*; also, the higher the *Previous GPA*, the more likely it is that the student will be decided.

Those findings have huge implications for US institutions, organizations, and boards of directors. Understanding students' needs, wants, and work model preferences allow policymakers in various industries to be aware, and more systematic in formulating, implementing, and evaluating their human capital strategies. Indeed, those strategies based on knowing well the needs and work preferences of potential employees will give those organizations and their boards of directors a sustainable competitive edge and advantage.

6. CONCLUSION

This study is very important in understanding the importance of remote work for US students who will be joining various organizations and institutions.

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It is implications on the board of directors are obvious: top-management must know the preference of the labour force mainly those who are college and university graduates otherwise good talent can be lost to the competition.

By adopting remote work policies and procedures, US companies can have a sustainable competitive advantage. Indeed, a clear view of the benefits and drawbacks of remote work that was discussed in this study, helps companies and their board of directors make decisions that ensure their sustainability in an ever-changing world.

This study has real-life implications for the US Economy because it shed light on the major pillars (American and international students) of the US labour force. However, the sample used for this study is from a southern private university in the US which is located in a metropolitan city with a very diverse population. This limitation may affect the generalizability of the findings to other universities with different student populations and locations in different regions of the country. Another limitation was that the sample used in this study did not include additional important information about the students (e.g., family's income, previous work experience, etc.). Future studies should be done using samples of students from different types of universities and colleges located in different regions of the nation. That would make the findings more generalizable, and have better external validity. Future studies could include interviews and surveys with students and administrators giving a clearer idea of the needs and wants of both American and international students who will be joining the US workforce. That will also help US organizations and boards of directors in assessing their human capital availability, and need forecasts, and will give those institutions a competitive advantage in recruiting and retaining the best and the brightest employees.

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