



# Remote and hybrid working

A research report from  
The Myers-Briggs Company

## Contents

<b>Executive summary</b>	<b>3</b>
Purpose and scope	3
Results	3
Implications and recommendations	5
<b>Introduction and methodology</b>	<b>7</b>
Introduction	7
Methodology	9
<b>Results</b>	<b>10</b>
Who took part? Description of the sample	10
Actual and preferred amount of time working remotely	14
Views about work in general	17
Views about remote working	25
Views about non-remote working	45
Issues specific to hybrid workers	66
The importance of managerial support	72
Predicting intention to leave and office/home preferences	77
<b>Conclusions and recommendations</b>	<b>86</b>
Conclusions	86
Recommendations	93
<b>References</b>	<b>96</b>
<b>Appendices</b>	<b>98</b>
Appendix A: Psychological type and the MBTI® assessment	98

Research study conducted by John Hackston, Head of Thought Leadership, The Myers Briggs Company

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## Executive summary

### Purpose and scope

Until recently, most people worked in an office or other communal workplace, although a minority were able to work from home or in a hybrid way. The COVID-19 pandemic changed all this, but many organizations are now planning a return to the office. However, workers have questioned the need to come back to the office and, if no alternatives are offered, many may seek a new job elsewhere. This study set out to investigate workers' attitudes to remote, hybrid and non-remote working, and how these are influenced by their personality type, managerial support, and other factors. By understanding these relationships, the intention is to develop concrete recommendations that organizations, managers, and individual employees can use to navigate the changing work environment.

### Results

This report is based on data from 443 people who completed an online survey in Spring 2022. The major findings include the following:

- In general, survey respondents were positive about their job, their work, and their organization. However, many did find their job stressful. Most remote or hybrid workers were positive about most aspects of remote working. Responses about non-remote, office-based working were generally positive, though slightly less so than those around remote working.
- Nearly half of hybrid and remote workers had their own dedicated office or workspace at home; those who did so were more satisfied with their home working environment.
- Overall, not having to commute was seen as the best thing about working from home, with freedom and flexibility second. Being isolated and having little or no contact with co-workers was seen as the worst thing.
- Most non-remote workers worked in an office, as did hybrid workers when they were not working from home. Almost half worked in open-plan offices though only a quarter said that this was their preferred environment. Those working in fully open-plan offices were the least likely to say they really enjoyed their job, those in private offices the most. The latter were also the most satisfied with their working environment. When asked, "what one change would make the biggest improvement to your office or other working environment", the most common theme concerned having greater privacy and doing away with open-plan layouts.
- In the office, 83% had access to traditional meeting rooms, 68% to separate individual and group working spaces, 44% to multipurpose, social spaces, 43% to lounges, chill-out or rest rooms and just 29% to private pods or booths. Respondents whose offices included separate individual and group working spaces, and/or multipurpose, social spaces, felt more positive about work, were less likely to be looking for a new job and were more satisfied with their working environment.

- Overall, being able to socialize, talk with and be around co-workers and others was seen as the best thing about working in the office. Commuting and the effects of commuting were seen as the worst.
- 42% of hybrid workers would like to work from home more often, but only 23% would like to work in the office more often. The former tended to want to work remotely a great deal of the time or always, the latter to want to work remotely infrequently or never.
- Just over half of hybrid workers had not been given any specific targets for how often they worked in the office (or other formal workspace) by their organization. There was an even spread in terms of how many days they typically actually worked in the office. Several factors related to and could predict how many days a hybrid worker spent in the office.
- Overall, most respondents felt that their manager was supportive. This had several positive effects:
  - Overall, those who felt the most supported felt more positive about their work and their organization and were less stressed.
  - Hybrid and entirely remote workers felt more supported by their manager if they had been provided with the equipment they need to work from home. Those who felt more supported also expressed greater satisfaction with their home or remote working environment and were less likely to say that their physical health had suffered because of working from home.
  - Hybrid and entirely office-based workers who felt more supported expressed greater satisfaction with their office environment and tended to feel safer in the workplace.
- A strong predictor of whether an individual was intending to leave their job was the mismatch between their preferences for remote working and the actuality of what their current job demanded that they do. Many entirely office-based workers wished to work for at least some time at home. This may be one reason why this group were more likely to be looking for a new job than hybrid or remote workers. Other groups who were more likely to be thinking of leaving included middle managers, individuals with an Intuition and/or Perceiving preference, and those who were less positive about their job. This included feeling more stressed, being less happy with office and/or home environment, feeling less safe at work and less supported by their manager, and believing that their job was affecting their well-being.
- Women showed a slightly higher preference for remote working than men and saw remote working more positively.
- Older respondents tended to spend a greater proportion of time working remotely, were more likely to say that they really enjoyed their job, and on average saw their home working environment more positively. They were however more likely to find it difficult to make themselves heard if they joined a meeting by video. Younger people were more likely to say that they were looking for a new job, and that they did not like to sit still at their desk or work area for long.
- There were several effects relating to Extraversion and Introversion, including:
  - Extraverts and Introverts both agreed that they enjoyed working from home and appreciated the peace and quiet of doing so, but Introverts agreed more

emphatically. Both groups disagreed with the statement “I wish I did not have to work from home”, but Introverts disagreed more emphatically. Extraverts agreed that they missed having people around them. Introverts, on average, neither agreed nor disagreed.

- In the office, Extraverts were much more likely than Introverts to say that they enjoyed working somewhere where there are lots of people, and that being able to talk, socialize, and be around co-workers was the best thing about being in the office.
- Amongst hybrid workers, both Extraverts and Introverts agreed that they would like to work from home more often, but Introverts agreed more emphatically. On average, exclusively office-based Introverts neither agreed nor disagreed with “I wish I could work from home”. Extraverts tended to disagree.
- While people of all type preferences were largely positive about their job and their organization, those with an Intuition preference working in entirely non-remote jobs were less positive than those with a Sensing preference and were more likely to be looking for a new job. There were also several S–N differences on details of working in the office.
- Amongst hybrid and remote workers, those with a Feeling preference were more likely than those with a Thinking preference to say that they were dissatisfied or very dissatisfied with their home working environment. They were less likely to say they were very satisfied. This may be because respondents with a Thinking preference were more likely than those with a Feeling preference to have a dedicated home office or workroom.
- Though both groups disagreed, on average, with the idea that they were looking for a new job, those with a Perceiving preference were somewhat more likely to be doing so than those with a Judging preference. Amongst hybrid workers, those with a Judging preference were more likely to say that they would like to work from home more often. But amongst entirely office-based workers, Perceiving individuals were more likely to say that they wished they could work from home.

## Implications and recommendations

- Organizations and individual managers should be wary of enforcing blanket back-to-work policies unless there is a very good reason to do so. The results suggest that if an organization mandates that all employees return to the office, this could result in the loss of valuable employees.
- Middle management were the least positive about their work and their organization, and were the most likely to be looking for a new job. Organizations seeking to retain staff should not neglect this group.
- Video meeting setup and etiquette could be improved. Over a quarter of respondents agreed or strongly agreed that they found video meetings boring, difficult, or frustrating. Over a third agreed or strongly agreed that if they join by video but others are physically in the room, they find it difficult to make themselves heard.
- Just over half of respondents agreed or strongly agreed that they missed having people around them, and just under half that having little or no contact with co-workers was the

worst thing about working from home. Organizations and managers should take steps to ensure that individuals do not feel isolated, and should not assume that only Extraverts would appreciate this.

- To enhance well-being amongst remote workers, employers could consider providing employees with everything they need to work from home, and both reducing the number of video meetings and improving the quality of those that do take place.
- Where possible, organizations may wish to reconfigure their office space to allow for fewer open-plan layouts and more private space, including some quiet areas. This is likely to increase positivity about and engagement with work and may reduce intention to leave.
- Concerns about COVID have not come to an end, and organizations struggling to persuade staff to return to the office will need to address these.
- As workers return to the office, managers should create opportunities for staff to socialize while avoiding pressurising them to do so. To achieve this, it may be helpful for managers to be aware of their own personality preferences.
- It is important for managers to be supportive of their reports. Employees who felt more supported by their manager felt more positive, were less stressed, and were less likely to be looking for a new job.

# Introduction and methodology

## Introduction

### Background: Remote and hybrid working, COVID-19, and returning to the workplace

Until recently, most employees worked in an office, factory, warehouse, retail premises or other communal workplace, although a minority were able to adopt a more flexible approach, either in terms of location (working from home, for example) or time (choosing when to work; flexible hours). Remote working and hybrid working (spending some time in the workplace, some time working from home or in another location) began to become more common in the 1970s and 1980s, driven by increases in the time and cost of commuting. It increased once again in the 21<sup>st</sup> century, facilitated by new technology. For example, the share of the US labour force working at home for at least one day a week increased from 7.0% in 1997 to 9.5% in 2010 (Mateyka, Rapino, & Landivar, 2012). Nevertheless, until 2020 most people did not work remotely or in a hybrid way.

The COVID-19 pandemic changed all this. In a survey carried out by the US Census Bureau in August 2020, more than a third of households reported working from home more frequently than before the pandemic (U.S. Census Bureau, 2021). Another survey conducted in the US in October 2020 found that amongst workers who said their job *could* mainly be done from home, only 20% were working from home most or all the time before COVID. But by October 2020, 71% were doing so. In addition, half wanted to keep working from home after the pandemic was over (Parker, Horowitz, & Minkin, 2020). In research carried out by The Myers-Briggs Company between May and September 2020, most respondents agreed with statements such as *I enjoy working from home* and *I would like to keep working from home* (Hackston, 2020). For many, hybrid or remote working had become the default, the 'new normal'.

More than two years after the beginning of the pandemic, many organizations are now planning a return to the office. Some organizations, particularly in the finance sector, have been relatively aggressive in pushing for staff to return (Hussain & Marshall, 2021). However, many workers have questioned the need to come back to the office (The Conference Board, 2021), and, if no alternatives are offered, may seek a new job elsewhere. Indeed, this may be one factor reinforcing the so-called 'great resignation' (Corbett, 2021).

Personality may be the key to understanding why individuals do or do not wish to return to the workplace, and to how organizations can successfully approach this issue. Previous research has suggested that there may be personality differences between remote workers and non-remote workers (Bailey & Kurland, 2002; Sawatzky, 2020; Thompson, Haynie, & Schaubhut, 2018), and in those aspects of remote, hybrid and non-remote work that individuals find rewarding (Hackston, 2020; Nguyen, 2021).

This study set out to investigate people's attitudes to remote, hybrid, and non-remote working, and how these are influenced by their personality type, degree of managerial support, and other factors. By understanding these relationships, the intention is to develop concrete recommendations that organizations, managers, and individual employees can use to navigate the changing work environment.

## Personality differences: The Myers-Briggs Type Indicator® (MBTI®) assessment

The Myers-Briggs Type Indicator® (MBTI®) assessment (Myers, McCaulley, Quenk, & Hammer, 2018) is already widely used for self-development by organizations and individuals (Furnham, 2017). As such, it provides a useful basis for people to understand how their personality preferences relate to and affect their responses to remote working, hybrid working, and returning to the workplace. The MBTI approach looks at four areas of personality type:

- Is an individual energized by, and do they prefer to focus their attention on, the outside world of people and things (Extraversion) or their inner world of thoughts and feelings (Introversion)?
- Do they trust and prefer to use information that is practical and based on the evidence of their senses (Sensing) or do they pay more attention to connections and the big picture (Intuition)?
- Do they prefer to make decisions based on objective logic (Thinking) or based on their values and on how people will be affected (Feeling)?
- Do they prefer to live their lives in an ordered, structured, planned way (Judging) or in an open, spontaneous, emergent way (Perceiving)?

Any one individual will therefore have preferences for either Extraversion (E) or Introversion (I), for Sensing (S) or Intuition (N), for Thinking (T) or Feeling (F), and for Judging (J) or Perceiving (P). The four preferences combine dynamically to give one of 16 different personality types. More detailed information about the MBTI framework is given in Appendix A.

Many people around the world already use the personality type approach to build self-awareness and understand how they approach work. As such, it is likely to be a useful basis for the development of guidelines for adapting to remote or hybrid work, or for returning to a non-remote, office-based environment.



## Methodology

To carry out the study, we created an online survey. This was publicized via LinkedIn, Facebook, online forums, and on The Myers-Briggs Company website (<https://www.themyersbriggs.com>). It was also sent out to anyone who had completed the MBTI assessment in the previous six months and who had said they may be interested in taking part in future research.

Participants were asked to provide:

- Their MBTI best-fit (validated) four-letter type.
- Background information including gender, age, employment status, country of residence, job role and level, percentage of time they were working remotely, hours worked in a typical week, and number of employees in their organization.
- For everyone: their views about their job.
- For hybrid and remote workers: information about their home working environment and their views about the home or remote aspects of their job.
- For hybrid and non-remote workers: information about their workplace environment and their views about the workplace and other non-remote aspects of their job.
- For hybrid workers: preferences between working from home compared with working in the office or other communal workplace.

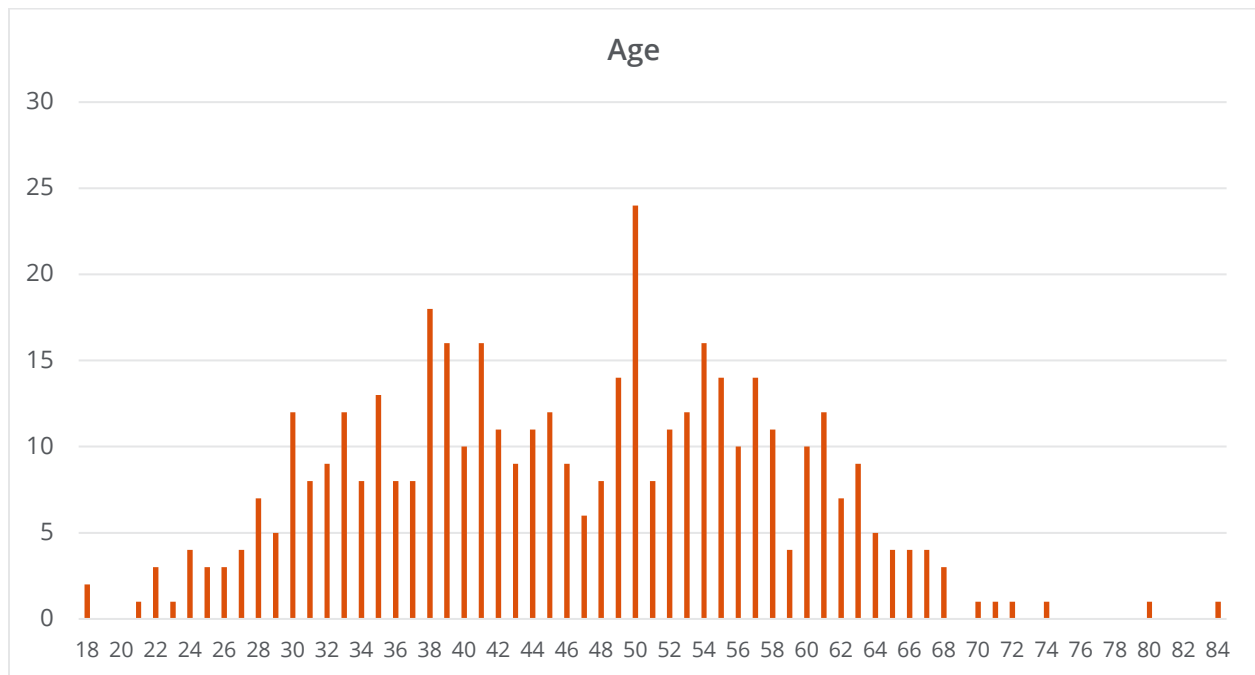
The analysis is based on data from 443 people who completed the online survey.

## Results

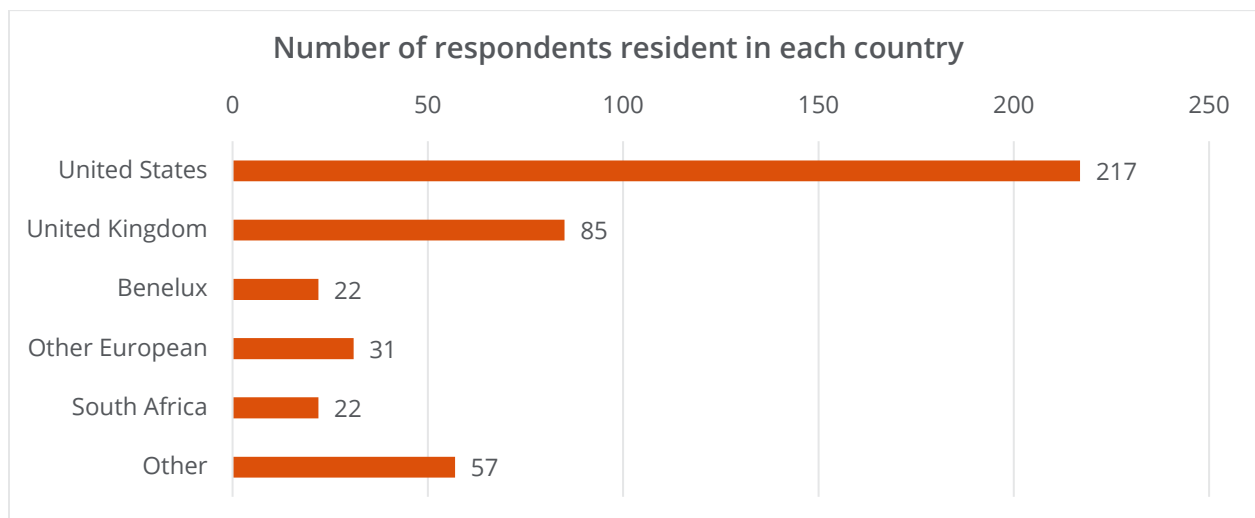
### Who took part? Description of the sample

#### Group demographics

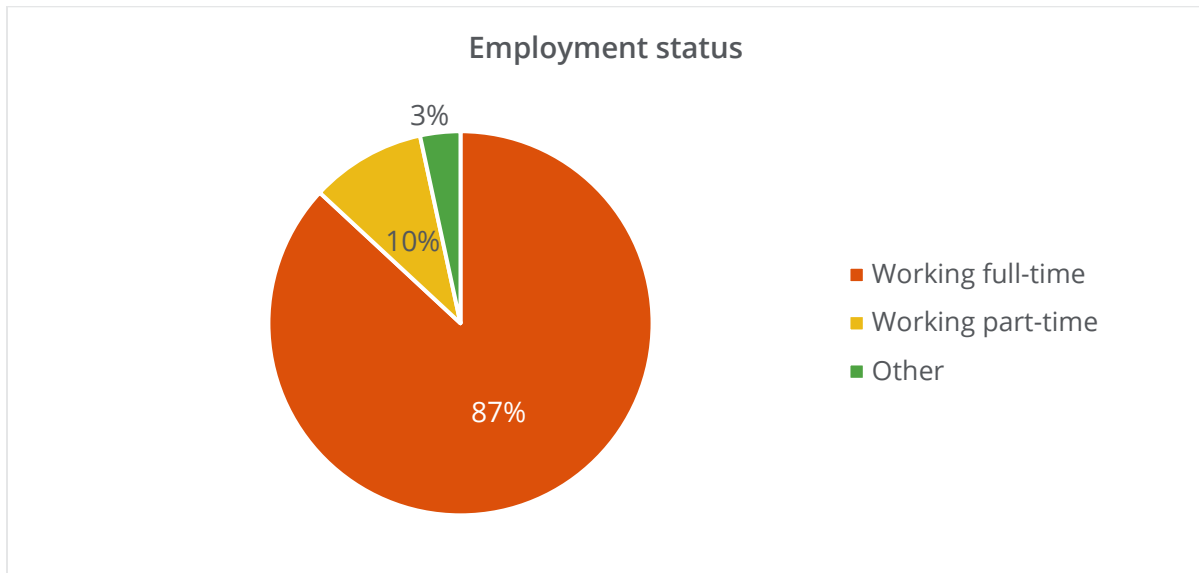
74% of the group were female, and 26% male, with less than 1% preferring not to say or to self-describe. Age ranged from 18 to 84 years, with an average (mean) of 46 years.



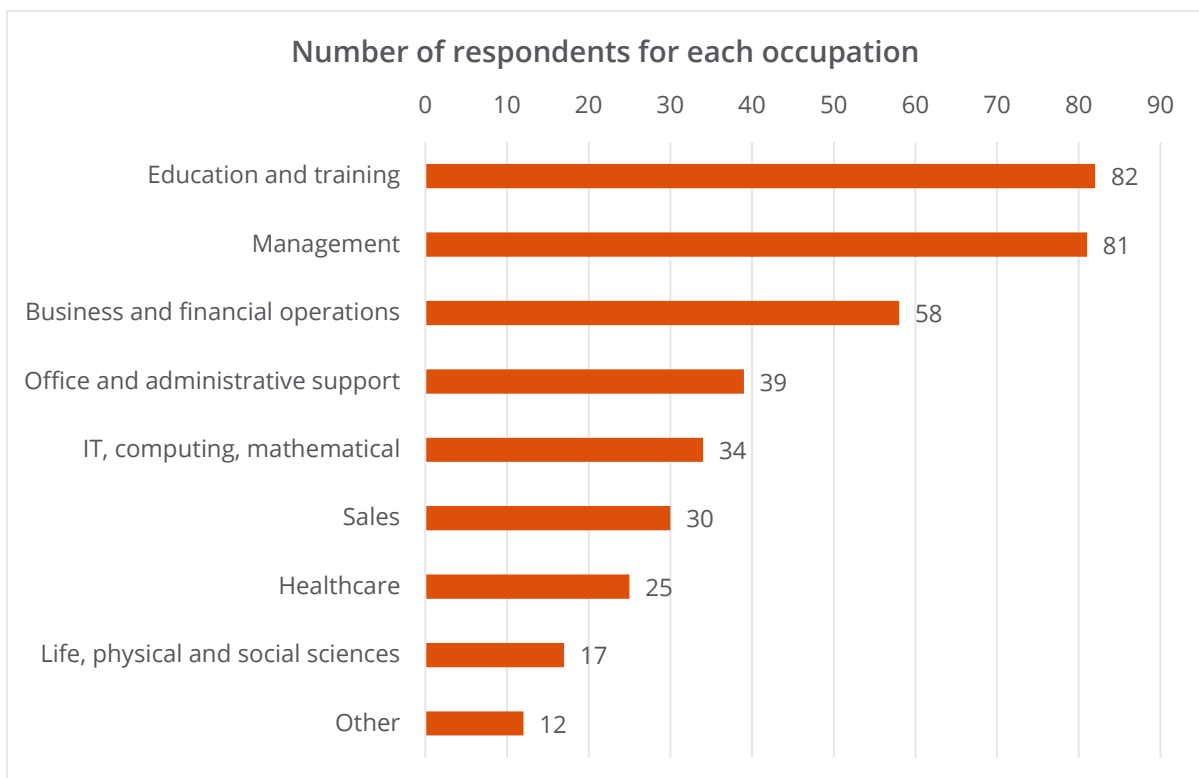
Half of the respondents lived in the United States, and 20% in the United Kingdom.



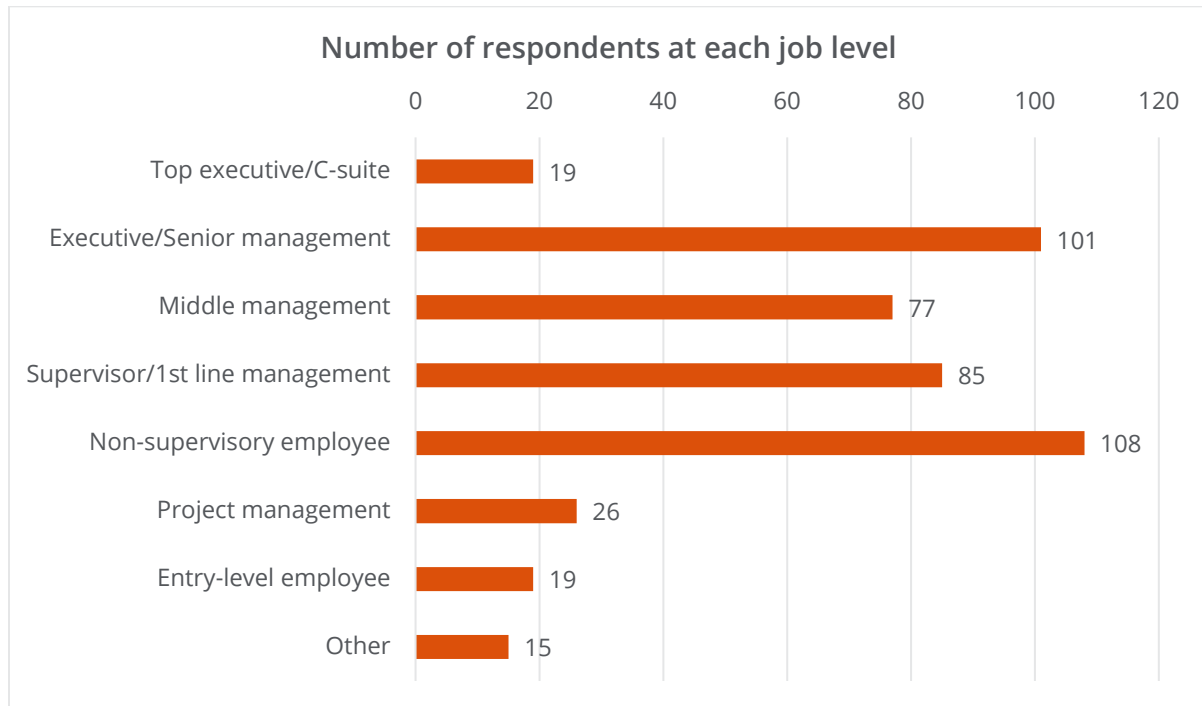
Most of the sample were working full-time.



A range of different jobs were represented.



People at all job levels were included.



## Type distribution

Type data was available for 429 individuals. A type table for this group is shown below:

Type	N	%																
E	177	41.3%																
	252	58.7%																
S	193	45.0%																
	236	55.0%																
T	229	53.4%																
F	200	46.6%																
	270	62.9%																
J	159	37.1%																
<table><tr><td><b>ISTJ</b> N=57 13.3% SSR=1.15</td><td><b>ISFJ</b> N=28 6.5% SSR=0.47</td><td><b>INFJ</b> N=43 10.0% SSR=6.68</td><td><b>INTJ</b> N=41 9.6% SSR=4.55</td></tr><tr><td><b>ISTP</b> N=17 4.0% SSR=0.73</td><td><b>ISFP</b> N=11 2.6% SSR=0.29</td><td><b>INFP</b> N=30 7.0% SSR=1.59</td><td><b>INTP</b> N=25 5.8% SSR=1.77</td></tr><tr><td><b>ESTP</b> N=13 3.0% SSR=0.70</td><td><b>ESFP</b> N=12 2.8% SSR=0.33</td><td><b>ENFP</b> N=32 7.5% SSR=0.92</td><td><b>ENTP</b> N=19 4.4% SSR=1.38</td></tr><tr><td><b>ESTJ</b> N=32 7.5% SSR=0.86</td><td><b>ESFJ</b> N=23 5.4% SSR=0.44</td><td><b>ENFJ</b> N=21 4.9% SSR=1.96</td><td><b>ENTJ</b> N=25 5.8% SSR=3.24</td></tr></table>			<b>ISTJ</b> N=57 13.3% SSR=1.15	<b>ISFJ</b> N=28 6.5% SSR=0.47	<b>INFJ</b> N=43 10.0% SSR=6.68	<b>INTJ</b> N=41 9.6% SSR=4.55	<b>ISTP</b> N=17 4.0% SSR=0.73	<b>ISFP</b> N=11 2.6% SSR=0.29	<b>INFP</b> N=30 7.0% SSR=1.59	<b>INTP</b> N=25 5.8% SSR=1.77	<b>ESTP</b> N=13 3.0% SSR=0.70	<b>ESFP</b> N=12 2.8% SSR=0.33	<b>ENFP</b> N=32 7.5% SSR=0.92	<b>ENTP</b> N=19 4.4% SSR=1.38	<b>ESTJ</b> N=32 7.5% SSR=0.86	<b>ESFJ</b> N=23 5.4% SSR=0.44	<b>ENFJ</b> N=21 4.9% SSR=1.96	<b>ENTJ</b> N=25 5.8% SSR=3.24
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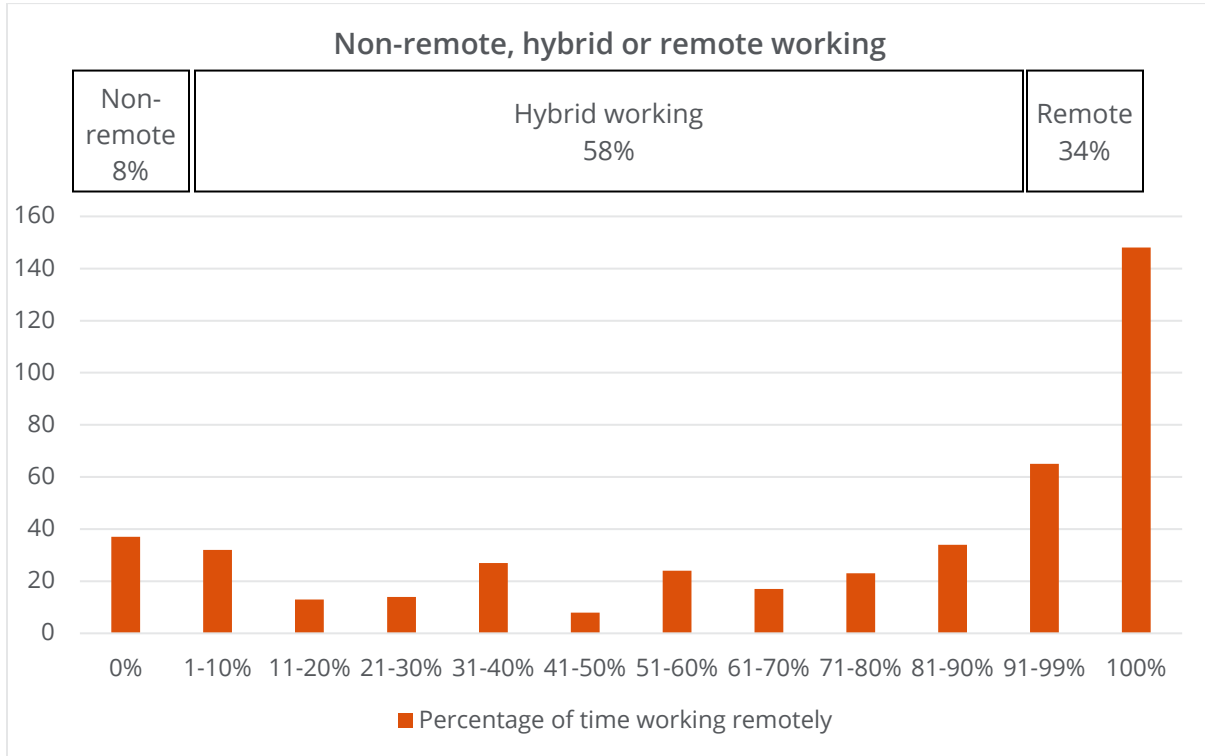
The SSR (Self-Selection Ratio) compares the sample to the general population. Types with an SSR greater than 1 are over-represented in this group compared with the general population.<sup>1</sup> Most Intuition types are therefore over-represented, and most Sensing types under-represented. SF types are especially under-represented. This is not uncommon in a group of people interested in personality type. However, there are sufficient representatives of each type in the sample to carry out meaningful analyses.

<sup>1</sup> The US national representative sample (Myers, McCaulley, Quenk, & Hammer, 1998) was used as a reference group.

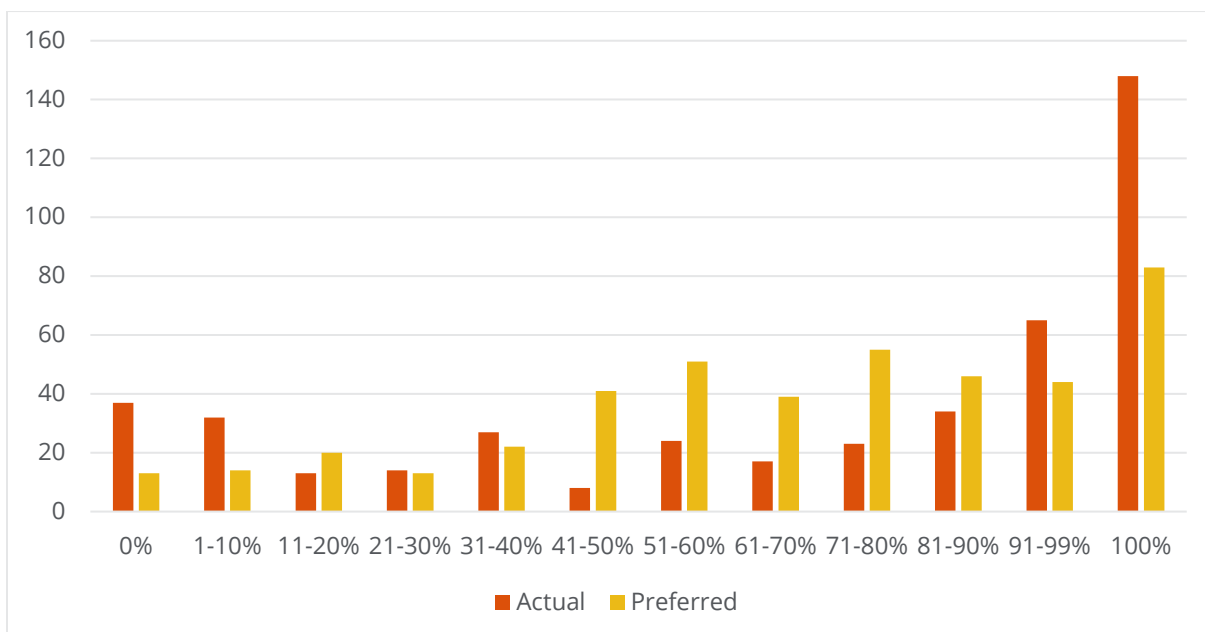
## Actual and preferred amount of time working remotely

### Overview

Just over half (58%) of the sample were hybrid workers to at least some degree.



As well as the *actual* percentage of their time that respondents worked remotely, they were asked how much they would *prefer* to work remotely. Fewer respondents wanted to work entirely or almost entirely remotely, or entirely or almost entirely non-remotely, than did so in actuality.



Comparing actual and preferred:

- Actual:            non-remote 8%            hybrid 58%            remote 34%
- Preferred:       non-remote 3%            hybrid 78%            remote 19%

The 'sweet spot' for many was in the 41% to 90% remote working range. Over half (53%) of respondents had a preference in this range. Less than a quarter (22%) of respondents had this working pattern. Overall:

- 42% were working remotely more than their ideal preference
- 31% were working remotely less than their ideal preference
- Only 27% were working remotely at a level that matched their ideal preference
- 84% of those who never worked remotely would prefer to do so at least some of the time
- 61% of those who always worked remotely would prefer not to do so all the time.

The data suggest that a mismatch between actual percentage of remote working time and preferred percentage may have consequences. The greater the mismatch, the more likely respondents were to say they were looking for a new job, and the less likely they were to see their organization as supportive during COVID, to feel accepted and included by their co-workers, to feel that their organization valued their contribution, and to say they really enjoyed their job. Not surprisingly, entirely remote workers whose ideal was not 100% remote were likely to agree with "I wish I did not have to work from home" and entirely non-remote workers to say, "I wish I could work from home".

Item	Correlation with size of mismatch
I am looking for a new job	0.233**
My organization has been very supportive during the COVID pandemic	-0.220**
I feel accepted and included by my co-workers	-0.197**
My organization values my contribution	-0.167**
I really enjoy my job	-0.155**
I wish I did not have to work from home (100% remote workers only)	0.592**
I wish I could work from home (0% remote workers only)	0.802**

\*\* - significant at the 1% level,

## Group differences

There were no significant personality differences in either actual or preferred time working remotely. There were however some demographic differences:

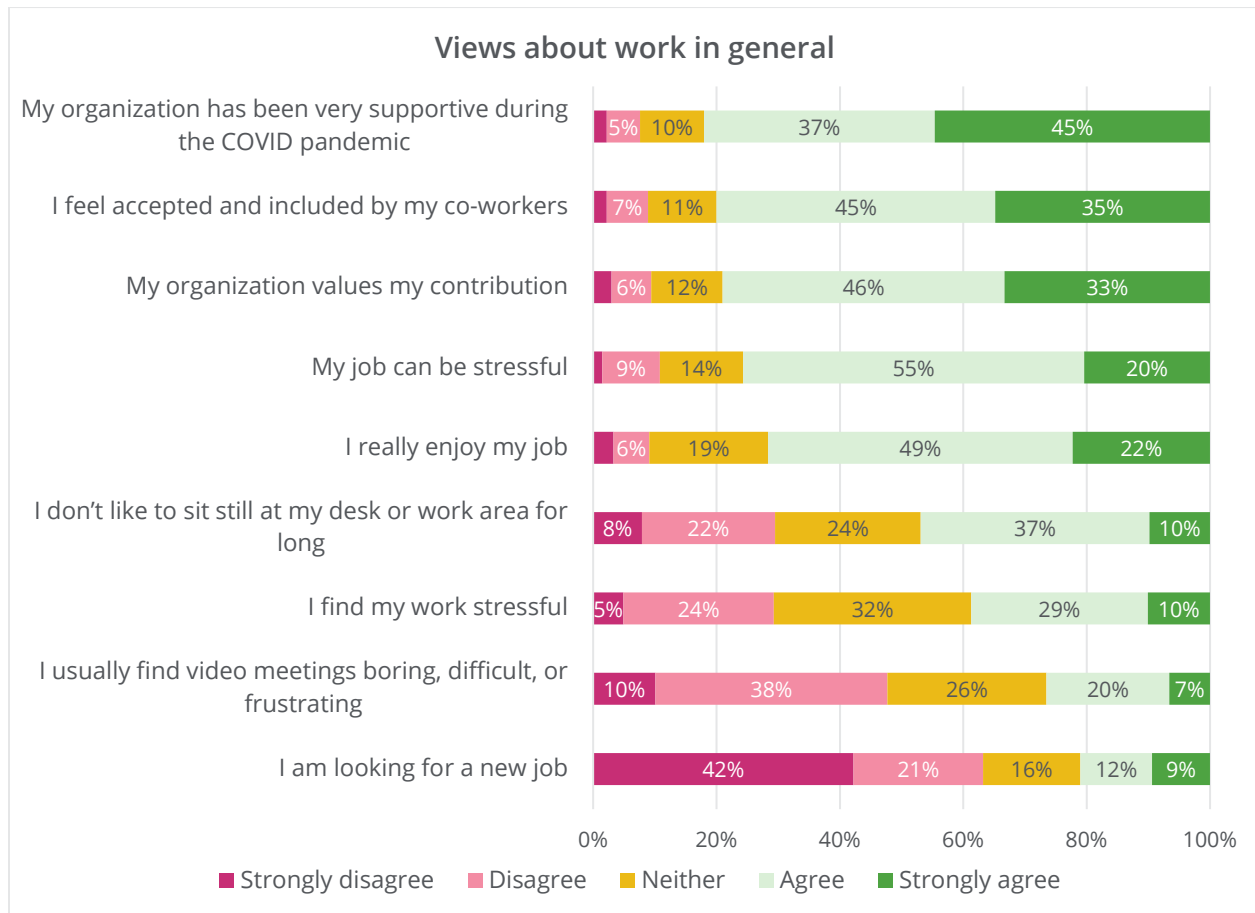
- Women showed a slightly higher preference for remote working than men.
- Older respondents tended to spend a greater proportion of time working remotely.
- Entry-level employees tended to spend less time working remotely, and had a lower preference for doing so.
- Those in office and administrative support roles on average tended to spend the least time working remotely. Those in business and financial roles spent the most time working remotely.



## Views about work in general

### Overview

All survey respondents, whether they worked in an entirely remote, an entirely non-remote, or a hybrid way, were asked eight general questions about their job and their organization. A five-point scale, from strongly disagree to strongly agree, was used for their responses. The chart below shows the distribution of scores for each question.



In general, the results were positive. 82% agreed or strongly agreed that their organization had been supportive during COVID, 80% that they felt accepted and included by their co-workers, 79% that their organization valued their contribution, and 71% that they really enjoyed their job. However, 75% agreed or strongly agreed that their job could be stressful, 39% that they did find their work stressful, and more than a quarter, 27%, that they usually found video meetings boring, difficult, or frustrating.

Further analysis<sup>2</sup> suggested that three factors could account for almost two-thirds of the variation in the way people answered these questions. Two scales of general views about work were developed from the data. Both scales had good internal consistency reliability. The high item means, above the

<sup>2</sup> Principal components factor analysis, Varimax rotation

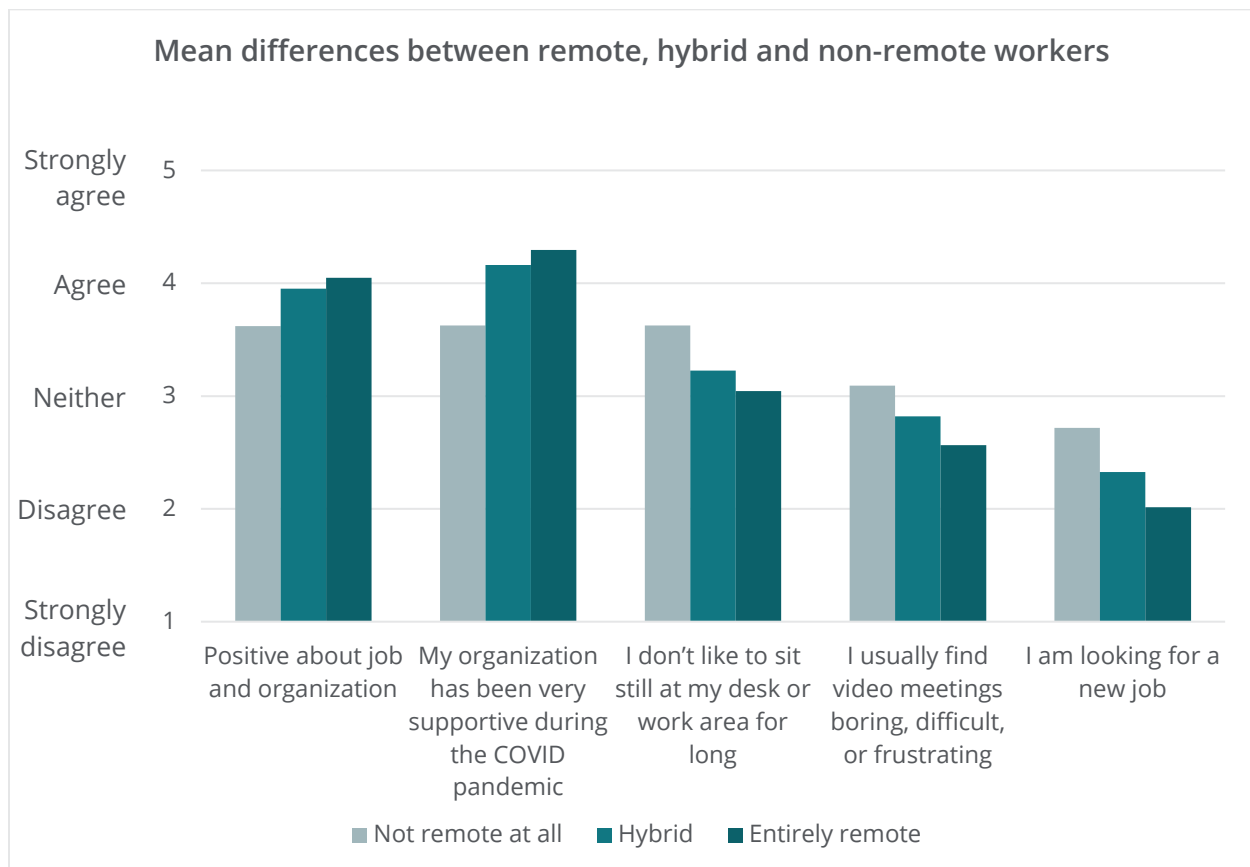
mid-point of three, suggest that most respondents were positive about their work but also a little stressed.

Scale	Items	Reliability (alpha)	Mean	Item Mean
Positive about job and organization	I feel accepted and included by my co-workers I really enjoy my job My organization has been very supportive during the COVID pandemic My organization values my contribution I am looking for a new job*	0.782	19.79	3.96
Work-related stress	I find my work stressful I find my job stressful	0.779	6.98	3.49

\*Scored negatively

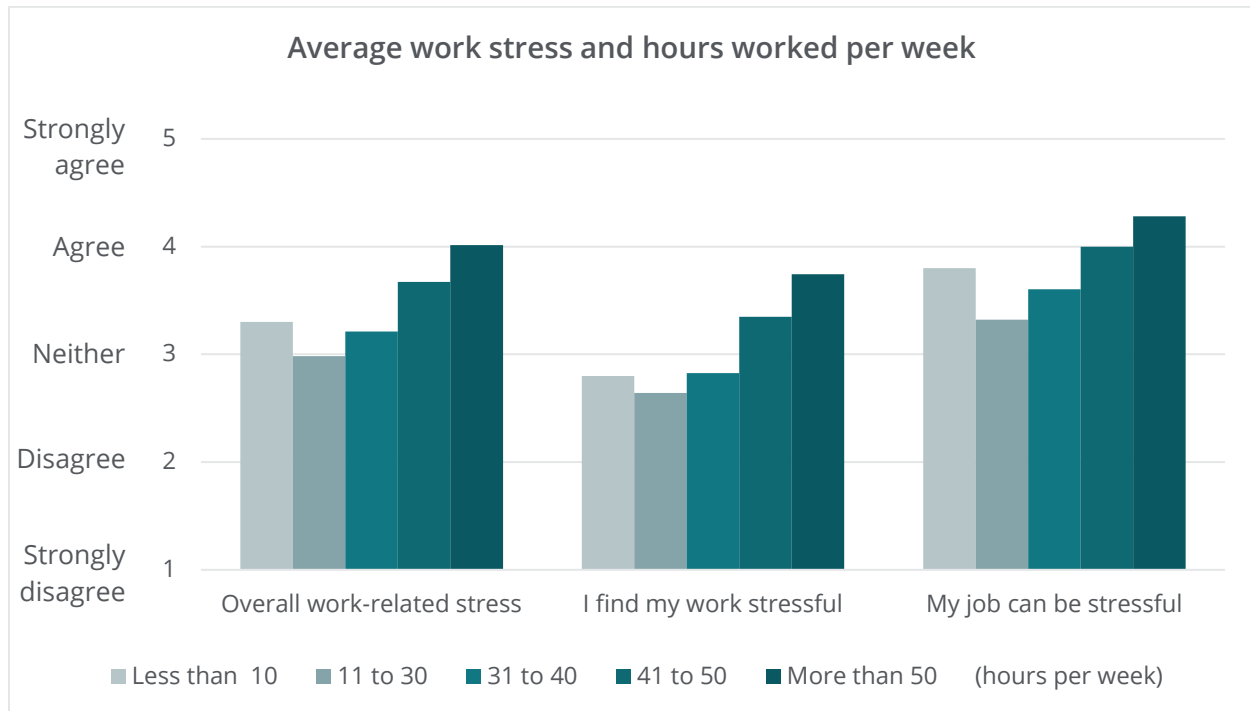
### Differences between different types of workers

The positivity scale and four individual questions were answered differently by remote, hybrid and non-remote workers. The chart below shows the average (mean) for each group on each question.



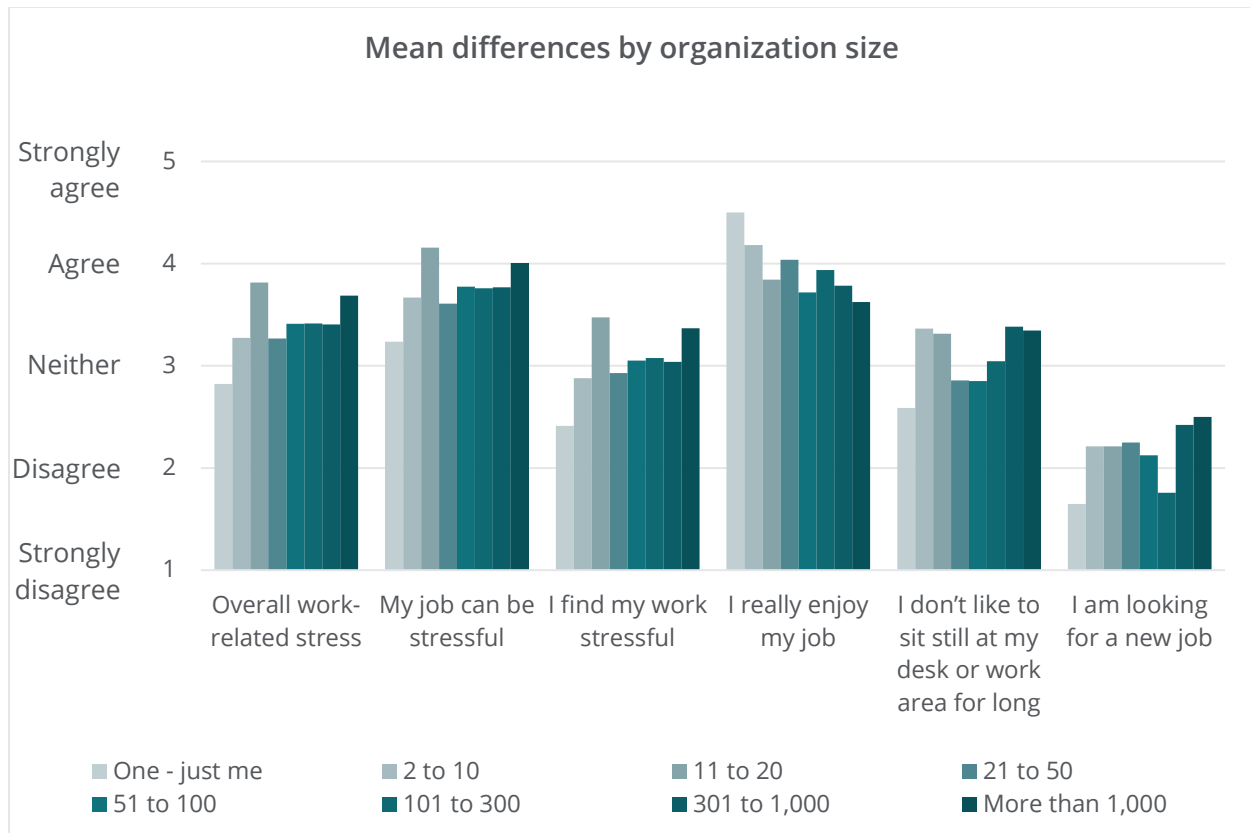
Entirely non-remote workers scored significantly<sup>3</sup> lower on the positivity scale and were significantly less likely than others to say that their organization had been very supportive during COVID, and were more likely than entirely remote workers to say that they did not like to sit still at their desk or work area for long. Entirely remote workers were less likely than either of the other two groups to say that they usually find video meetings boring, difficult or frustrating, and that they were looking for a new job.

Those working more than 40 hours per week scored more highly on the stress scale and were more likely to find their work and job stressful. Those working 11 to 30 hours per week appear to be the least stressed about work.

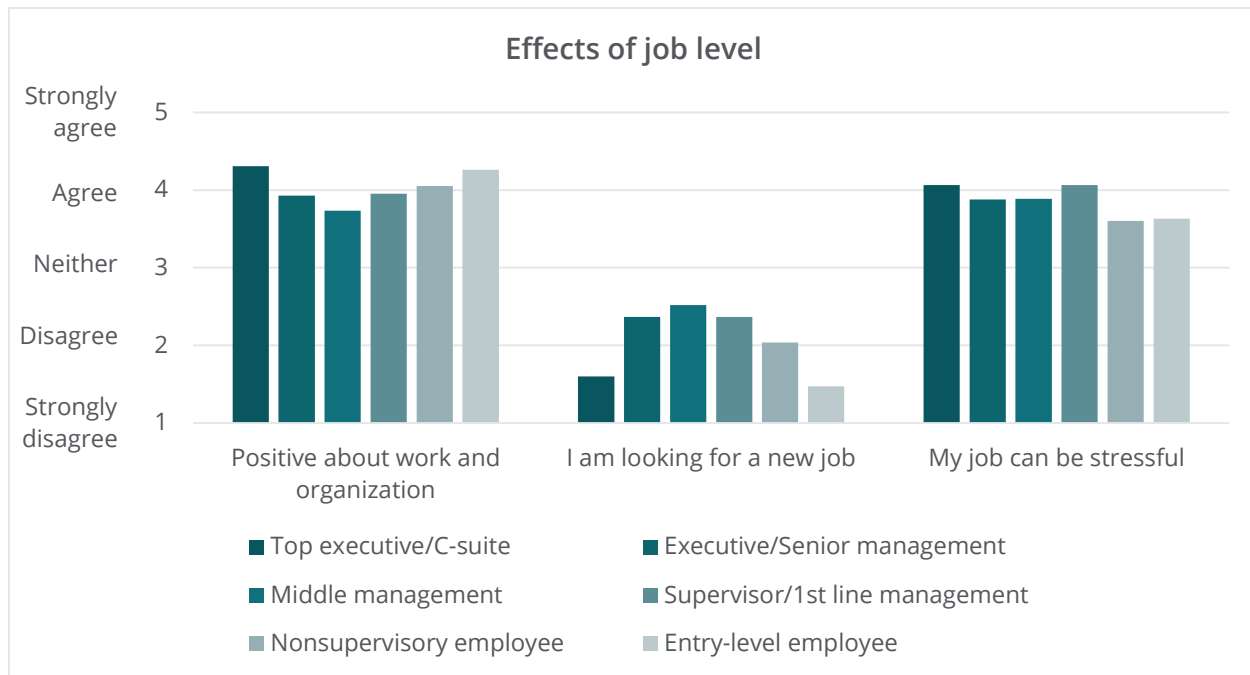


There were several significant differences between larger and smaller organizations. Work-related stress peaked in organizations with 11–20 or more than 1,000 people. People in smaller organizations were more likely to say that they really enjoy their job.

<sup>3</sup> All significant differences in this section are based on a t-test where there are two groups or a one-way analysis of variance where there are more than two groups.



Middle management were the least positive about work and organization, and the most likely to be looking for a new job. Non-management were the least likely to say their job could be stressful.



## Demographic differences

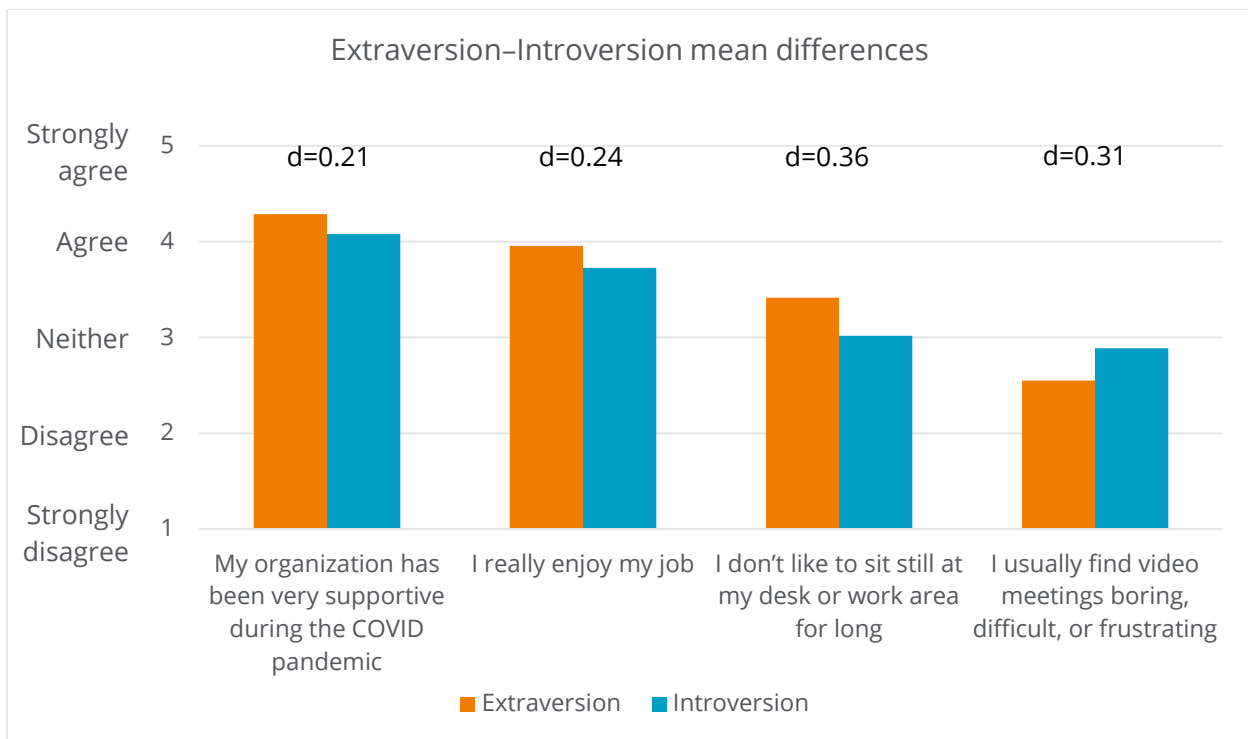
There were no statistically significant gender differences, but there were age differences. Younger people were more likely to say that they were looking for a new job, and that they don't like to sit still at their desk or work area for long. Older people were more likely to say they really enjoyed their job.

Item	Correlation with age
I am looking for a new job	-0.106*
I don't like to sit still at my desk or work area for long	-0.177**
I really enjoy my job	0.187**

\* - significant at the 5% level. \*\* - significant at the 1% level.

## Personality differences

Four questions showed a significant difference<sup>4</sup> in average (mean) responses between those with an Extraversion and those with an Introversion preference, with small effect sizes (Cohen's  $d$ <sup>5</sup>).

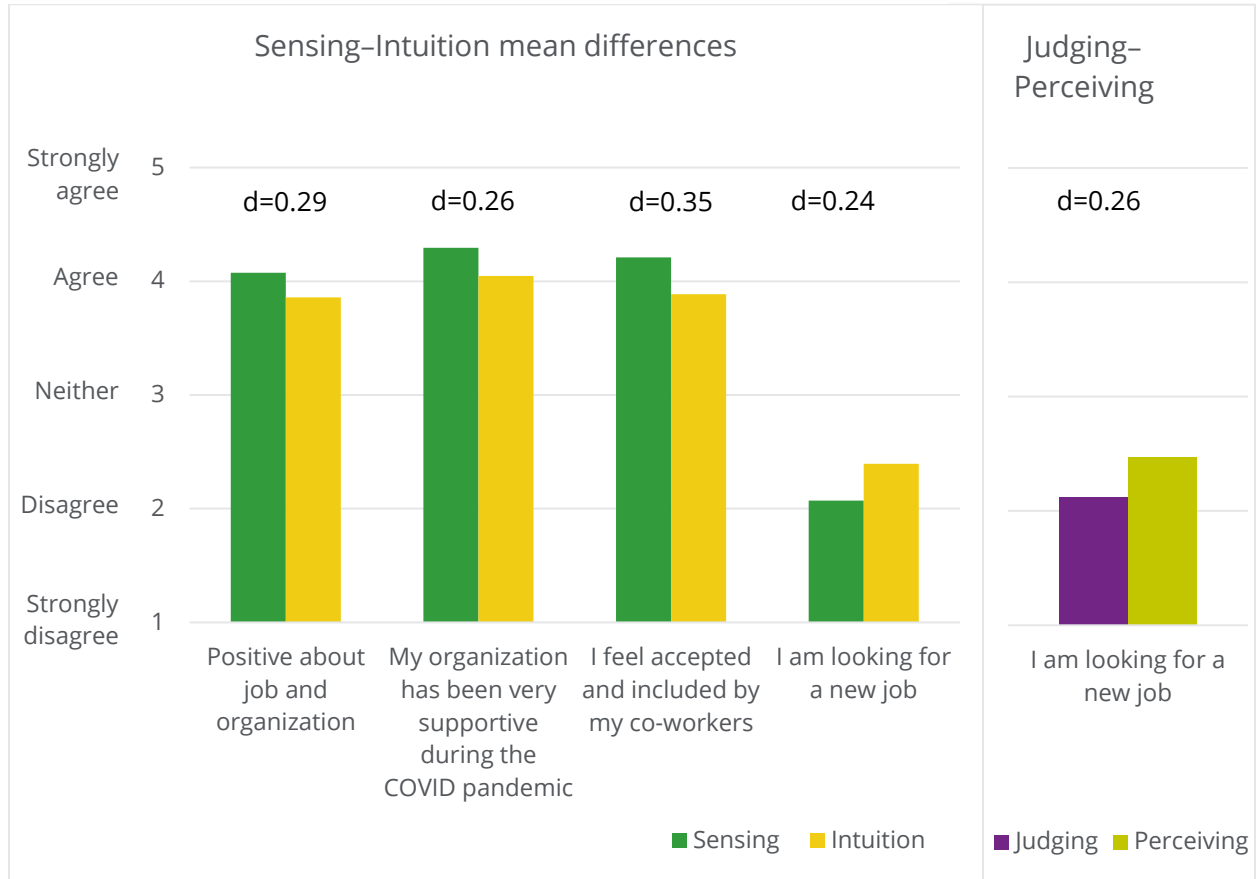


<sup>4</sup> Based on an independent-samples t-test

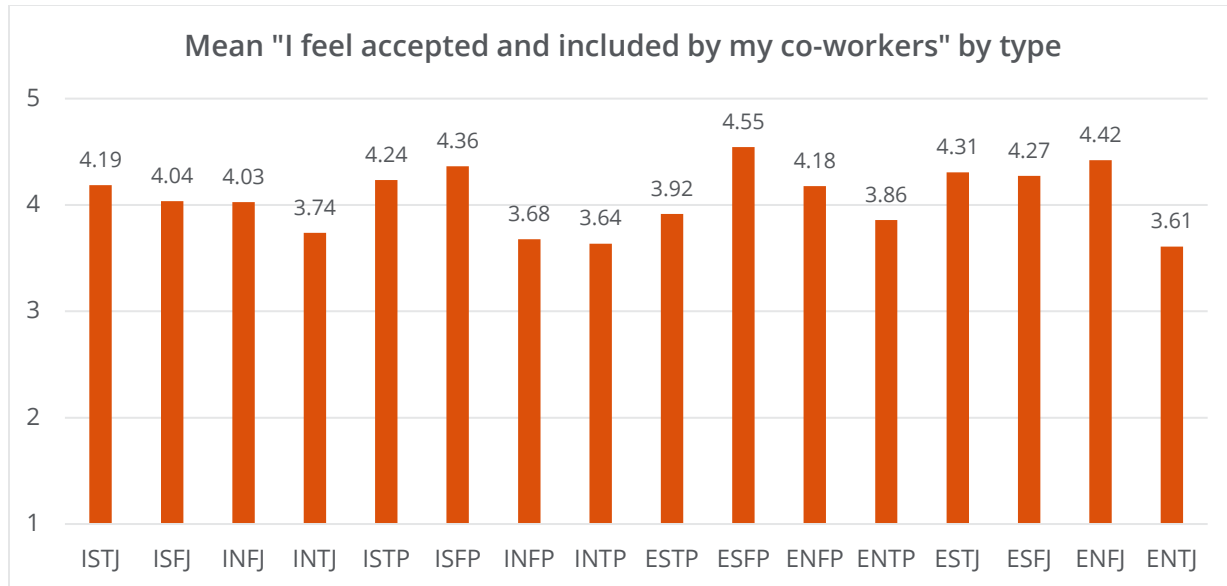
<sup>5</sup> Cohen's  $d$  is a measure of effect size, the size of the difference between two means. With a large sample, a difference might be statistically significant, but not mean a great deal in practical terms. A  $d$  of 0.5 means that two groups differ by half a standard deviation, a  $d$  of 1 that they differ by 1 standard deviation, a  $d$  of 2 that they differ by 2 standard deviations, and so on. A  $d$  of 0.2 is thought of as a small effect size, 0.5 as medium, and 0.8 as large. If  $d$  is less than 0.2, then the difference is negligible and not of practical importance, even if it is statistically significant.

Though both groups on average agreed that their organization had been supportive during COVID, and that they enjoyed their job, Extraverts agreed more emphatically.

The positivity scale and three individual questions showed Sensing–Intuition differences, and one question showed a Judging–Perceiving difference.



In terms of whole type, a one-way ANOVA showed a significant effect on one question, “I feel accepted and included by my co-workers”. ESFPs felt the most accepted, ENTJs and INTPs the least.

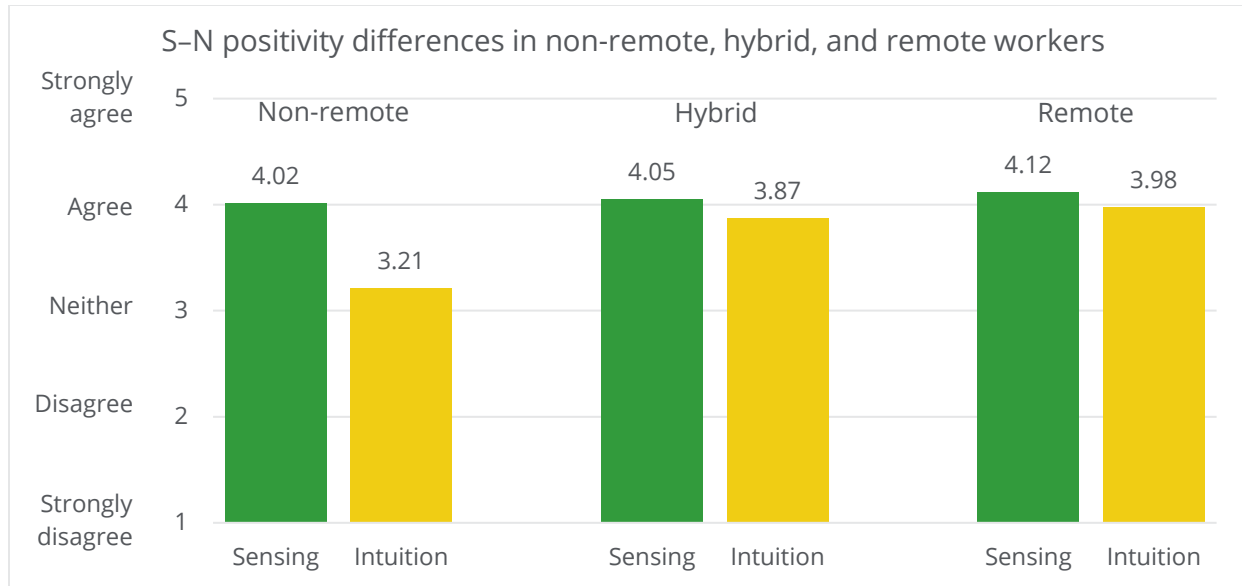


Some relationships operated differently within the three different types of work pattern (entirely office-based or non-remote, hybrid, and entirely remote). The table below shows significant differences<sup>6</sup> within each type of worker. For example, entirely non-remote workers with a Sensing preference showed a higher level of positivity than non-remote workers with an Intuition preference. But this significant difference was not seen amongst hybrid or entirely remote workers.

Question	Not remote	Hybrid	Entirely remote
<b>Positive about job and organization</b>	S		
My organization has been very supportive during the COVID pandemic	E		
I feel accepted and included by my co-workers	S		S
I really enjoy my job	E	E	
I am looking for a new job	N	P	
<b>Overall work-related stress</b>			N
I find my work stressful	N		N
My job can be stressful		T	N
I don't like to sit still at my desk or work area for long	P	E	E
I usually find video meetings boring, difficult, or frustrating		N	I

The differences between the three groups in terms of the relationship between Sensing–Intuition and overall positivity were especially striking, with Intuition non-remote workers significantly less positive than those in hybrid or entirely remote roles. This finding tallies with other research using the Openness scale of the Five-Factor Model (Luse et al, 2013; Marhadi & Hendarman, 2020).

<sup>6</sup> Based on independent-samples t-tests



### Views about work in general: summary

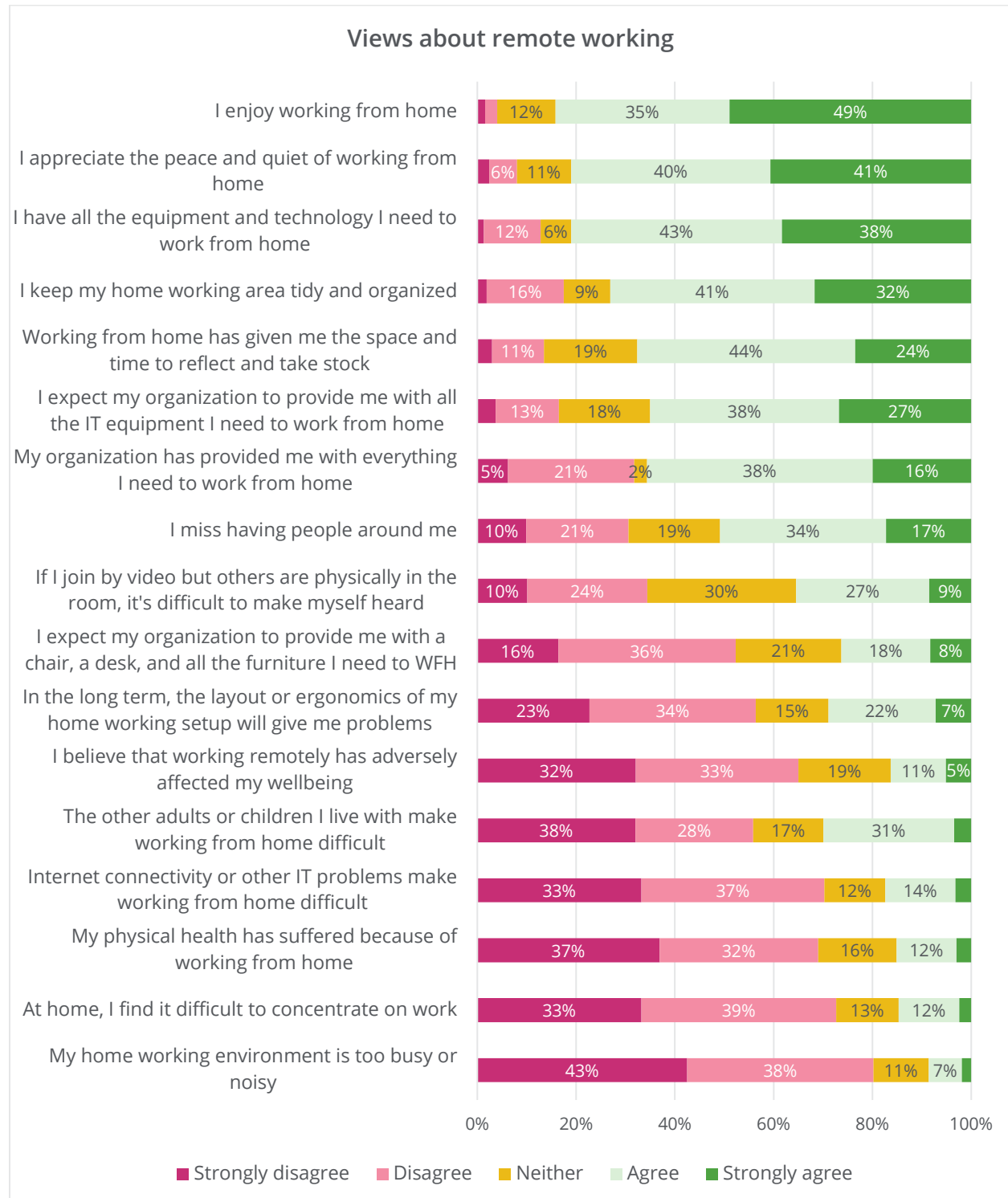
- Most respondents in general expressed positive views about their work and their organization, though 75% felt that their job *could* be stressful and 39% that they did find their work stressful.
- Entirely office-based, non-remote workers were less positive about their work and their organization than hybrid or entirely remote workers.
- Those working more than 40 hours per week were the most stressed, those working 11 to 30 hours the least.
- Work-related stress peaked in organizations with 11–20 or more than 1,000 people.
- Middle management were the least positive about work and organization, and the most likely to be looking for a new job. Non-management were the least likely to say their job could be stressful.
- Younger people were more likely to say that they were looking for a new job, and that they did not like to sit still for long; older people that they really enjoyed their job.
- Both the Extravert and Introvert groups on average agreed that their organization had been supportive during COVID, and that they enjoyed their job, but Extraverts agreed more emphatically. Extraverts tended on average to agree that they did not like to sit still for long, and to disagree that they usually found video meetings to be boring, difficult, or frustrating. On both questions, Introverts on average neither agreed nor disagreed.
- Respondents with a Sensing preference were more positive about their work and organization. Intuition and Perceiving respondents were more likely to be looking for a new job.
- Some personality relationships operated differently within the three different types of work pattern (entirely office-based or non-remote, hybrid, and entirely remote).
- There was a statistically significant whole-type difference on one question, “I feel accepted and included by my co-workers”. ESFPs felt the most accepted, ENTJs and INTPs the least.



## Views about remote working

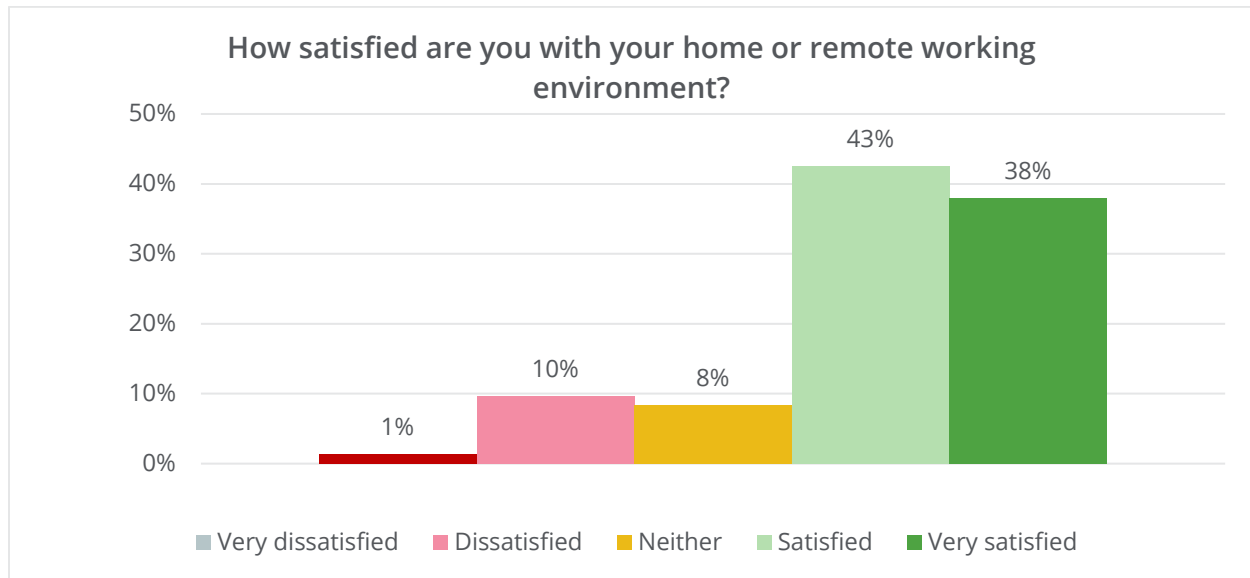
### Overview

All hybrid and entirely remote workers were asked 17 questions about their views on remote or home working.

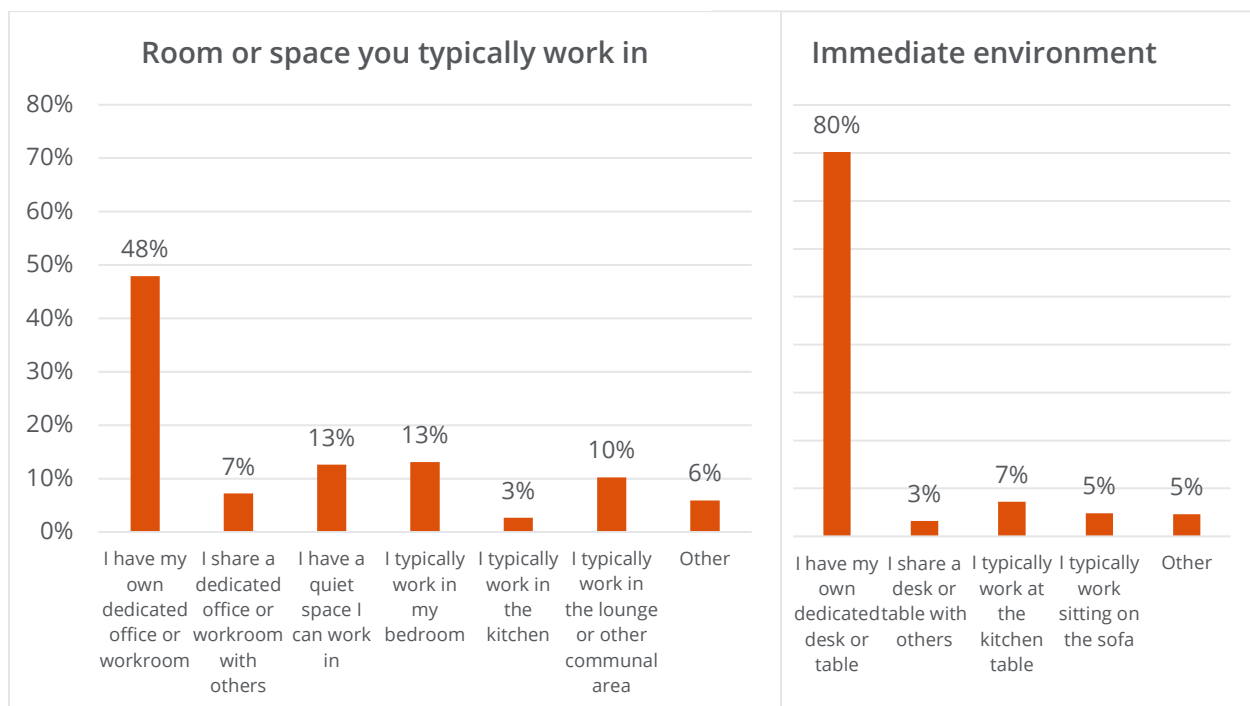


Most respondents were very positive about remote working. 84% agreed or strongly agreed that they enjoyed working from home, 81% that they appreciated the peace and quiet of working from home, and 81% that they had all the equipment and technology they needed to work from home. However just over half (51%) agreed or strongly agreed that they missed having people around them, 36% that they found it difficult to make themselves heard when they join a meeting by video and others are already in the room, and a minority that working from home had adversely affected their wellbeing (16%) or physical health (15%).

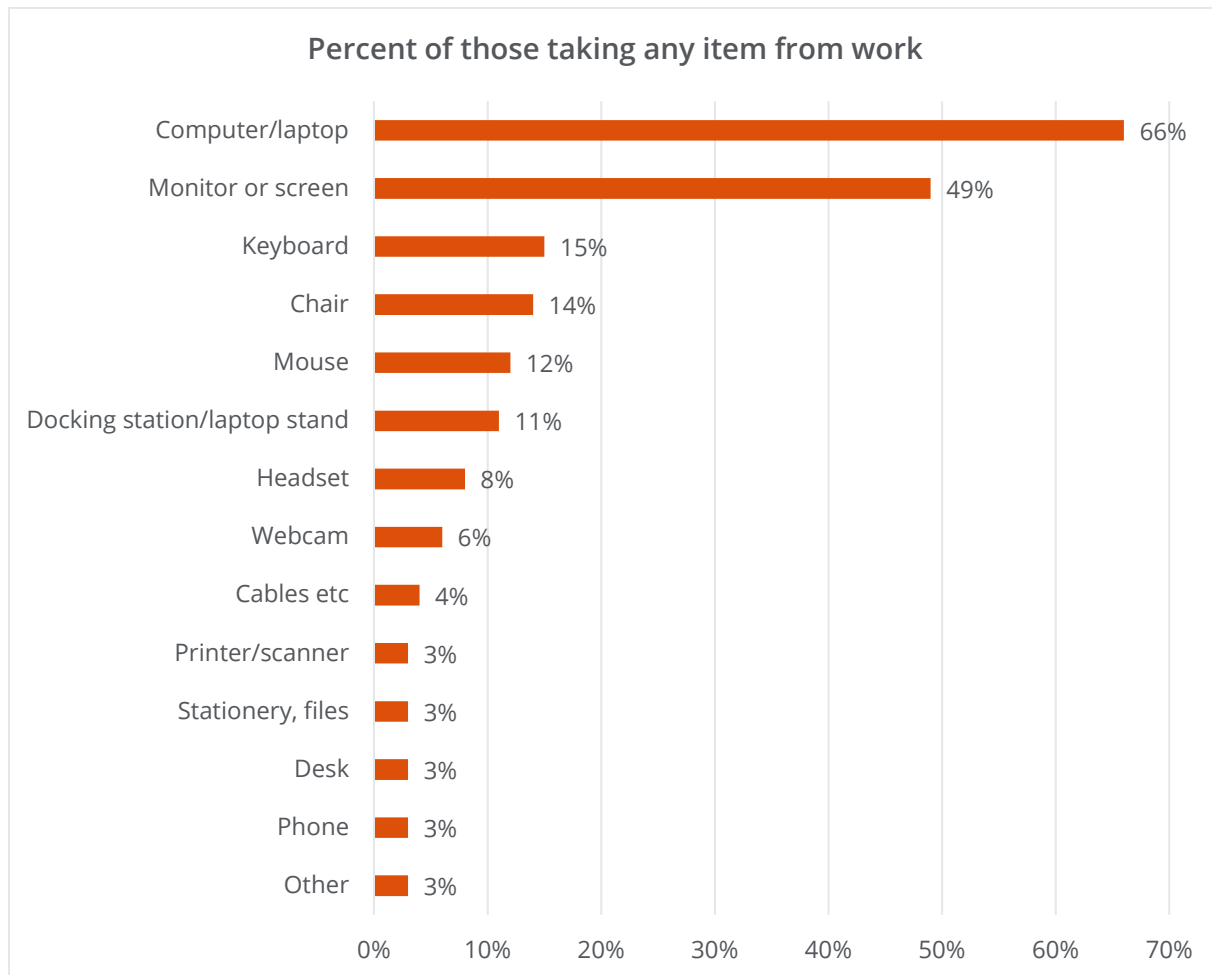
These results were reflected in the degree of satisfaction people expressed in their remote working environment. 81% were satisfied or very satisfied.



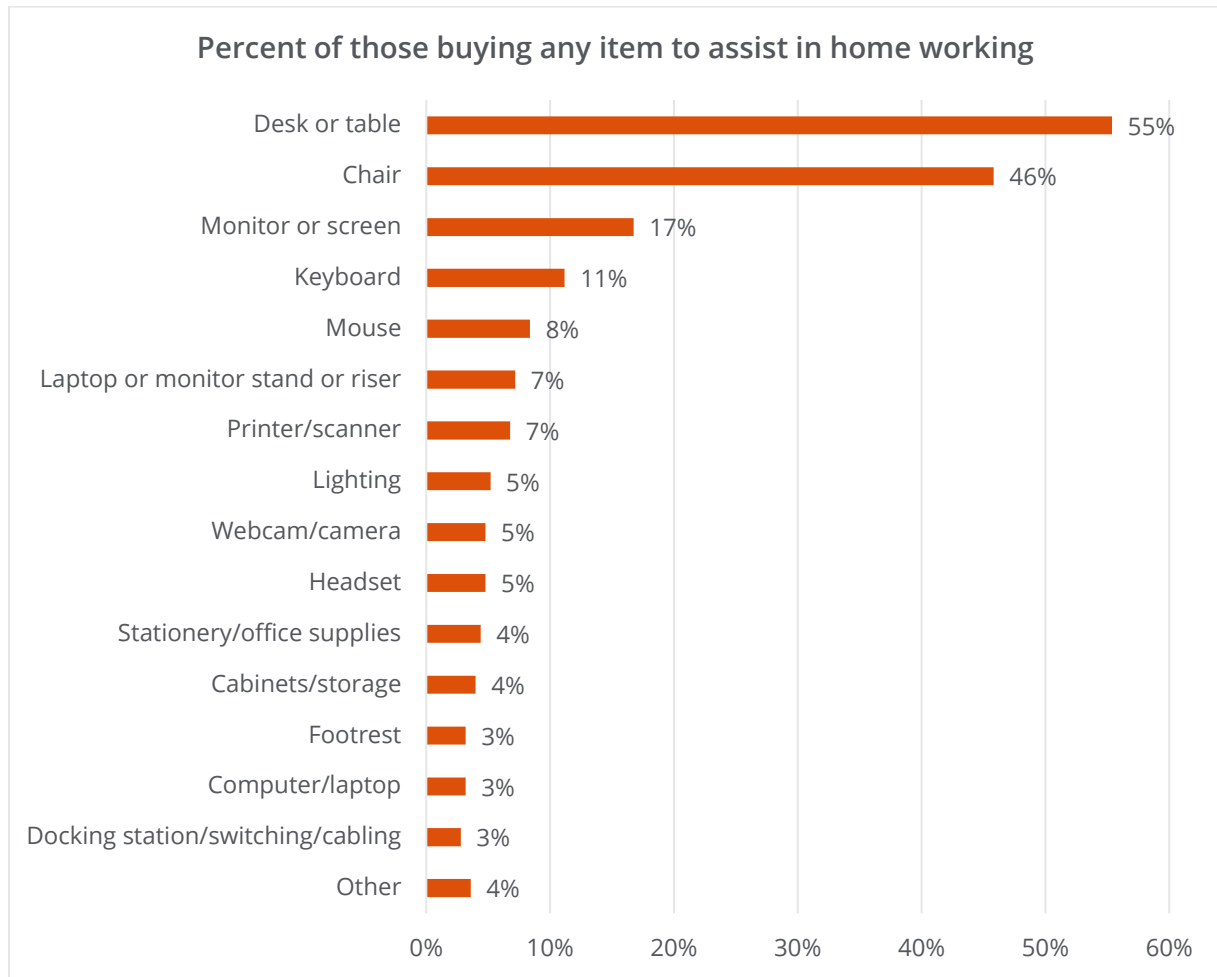
Half had their own dedicated workspace. Most had their own desk or table.



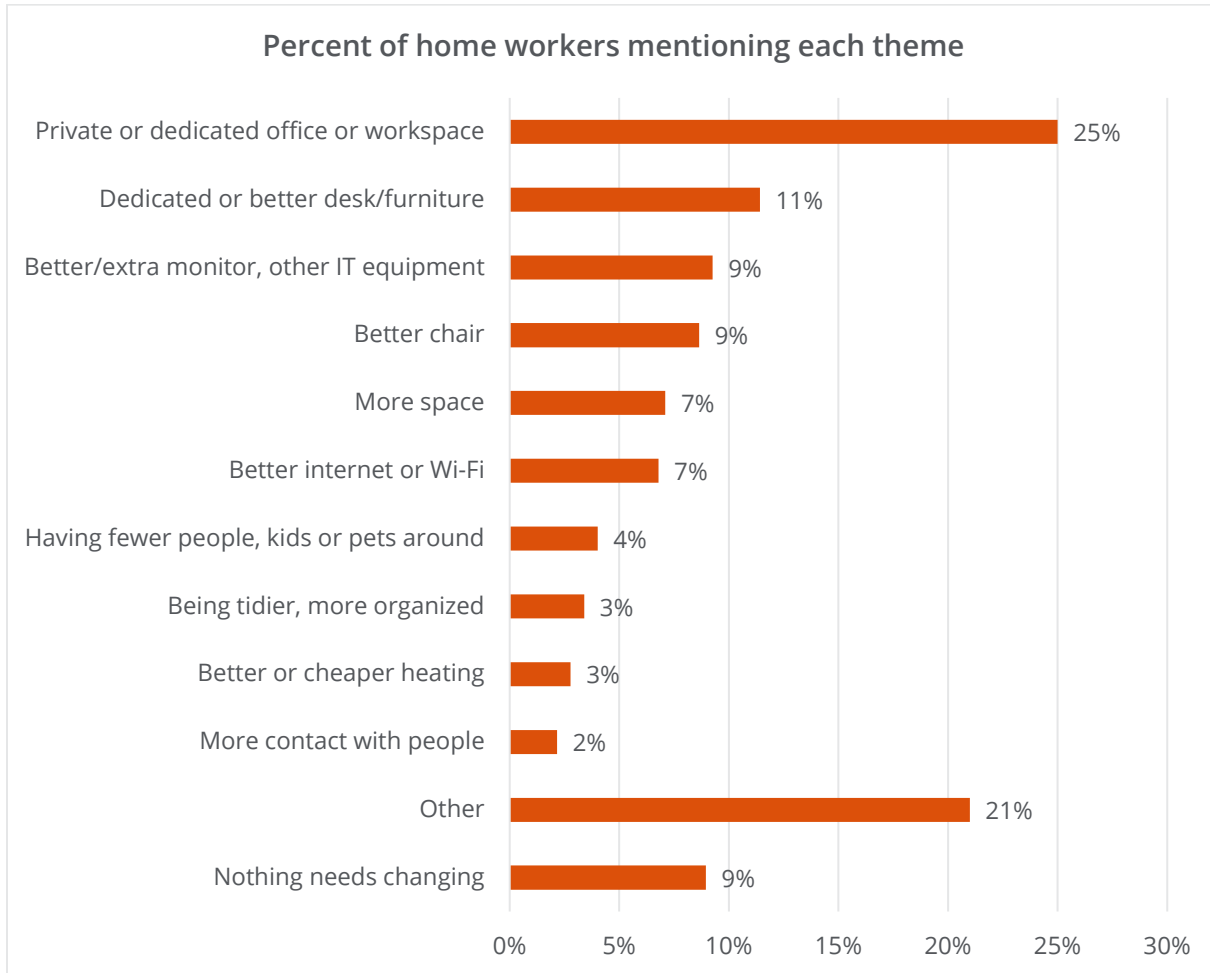
59% of remote or hybrid workers had taken equipment or furniture from work to assist in home working. Two-thirds of these had taken a laptop or other computer, and just under half had taken one or more monitors or additional screens.



67% had bought equipment or furniture to assist in home working. Just over half of these had bought a desk or table, and just under half bought a chair.



Respondents were also asked, “What one change would make the biggest improvement to your home working environment?” Their answers have been grouped into themes:



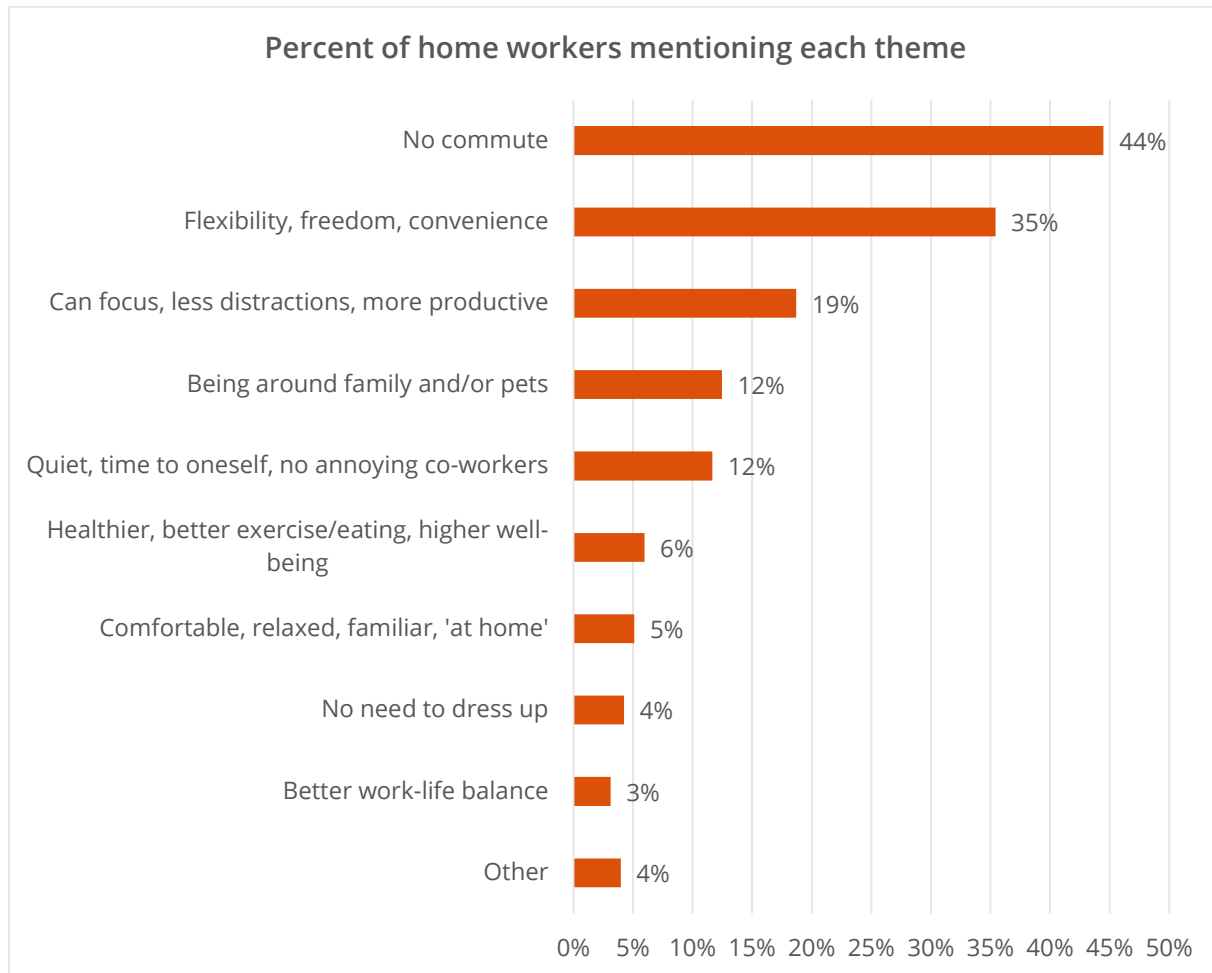
The most frequently suggested change was having a private or dedicated office or workspace, mentioned by a quarter of the group (and by 93% of those who did not already have their own dedicated office or workroom). In general, most comments reflected physical aspects of the home workspace. Nine percent of the group said that nothing needed to change.

Those who mentioned wanting a private or dedicated office or workspace had a lesser preference for working remotely than others and were less satisfied with their home or remote working environment. Other changes corresponded with the way in which respondents answered the questions on specific aspects of remote working. The following table shows all relationships significant at the 1% level or lower.

Those who mentioned:	Tended to agree (+) or disagree (-) with:
Private or dedicated office or workspace	<ul style="list-style-type: none"> <li>+ At home, I find it difficult to concentrate on work</li> <li>+ In the long term, the layout or ergonomics of my home working setup will give me problems</li> <li>+ My home working environment is too busy or noisy</li> <li>+ My physical health has suffered because of working from home</li> <li>+ The other adults or children I live with make working from home difficult</li> <li>+ I wish I did not have to work from home</li> <li>- I enjoy working from home</li> <li>- Working from home has given me the space and time to reflect and take stock</li> </ul>
Dedicated or better desk or furniture	<ul style="list-style-type: none"> <li>+ In the long term, the layout or ergonomics of my home working setup will give me problems</li> <li>+ The other adults or children I live with make working from home difficult</li> </ul>
Better/extra monitor, other IT equipment	<ul style="list-style-type: none"> <li>- I have all the equipment and technology I need to work from home</li> </ul>
Better chair	<ul style="list-style-type: none"> <li>+ In the long term, the layout or ergonomics of my home working setup will give me problems</li> </ul>
Better internet or Wi-Fi	<ul style="list-style-type: none"> <li>+ Internet connectivity or other IT problems make working from home difficult</li> </ul>
Having fewer people, kids, or pets around	<ul style="list-style-type: none"> <li>+ My home working environment is too busy or noisy</li> <li>+ The other adults or children I live with make working from home difficult</li> <li>- I don't like to sit still at my desk or work area for long</li> </ul>
Being tidier, more organized	<ul style="list-style-type: none"> <li>- I keep my home working area tidy and organized</li> </ul>
Better or cheaper heating	<ul style="list-style-type: none"> <li>+ I expect my organization to provide me with a chair, a desk, and all the other furniture I need to work from home</li> </ul>
More contact with people	<ul style="list-style-type: none"> <li>+ I miss having people around me</li> </ul>
Nothing needs changing	<ul style="list-style-type: none"> <li>- At home, I find it difficult to concentrate on work</li> <li>- In the long term, the layout or ergonomics of my home working setup will give me problems</li> <li>- My physical health has suffered because of working from home</li> <li>- The other adults or children I live with make working from home difficult</li> </ul>

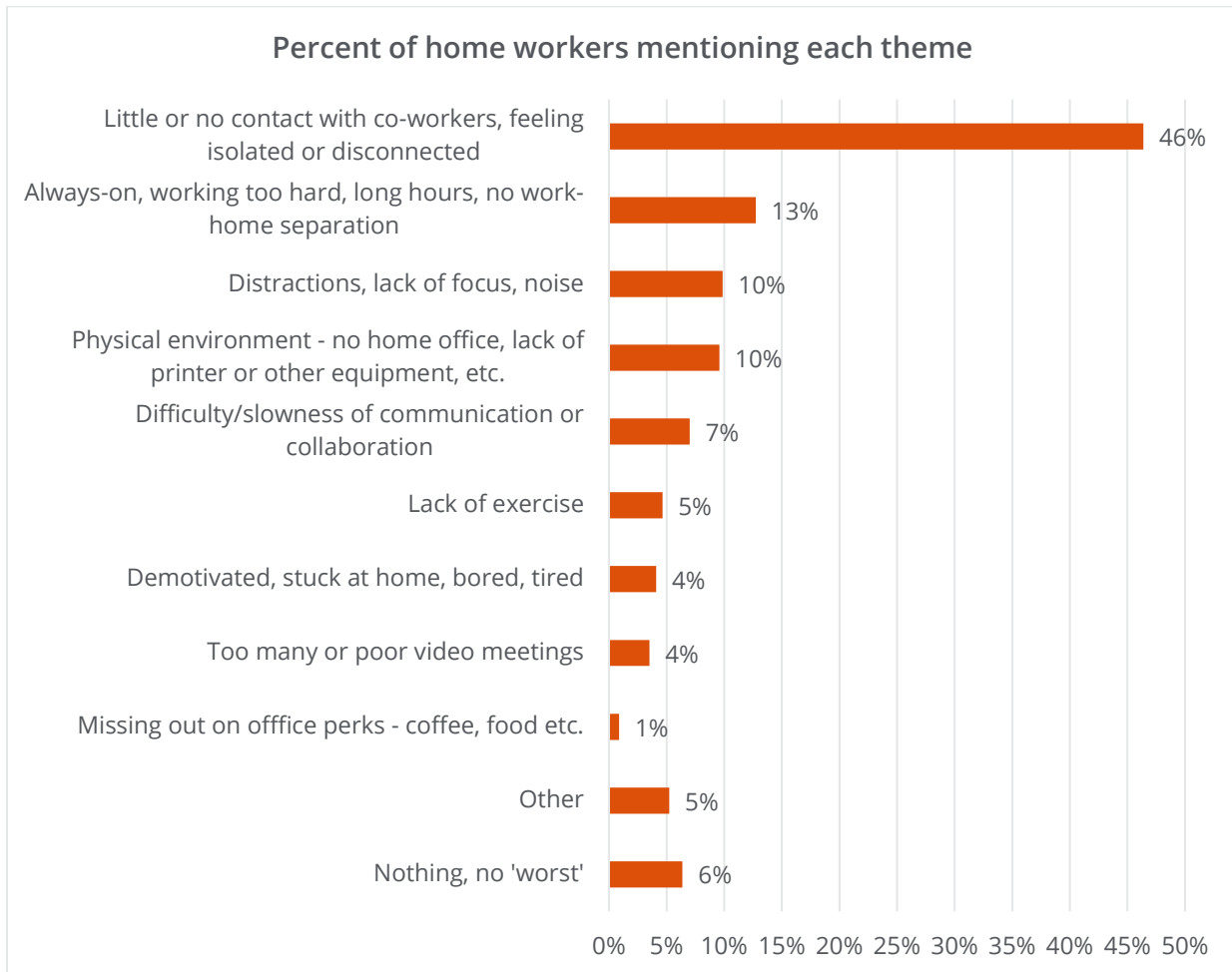
## Best and worst things about working from home

Respondents were asked, “What’s the best thing about working from home?” Their answers were grouped into themes.



Not having to commute, with the associated savings in time and cost, was the most mentioned advantage, followed by having flexibility and freedom.

Respondents were also asked to state the worst thing about working from home.



By far the most common theme was around being isolated and having little or no contact, especially face to face contact, with co-workers.

6% of the group said that there was nothing bad about working from home, no 'worst'. This contrasts with the data in the previous chart, where only one single individual—less than a third of a percent—said that there was nothing good about working from home.



## Well-being at work for remote workers

Several aspects related to well-being, positivity, and stress.

Those who:	Were more likely to:	Were less likely to:
Enjoy working from home	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Really enjoy their job</li> </ul>	<ul style="list-style-type: none"> <li>Not like sitting still for long</li> <li>Be looking for a new job</li> </ul>
Find it difficult to concentrate on work at home	<ul style="list-style-type: none"> <li>Not like sitting still for long</li> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Really enjoy their job</li> </ul>
Say that their organization has provided them with everything they need to work from home	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> <li>Really enjoy their job</li> </ul>	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Be looking for a new job</li> <li>Say their job can be stressful</li> <li>Find their work stressful</li> </ul>
Have all the equipment and technology they need to work from home	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Really enjoy their job</li> </ul>	<ul style="list-style-type: none"> <li>Be looking for a new job</li> </ul>
Say that in the long term, the layout or ergonomics of their home working setup will give them problems	<ul style="list-style-type: none"> <li>Not like sitting still for long</li> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Really enjoy their job</li> </ul>
Believe that working from home has adversely affected their well-being	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Not like sitting still for long</li> <li>Be looking for a new job</li> <li>Say their job can be stressful</li> <li>Find their work stressful</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Really enjoy their job</li> <li>Say their organization has been very supportive during COVID</li> </ul>
Say their physical health has suffered because of working from home	<ul style="list-style-type: none"> <li>Say their job can be stressful</li> <li>Find their work stressful</li> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Really enjoy their job</li> </ul>
Wish they did not have to work from home	<ul style="list-style-type: none"> <li>Not like sitting still for long</li> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Really enjoy their job</li> <li>Say their organization has been very supportive during COVID</li> </ul>
Are more satisfied with their home working environment	<ul style="list-style-type: none"> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> </ul>	<ul style="list-style-type: none"> <li>Not like sitting still for long</li> <li>Be looking for a new job</li> </ul>

Those who chose this as the change to their workspace:	Were more likely to:	Were less likely to:
Better desk or furniture	<ul style="list-style-type: none"> <li>Be looking for a new job</li> </ul>	
A better or more comfortable chair	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> <li>Say their job can be stressful</li> </ul>	
Better internet or Wi-Fi		<ul style="list-style-type: none"> <li>Not like sitting still for long</li> </ul>
Less people, kids, or pets around		<ul style="list-style-type: none"> <li>Not like sitting still for long</li> </ul>
Tidier, more organized		<ul style="list-style-type: none"> <li>Find their work stressful</li> <li>Say their job can be stressful</li> </ul>
More contact with people	<ul style="list-style-type: none"> <li>Not like sitting still for long</li> </ul>	<ul style="list-style-type: none"> <li>Say that their organization has been very supportive during COVID</li> </ul>

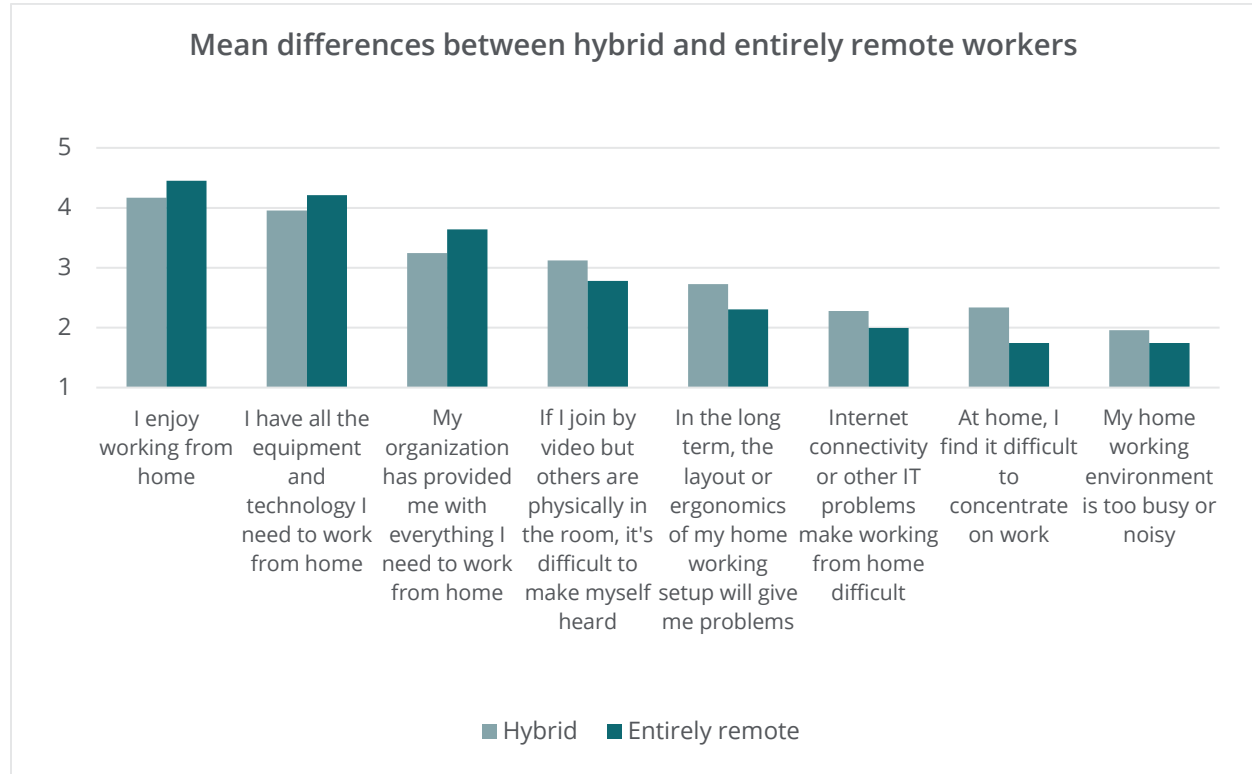
Those who mentioned this as the best thing about working from home:	Were more likely to:	Were less likely to:
Flexibility, freedom, convenience		<ul style="list-style-type: none"> <li>Find their work stressful</li> </ul>
Can focus, less distractions, more productive	<ul style="list-style-type: none"> <li>Say their job can be stressful</li> </ul>	

Those who mentioned this as the worst:	Were more likely to:	Were less likely to:
Difficulty/slowness of communication or collaboration	<ul style="list-style-type: none"> <li>Really enjoy their job</li> </ul>	<ul style="list-style-type: none"> <li>Be looking for a new job</li> <li>Say their job can be stressful</li> </ul>
Too many or poor video meetings	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> </ul>	<ul style="list-style-type: none"> <li>Really enjoy their job</li> </ul>

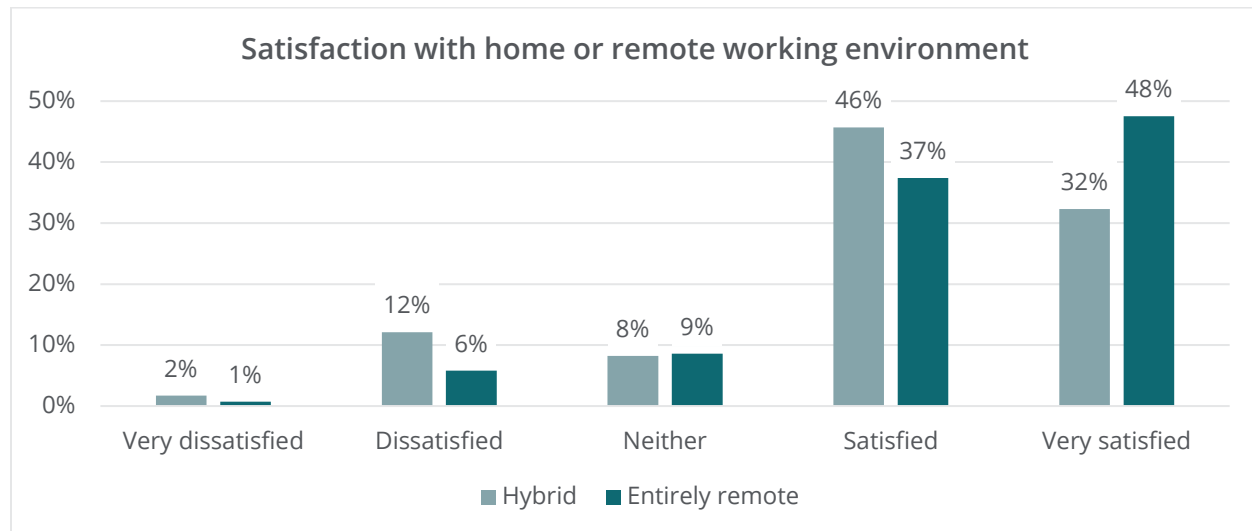
Blank cells indicate no significant relationship between what individuals were more or less likely to do.

## Differences between different types of workers

Eight questions were answered significantly differently<sup>7</sup> by hybrid and entirely remote workers. In all cases, hybrid workers answered less positively than entirely remote workers, suggesting that the latter have adapted more fully to the home working environment.



Although most were satisfied with their home or remote working environment, entirely remote workers were more likely to say they were very satisfied.



<sup>7</sup> Based on an independent-samples t-test

The greater the percentage of their time that a respondent worked remotely, and more especially, the greater the percentage of time they prefer to work remotely, the more satisfied and positive they were about their home working environment, and the more likely to have bought equipment or furniture to assist in home working.

Item	Correlation	
	Actual time	Preferred time
At home, I find it difficult to concentrate on work	-0.322**	-0.512**
I miss having people around me	(NS)	-0.427**
I believe that working remotely has adversely affected my well-being	(NS)	-0.374**
How satisfied are you with your home or remote working environment?	0.180**	0.372**
My home working environment is too busy or noisy	-0.154**	-0.336**
In the long term, the layout or ergonomics of my home working setup will give me problems	-0.161**	-0.335**
The other adults or children I live with make working from home difficult	-0.142**	-0.279**
I have bought equipment or furniture to assist in home working	0.243**	0.190**
If I join a meeting by video but others are physically in the room, I find it difficult to make myself heard	(NS)	-0.165**

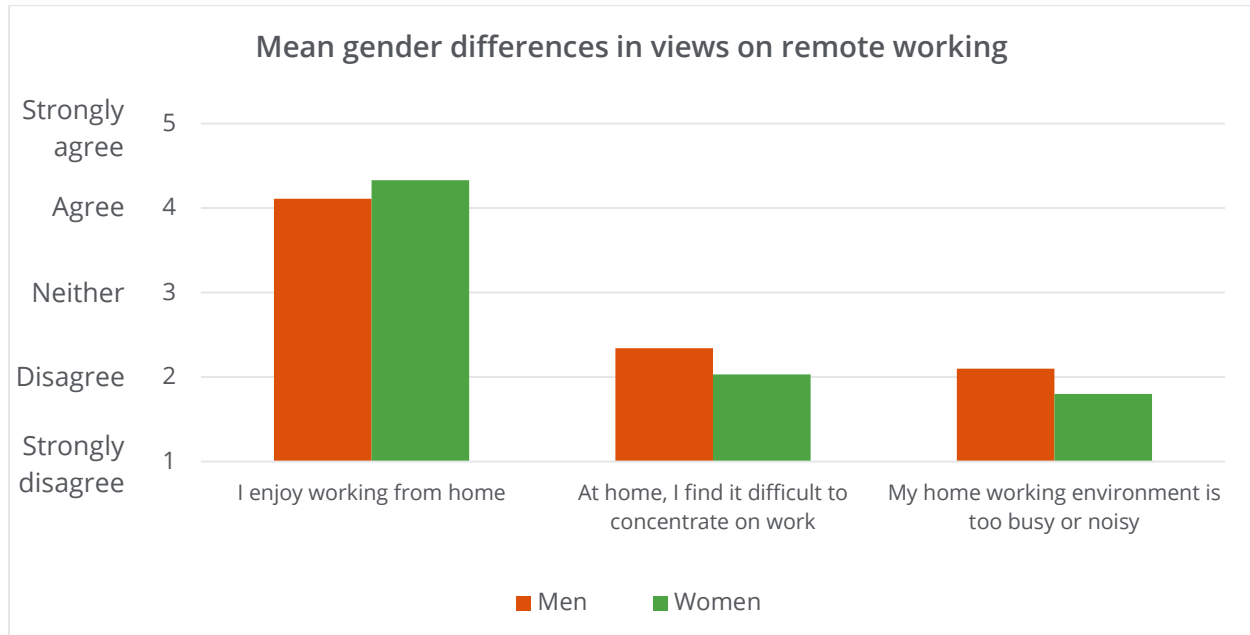
NS – not significant. \* – significant at the 5% level. \*\* – significant at the 1% level,

There were several other work-related differences:

- Those in organizations containing 10 people or fewer were less likely to expect their organizations to provide them with all the IT equipment they need to work from home, and less likely to have had this provided.
- Respondents working in healthcare roles were, on average, the least likely to say that they kept their home working area tidy and organized and to have all the equipment and technology they need to work from home. They were the most likely to have bought equipment to assist in home working.
- Those working 10 hours or less per week were, unsurprisingly, less likely to mention long hours and working too hard as the worst thing about working from home compared with other groups.

## Demographic differences

On three items, women saw working from home more positively than did men.



Younger people tended to see their home working environment less positively. Older people were more likely to find it difficult to make themselves heard if they joined a meeting by video.

Item	Correlation with age
The other adults or children I live with make working from home difficult	-0.222**
At home, I find it difficult to concentrate on work	-0.201**
If I join a meeting by video but others are physically in the room, I find it difficult to make myself heard	-0.195**
My home working environment is too busy or noisy	-0.148**
I believe that working from home has adversely affected my well-being	-0.144**
In the long term, the layout or ergonomics of my home working setup will give me problems	-0.119**

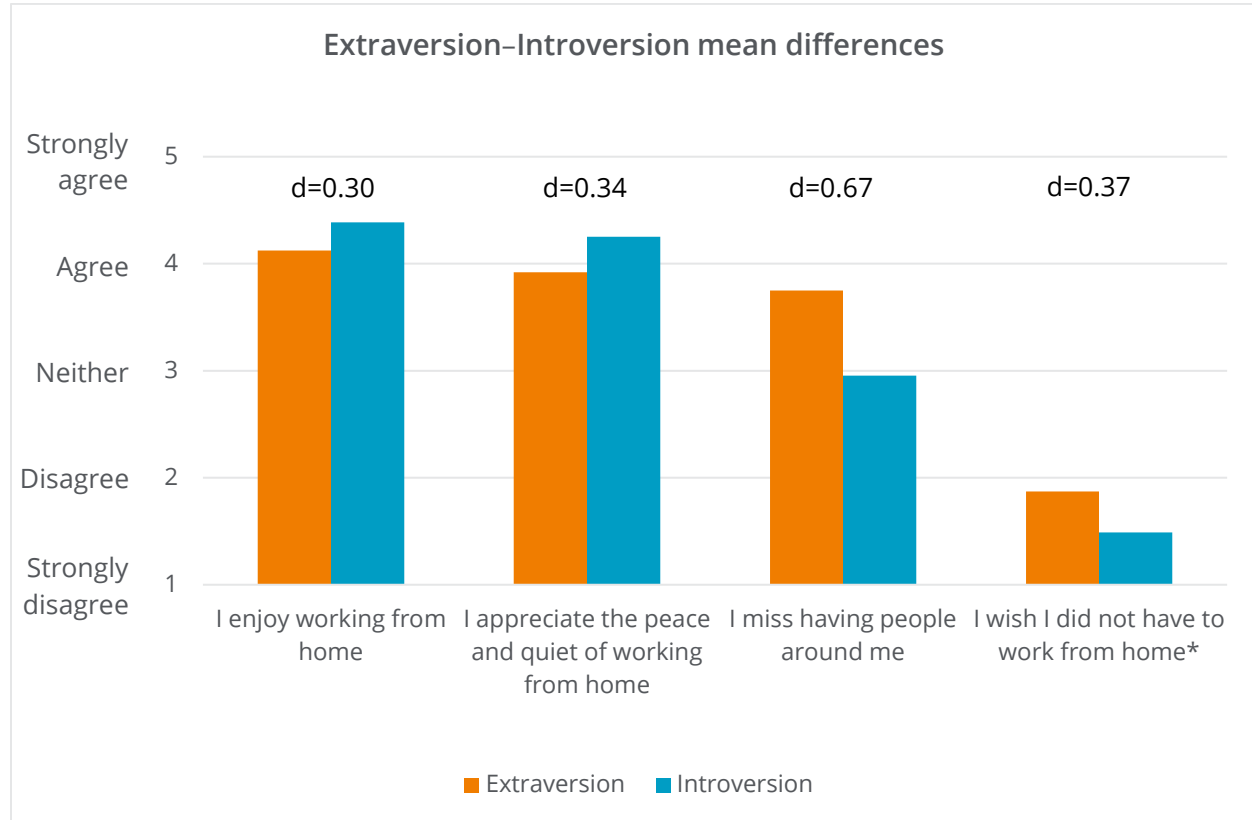
\* – significant at the 5% level. \*\* – significant at the 1% level,

There were a small number of demographic differences regarding the best thing about working from home. 13% of women mentioned quiet and having time to oneself, but only 7% of men. Those who mentioned being around family and/or pets tended to be younger than those who did not (average (mean) ages of 42 and 48 years respectively) as did those who mentioned being comfortable, relaxed or at home (40 years compared with 47).

There was one significant difference in views about the worst thing about working from home. 7% of women said that there was nothing bad, no 'worst', about working from home, but only 2% of men.

## Personality differences

Four questions showed a significant difference<sup>8</sup> in average (mean) between those with an Extraversion and those with an Introversion preference, with moderate to small effect sizes (Cohen's d).

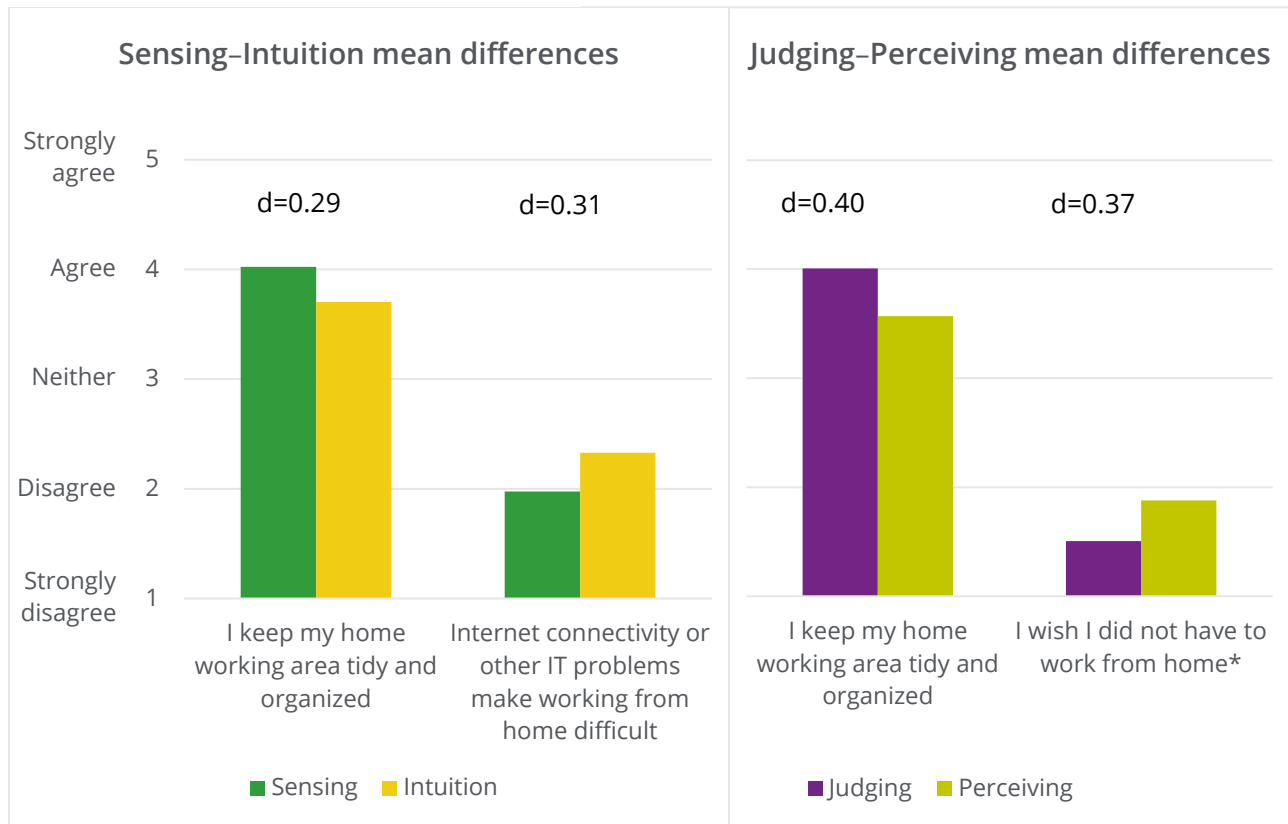


\*Only asked of those working 100% of their time remotely

Though both groups on average agreed that they enjoyed working from home and appreciated the peace and quiet of doing so, Introverts agreed more emphatically. On average, Introverts neither agreed nor disagreed that, when working remotely, they missed having people around, but Extraverts tended to agree. Amongst entirely remote workers, Introverts disagreed more strongly with the statement “I wish I did not have to work from home”.

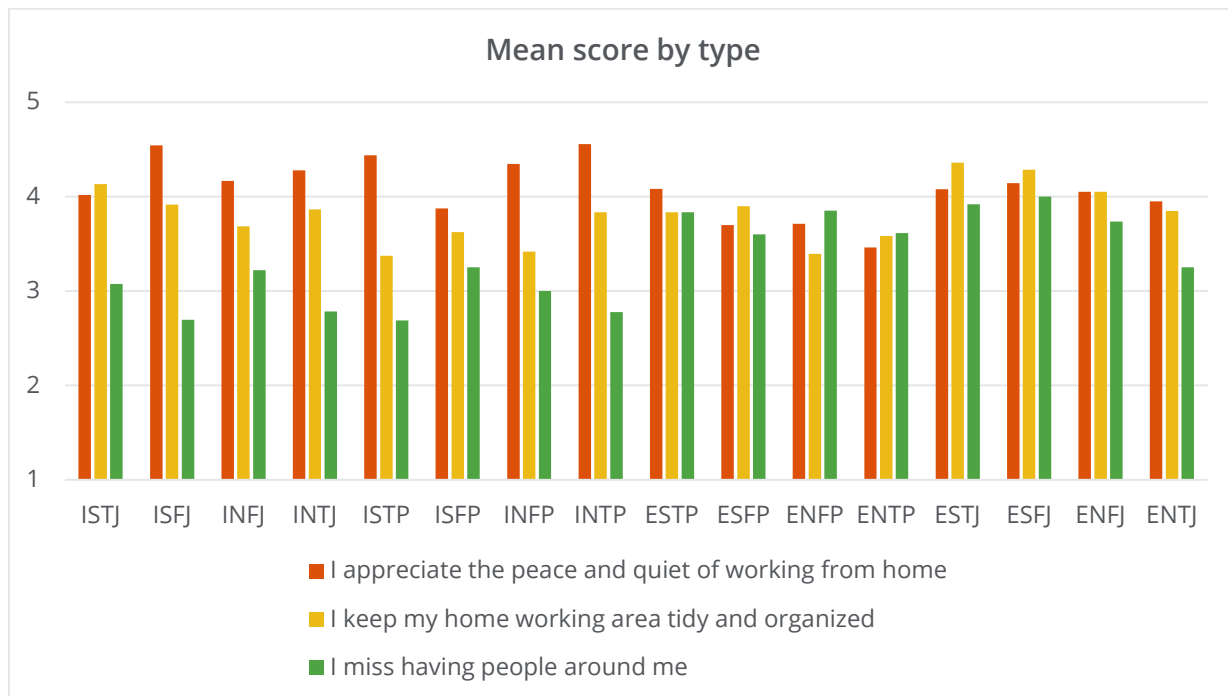
Two questions showed Sensing-Intuition differences, and two showed a Judging-Perceiving difference. Those with a Sensing and/or a Judging preference were more likely to agree that they kept their home working area tidy and organized. Those with an Intuition preference were more likely to say that internet connectivity or other IT problems make working from home difficult. Those with a Judging preference disagreed more strongly with the statement “I wish I did not have to work from home”.

<sup>8</sup> Based on an independent-samples t-test

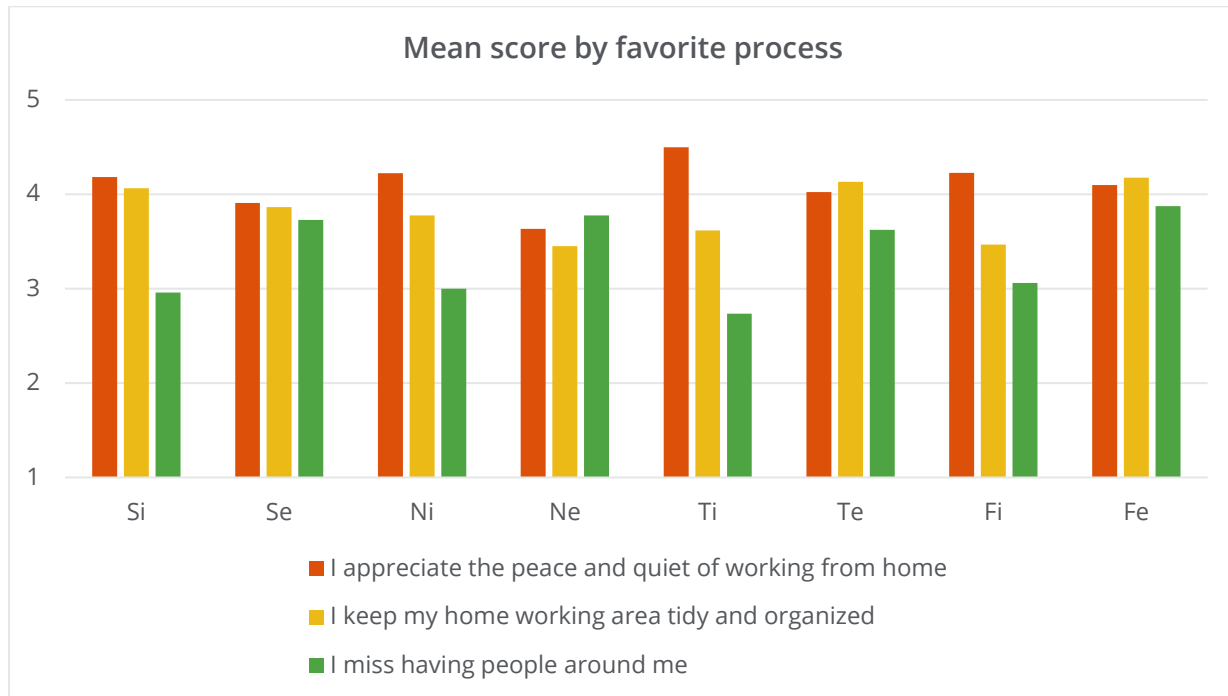


Only asked of those working 100% of their time remotely

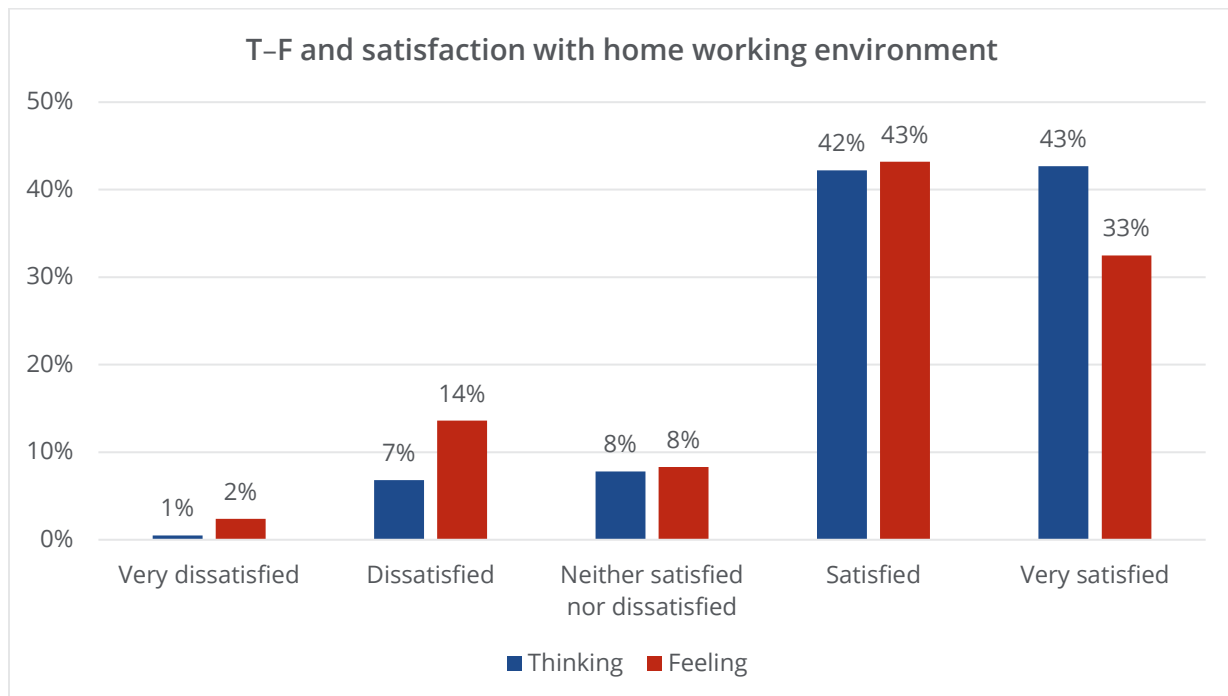
Based on a one-way ANOVA, three items showed significant differences by whole type:



The same three items showed a significant difference by favorite process (dominant function).

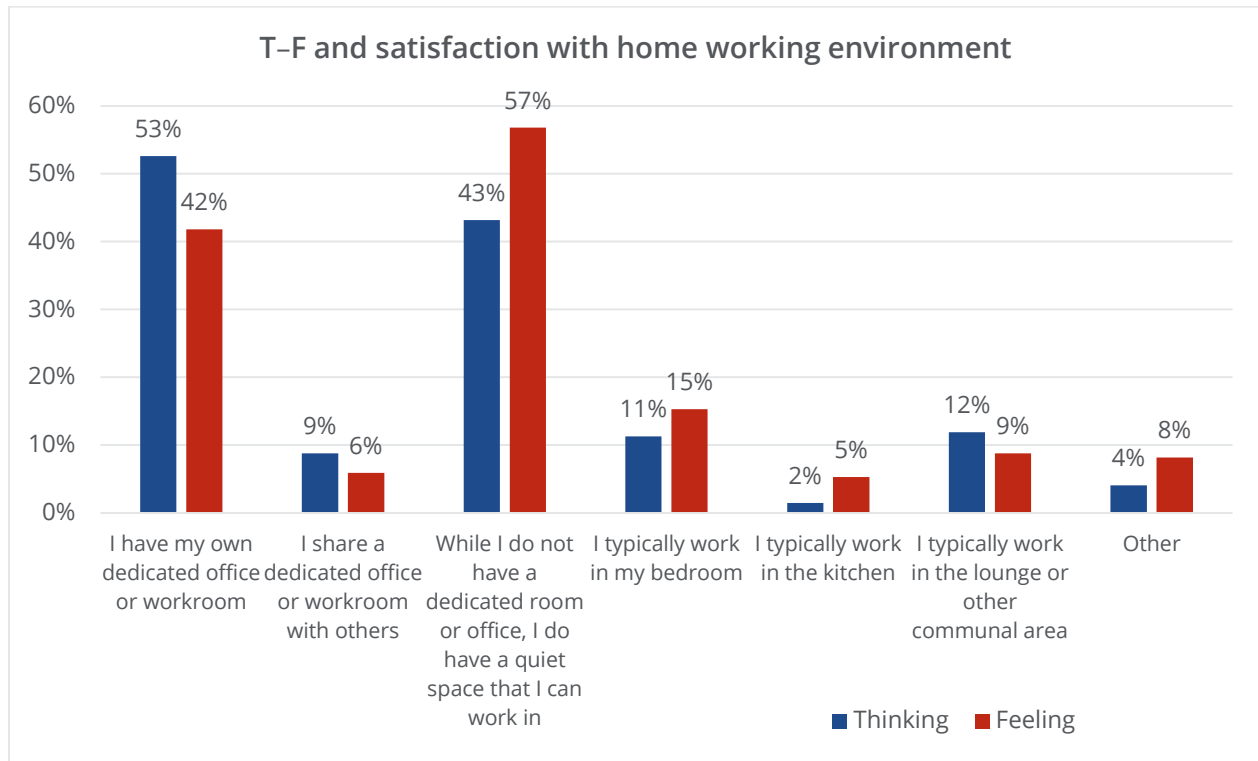


Respondents with a Feeling preference were more likely than those with a Thinking preference to say that they were dissatisfied or very dissatisfied with their home working environment. They were less likely to say they were very satisfied.





This may be because respondents with a Thinking preference were more likely than those with a Feeling preference to have a dedicated home office or workroom<sup>9</sup>.



75% of those with an Extraversion preference had bought equipment to assist in home working, but only 63% of those with an Introversion preference had. There was a significant relationship between whole type and taking equipment from one's organization to assist in home working. 90% of ESFPs, 76% of ESFJs, and 75% of ISFPs had done so, but only 40% of ENTJs, 39% of ENTPs, and 38% of INFPs.

Respondents with an Extraversion preference were more likely than those with an Introversion preference to mention having more contact with people as a change that would improve home working (5% compared with 0.5%). Intuition respondents were more likely to mention a dedicated or better desk or furniture than Sensing respondents (15% compared with 6%) and were less likely to say that nothing needs changing (6% compared with 13%).

8% of those with a Feeling preference mentioned being comfortable, relaxed and at home as the best thing about working from home, compared with just 3% of those with a Thinking preference. Those with NT preferences were the most likely to mention flexibility and freedom (48%, compared with 38% for SF, 33% for NF, and 27% for ST). In terms of the worst thing, 55% of Extraverts mentioned lack of contact, compared with 40% of Introverts. 13% of those with a Thinking preference mentioned distractions, compared with 6% of those with a Feeling preference. This was seen even more clearly at the process pair level. 17% of those with ST preferences mentioned distractions as an issue, but only 10% of NFs, 9% of NTs, and none of the SFs in the sample.

<sup>9</sup> All significant differences quoted on this page are based on a chi-squared analysis.

## Remote working in 2020 and 2022

In 2020, The Myers-Briggs Company carried out a survey into reactions to the COVID pandemic, including questions about remote working (Hackston, 2020). Several of these questions were also used in the current survey. While the two different samples are not the same, they are broadly similar, so comparing scores on these may give some indication of how views have changed over the two years. The chart below shows the average (mean) for matching questions in 2020 and 2022.



Responses in 2022 tend to be slightly more positive, especially in terms of not finding it difficult to concentrate on work or wishing that one did not have to work from home. In general, however, differences are small.

## Views about remote working: summary

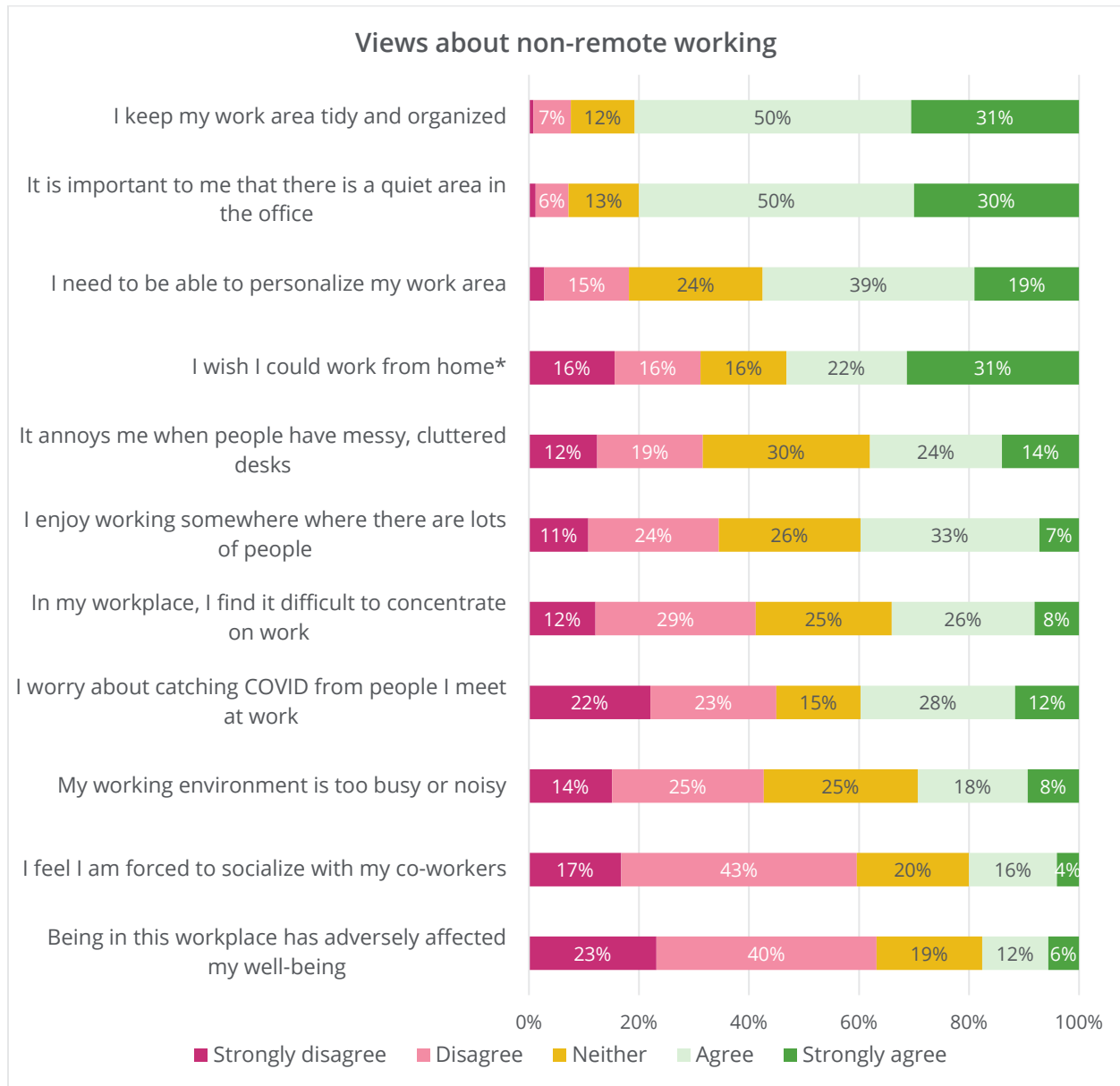
- Most respondents were very positive about remote working. However, just over half agreed or strongly agreed that they missed having people around them, a third that they found it difficult to make themselves heard when they join a meeting by video and others were already in the room, and a minority that working from home had adversely affected their wellbeing or physical health. Hybrid workers answered several questions somewhat less positively than did entirely remote workers, suggesting that the latter have adapted more fully to the home working environment.
- Most respondents were satisfied or very satisfied with their remote or home working environment, though entirely remote workers were more likely than hybrid workers to say they were very satisfied. The greater the percentage of their time that a respondent worked remotely, and more especially, the greater the percentage of time they preferred to work remotely, the more satisfied and positive they were about their home working environment.
- Half the group had their own office or dedicated workspace, and most (80%) had their own desk or table.
- Overall, two-thirds had bought equipment or furniture to assist in home working. Just over half of these had bought a desk or table, and just under half had bought a chair. The greater the percentage of their time a respondent worked remotely, and (to a lesser extent) the greater the percentage of time they preferred to work remotely, the more likely they were to have bought equipment or furniture to assist in home working.
- 59% had taken equipment or furniture from work to assist in home working. Two-thirds of these had taken a laptop or other computer, and just under half had taken one or more monitors or additional screens.
- When asked what change would make the biggest difference to home working, most comments reflected the physical aspects of the home workspace. Having a private or dedicated office or workspace was the most frequent suggestion. In general, the changes that were suggested corresponded with the way in which respondents answered the questions on specific aspects of remote working. Nine percent of the group said that nothing needed to change.
- Not having to commute was the most mentioned advantage of home working, followed by having flexibility and freedom. Only one person, less than a third of one percent of the total, said that there was nothing good about working from home.
- Being isolated and having little or no contact, especially face to face contact, with one's co-workers, was seen by many as the worst thing about remote working. 6% of the group said that there was nothing bad about working from home, no 'worst'. This contrasts with the views mentioned above on the best thing about remote working.
- Women were more likely than men to say that they enjoyed working from home, and less likely to say that they found it difficult to concentrate on work at home, or that their home working environment was too busy or noisy,
- Younger people tended to see their home working environment less positively. Older people were more likely to say that they found it difficult to make themselves heard if they joined a meeting by video.

- Overall, Extraverts and Introverts both agreed that they enjoyed working from home and appreciated the peace and quiet of doing so, but Introverts agreed more emphatically. On average, Introverts neither agreed nor disagreed that as a remote worker they missed having people around, but Extraverts tended to agree. Extraverts disagreed less strongly than Introverts with the statement “I wish I did not have to work from home.”
- Respondents with a Sensing and/or a Judging preference were more likely to agree that they kept their home working area tidy and organized. This tallies with other research into the impact of office clutter on remote working (Ferrari, Swanson, & Patel, 2021). Those with an Intuition preference were more likely to say that internet connectivity or other IT problems make working from home difficult.
- Respondents with a Feeling preference were more likely than those with a Thinking preference to say that they were dissatisfied or very dissatisfied with their home working environment, and less likely to say they were very satisfied.
- Comparing the results of the current survey to similar questions in a 2020 survey, responses in 2022 tended to be slightly more positive, especially in terms of not finding it difficult to concentrate on work or wishing that one did not have to work from home. In general, however, differences were small.

## Views about non-remote working

### Overview

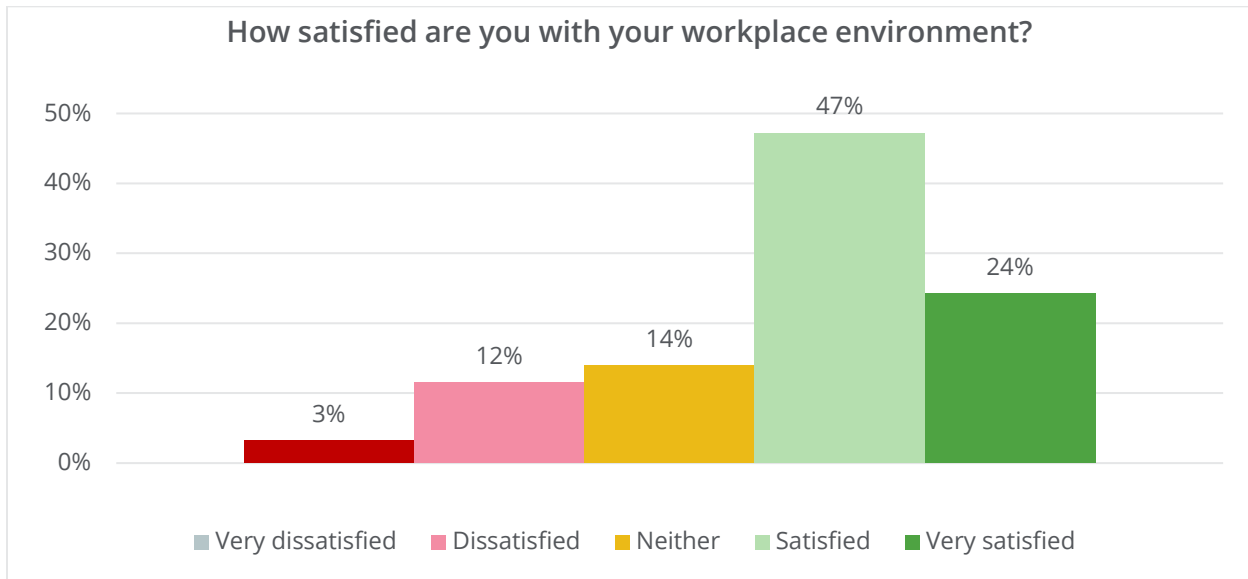
All hybrid and entirely office-based (non-remote) workers were asked 11 questions on their views about their workplace and non-remote working.



\*This question was only asked of those who were entirely office-based.

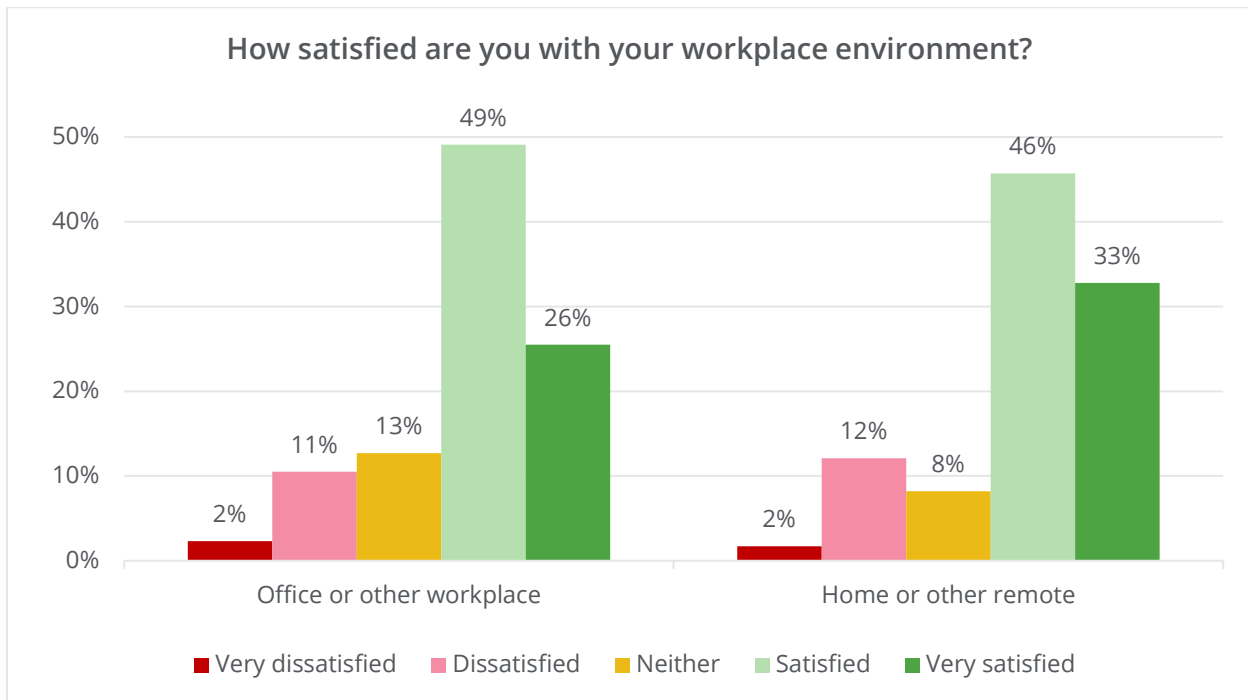
Most respondents agreed or strongly agreed that they kept their work area tidy and organized, and that it was important that there was a quiet area in the office. Generally, responses were positive, though a minority did feel that the workplace had adversely affected their well-being, and 40% were worried about catching COVID from people they meet at work. Over half (53%) of those who were entirely office-based agreed or strongly agreed that they wished they could work from home.

Overall, 71% were satisfied or very satisfied with their office or other workplace environment.



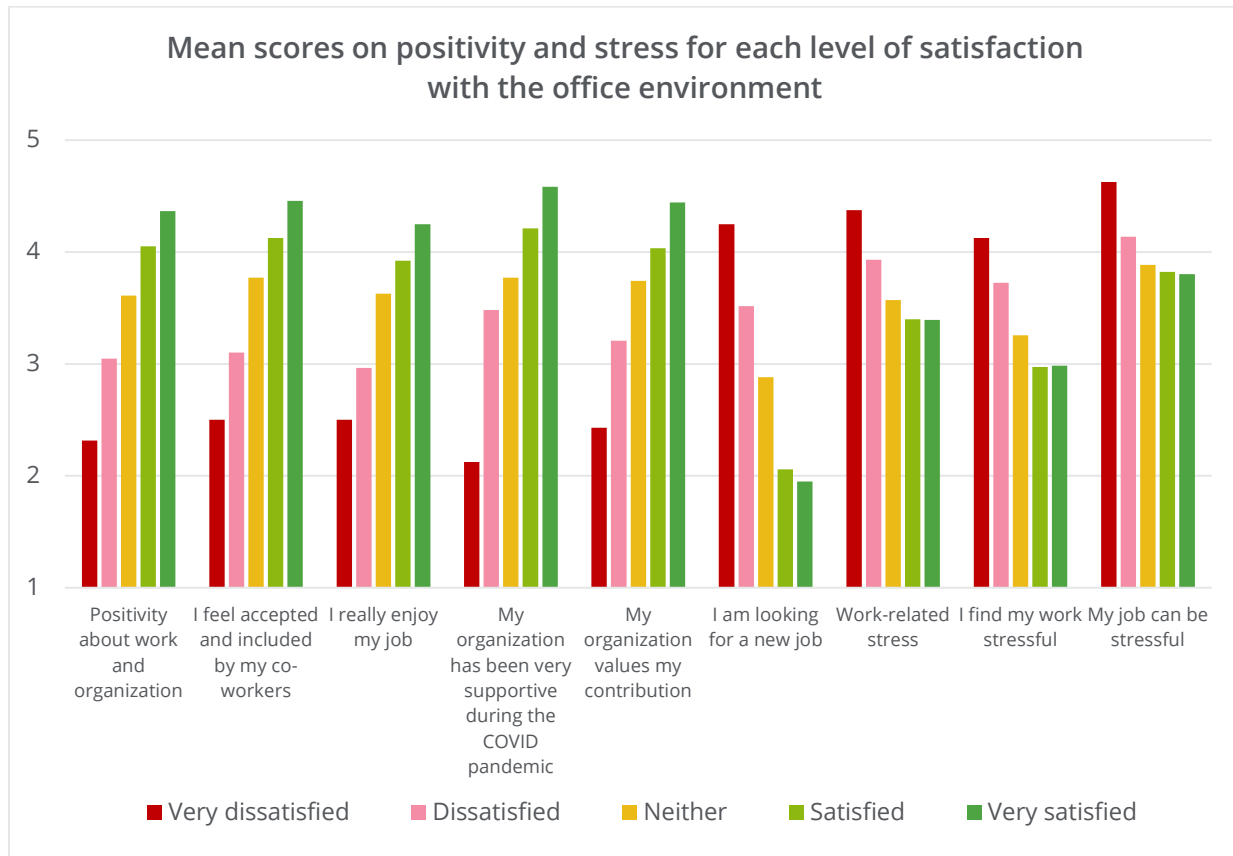
This is a little lower than the percentage of those satisfied or very satisfied with their home working environment (81%), in particular the percentage who were very satisfied with their home working environment (38%).

These overall figures include both entirely non-remote, office-based workers and also hybrid workers. The latter group work both at home and in an office or other workplace. The chart below shows levels of satisfaction with each type of work environment amongst hybrid workers.

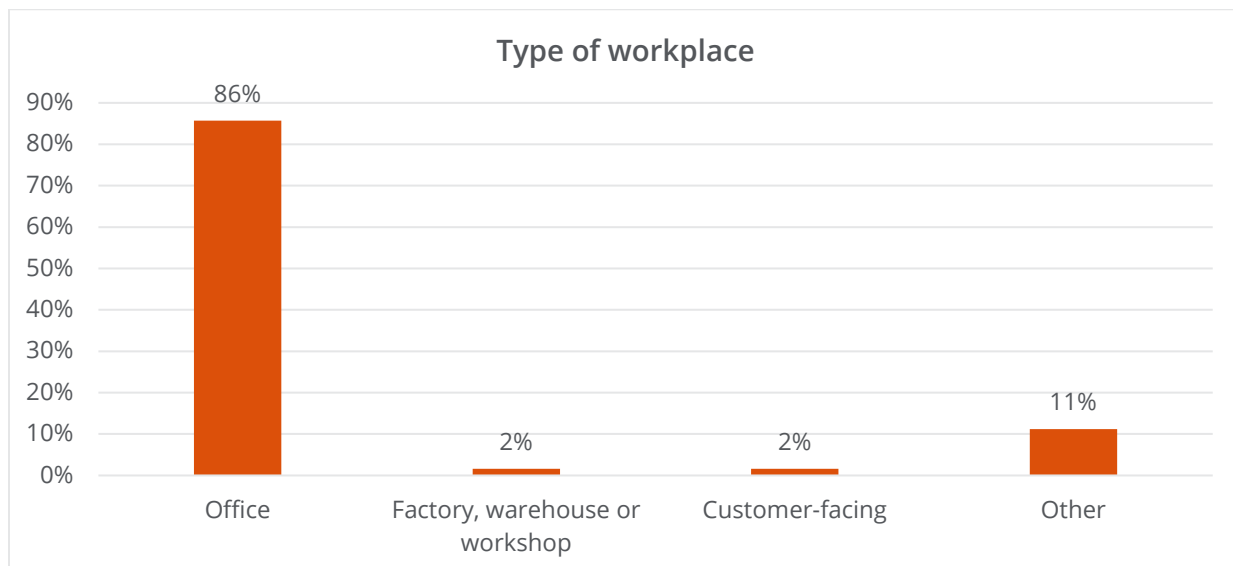


Amongst hybrid workers, there was a slightly higher level of satisfaction with the remote rather than the workplace environment.

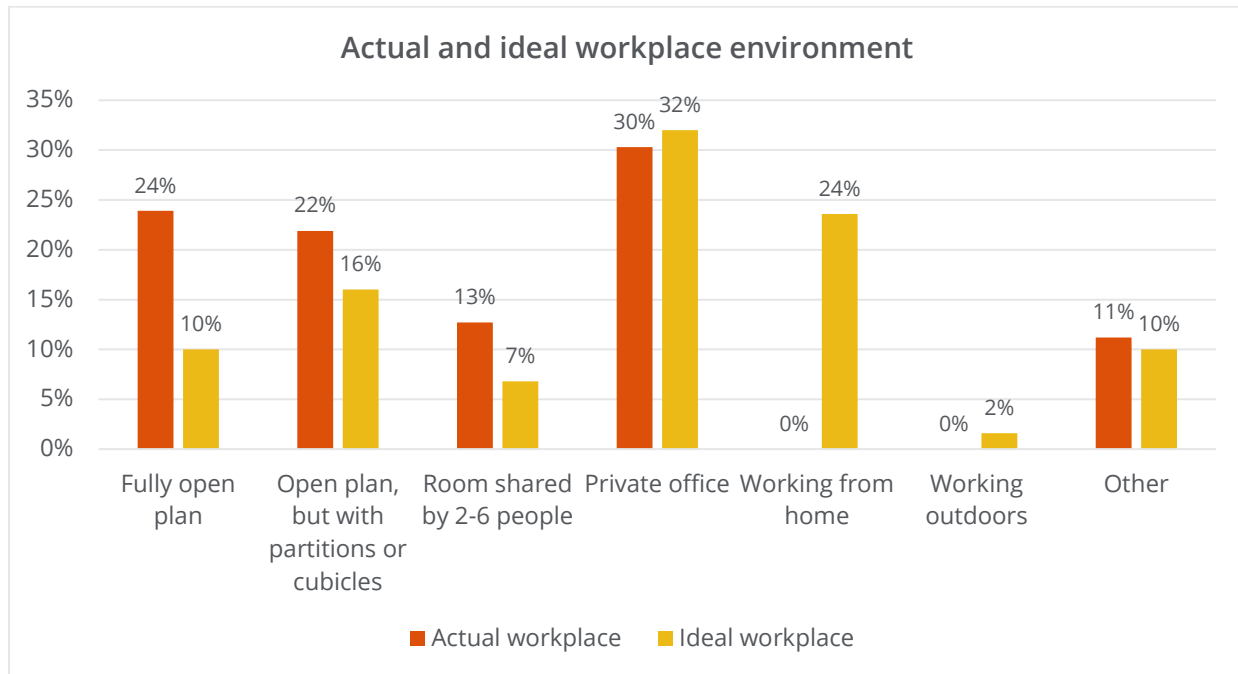
Those who were more positive about their office environment were more positive about work, especially in terms of not looking for a new job, and less stressed.



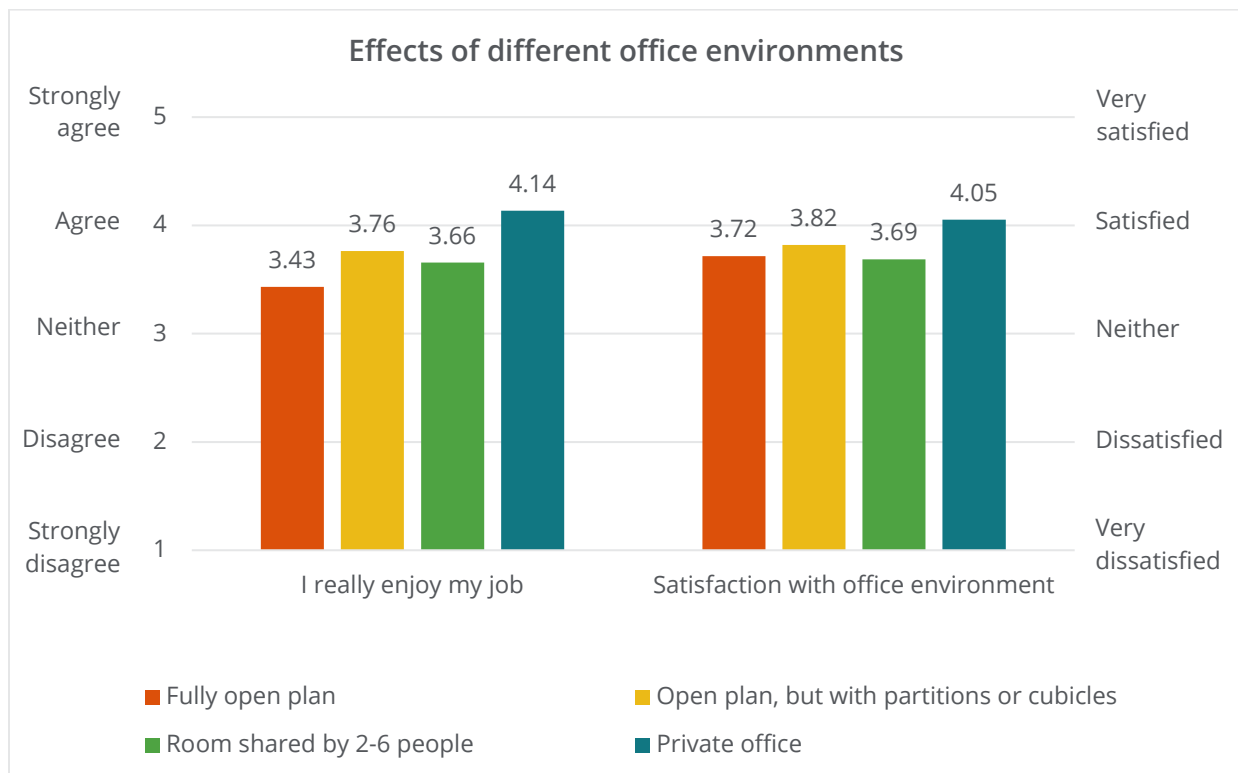
Most of the group worked in an office:



Many of these offices were open-plan or shared, though fewer people saw this as their ideal workplace environment.



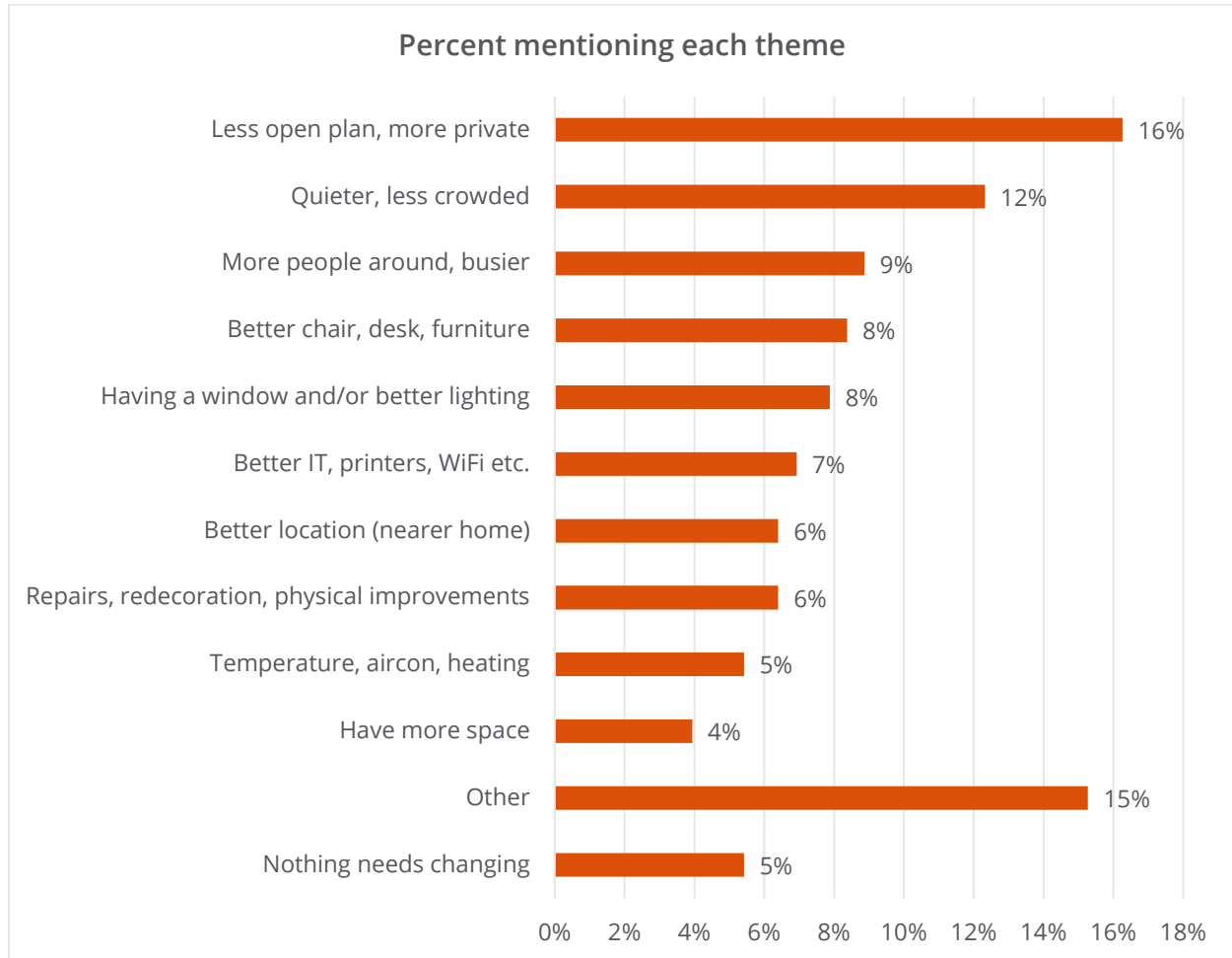
Respondents in fully open-plan offices were the least likely to say they really enjoyed their job, those in private offices the most. The latter were also the most satisfied with their working environment.





These results tally with previous research, which has also found that private offices were the most preferred environment and that those in a private office were the most satisfied with their working environment (Hackston, 2015; Kim & de Dear, 2013).

Respondents were also asked, “What one change would make the biggest improvement to your office or other working environment?” Their answers have been grouped into themes:

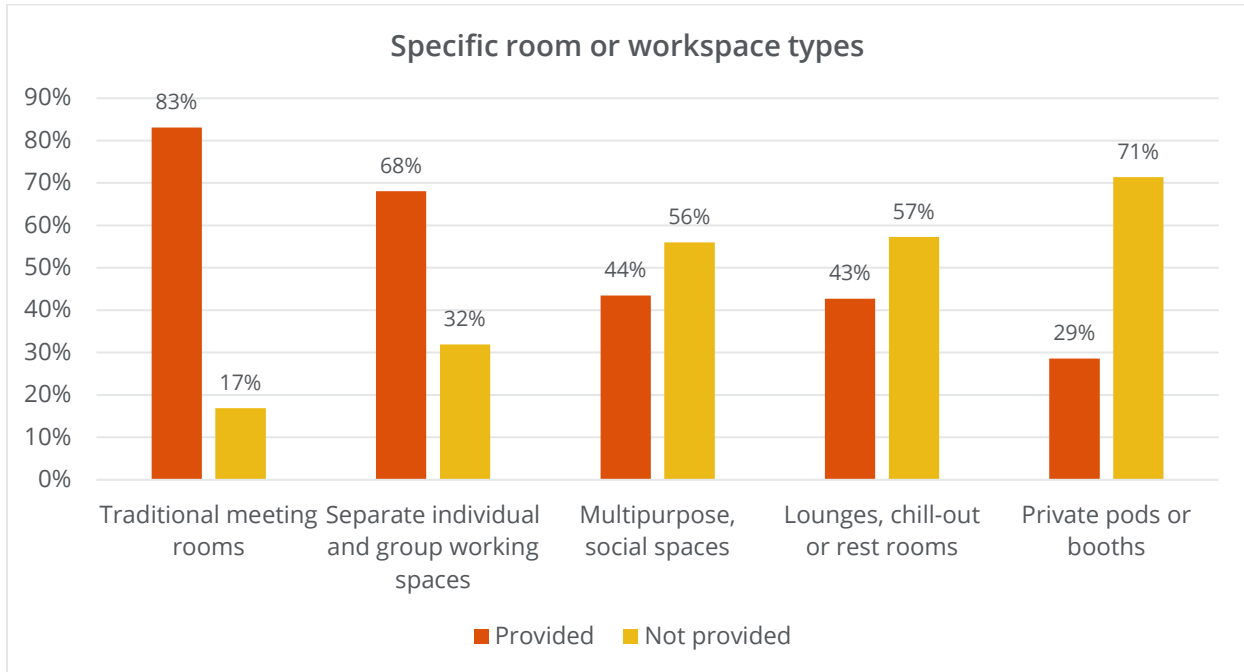


The most common theme concerned having greater privacy and doing away with open-plan layouts. This was mentioned by 16% of the total group—and by 30% of those working in open-plan offices. Twelve percent wanted the workplace to be quieter and/or less noisy but nine percent felt the workplace was too quiet and wanted more people around. Five percent of the group said that nothing needed to change.

Other changes corresponded with the way in which respondents answered the questions on specific aspects of office working. The following table shows all relationships significant at the 1% level or lower.

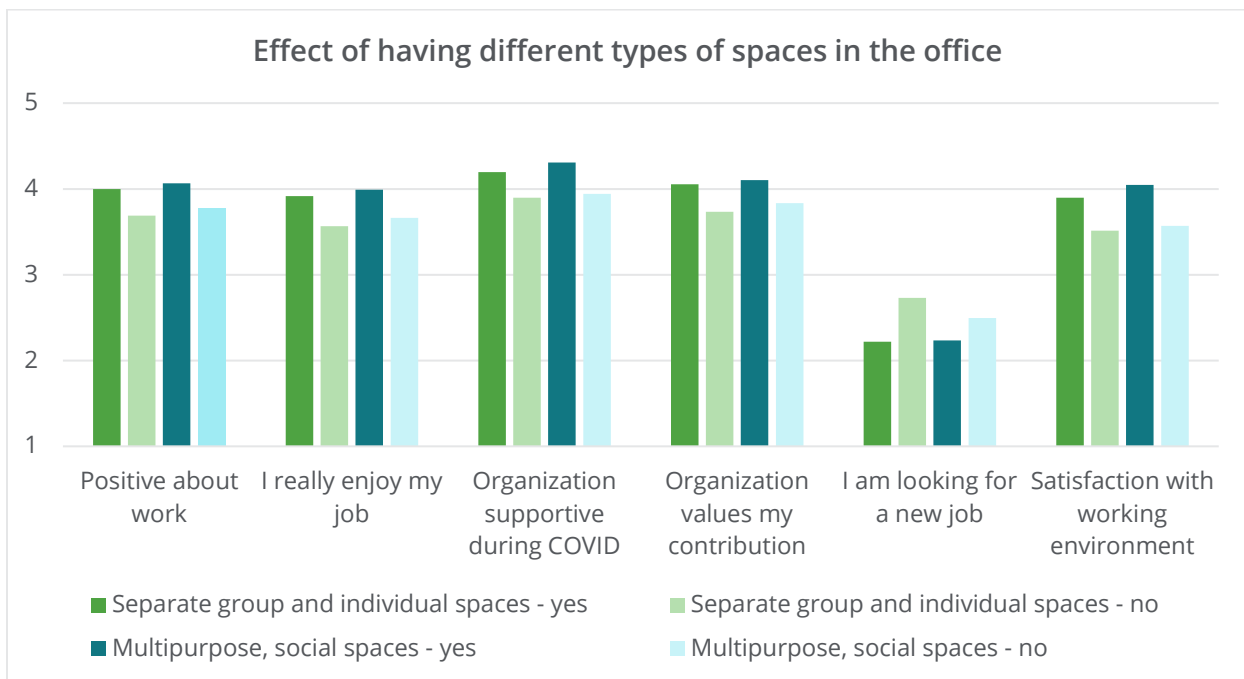
Those who mentioned:	Tended to agree (+) or disagree (-) with:
Less open-plan, more private	<ul style="list-style-type: none"> <li>+ My working environment is too busy or noisy</li> <li>+ In my workplace, I find it difficult to concentrate on work</li> </ul>
Quieter, less crowded	<ul style="list-style-type: none"> <li>+ My working environment is too busy or noisy</li> <li>+ In my workplace, I find it difficult to concentrate on work</li> <li>+ It is important to me that there is a quiet area in the office</li> <li>+ I feel I am forced to socialize with my co-workers</li> </ul>
More people around, busier	<ul style="list-style-type: none"> <li>+ I enjoy working somewhere where there are lots of people</li> <li>- I wish I could work from home</li> <li>- My working environment is too busy or noisy</li> <li>- In my workplace, I find it difficult to concentrate on work</li> </ul>
Having a window and/or better lighting	<ul style="list-style-type: none"> <li>+ I need to be able to personalize my work area</li> <li>- I enjoy working somewhere where there are lots of people</li> <li>- I worry about catching COVID from people I meet at work</li> </ul>
Better location (nearer home)	<ul style="list-style-type: none"> <li>+ I feel I am forced to socialize with my co-workers</li> </ul>
Temperature, aircon, heating	<ul style="list-style-type: none"> <li>- I keep my work area tidy and organized</li> </ul>
Have more space	<ul style="list-style-type: none"> <li>+ I feel I am forced to socialize with my co-workers</li> </ul>
Nothing needs changing	<ul style="list-style-type: none"> <li>- I feel I am forced to socialize with my co-workers</li> <li>- In my workplace, I find it difficult to concentrate on work</li> <li>- My working environment is too busy or noisy</li> </ul>

Survey respondents were asked whether their workplace provided a range of different types of room or workspace.



Most provided traditional meeting rooms, but less than a third provided private pods or booths. As the most common change suggested by respondents was for greater privacy, this may be something that organizations could consider changing.

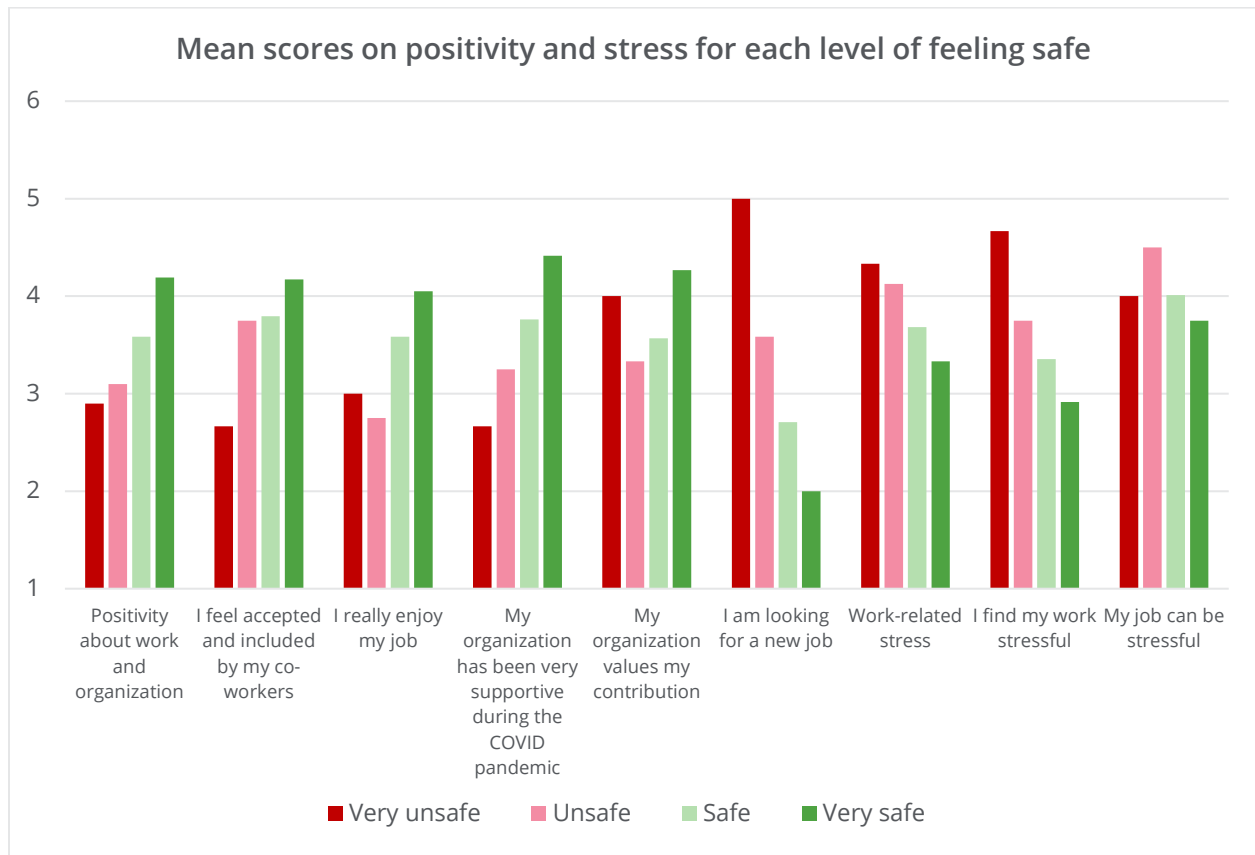
The presence or absence of separate individual and group working spaces, and of multipurpose, social spaces, both made a difference to how positive individuals felt about their work, including likelihood of looking for a new job, and how satisfied they were with their working environment.



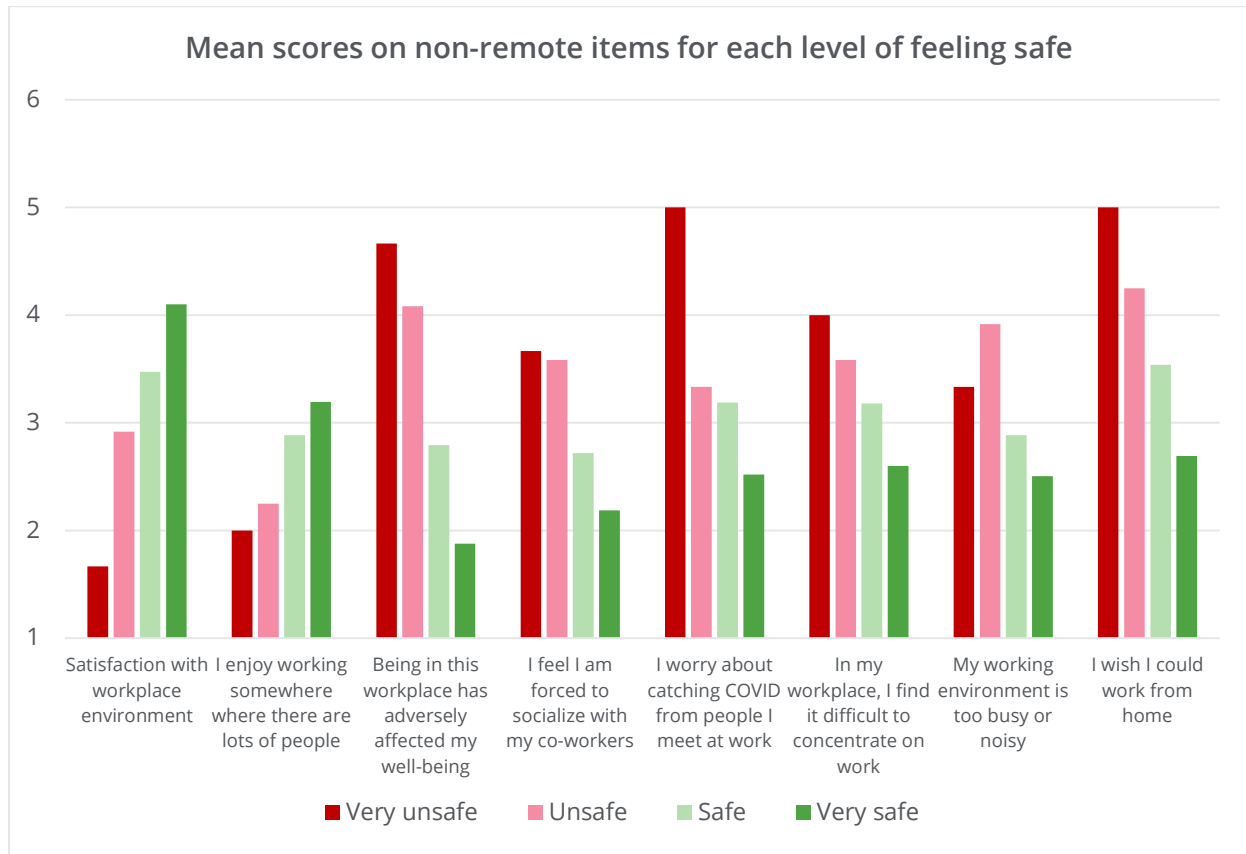
Almost all respondents felt safe in the workplace, though a minority did feel unsafe or even very unsafe.



Those who felt less safe were less positive about work in general, more likely to be looking for a new job, and more stressed.

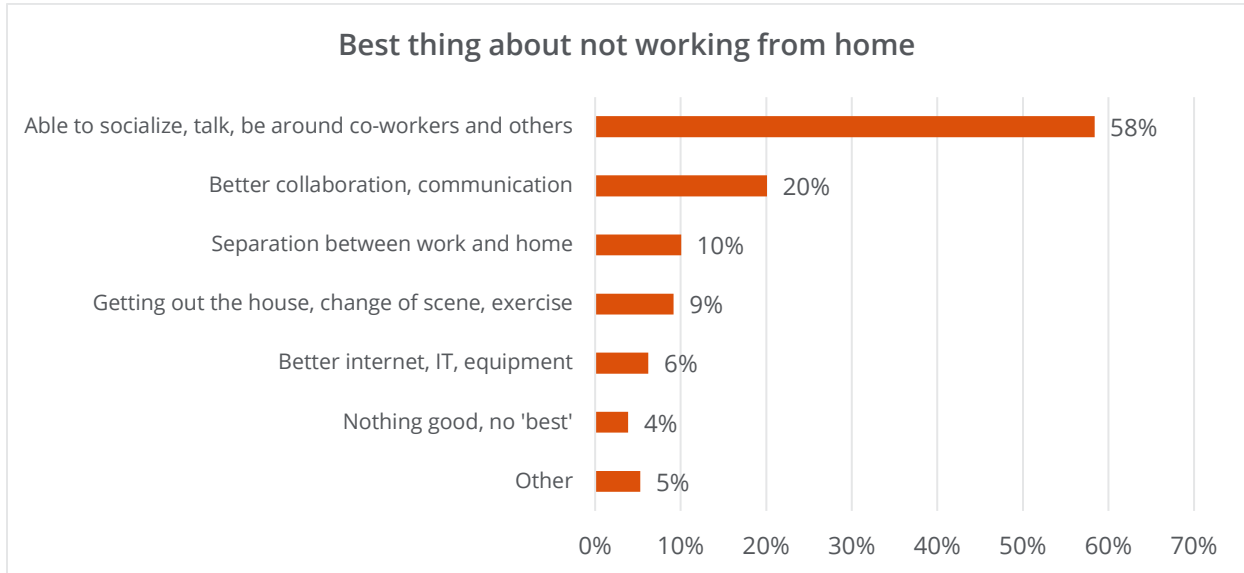


Looking at specific issues affecting those working all or some of their time in the office, those who felt safer were more satisfied with their workplace environment and were more likely to enjoy working somewhere where there were lots of people. Those who felt less safe were more likely to think their well-being was affected, feel they are forced to socialize, worry about catching COVID, find it difficult to concentrate, consider their working environment too busy, and wish they could work from home.



## Best and worst things about not working from home

Respondents were asked, “What’s the best thing about not working from home?” Their answers were grouped into themes. Being able to socialize, talk with, or be around co-workers and others was seen as the best thing about being in the workplace by over half the group.

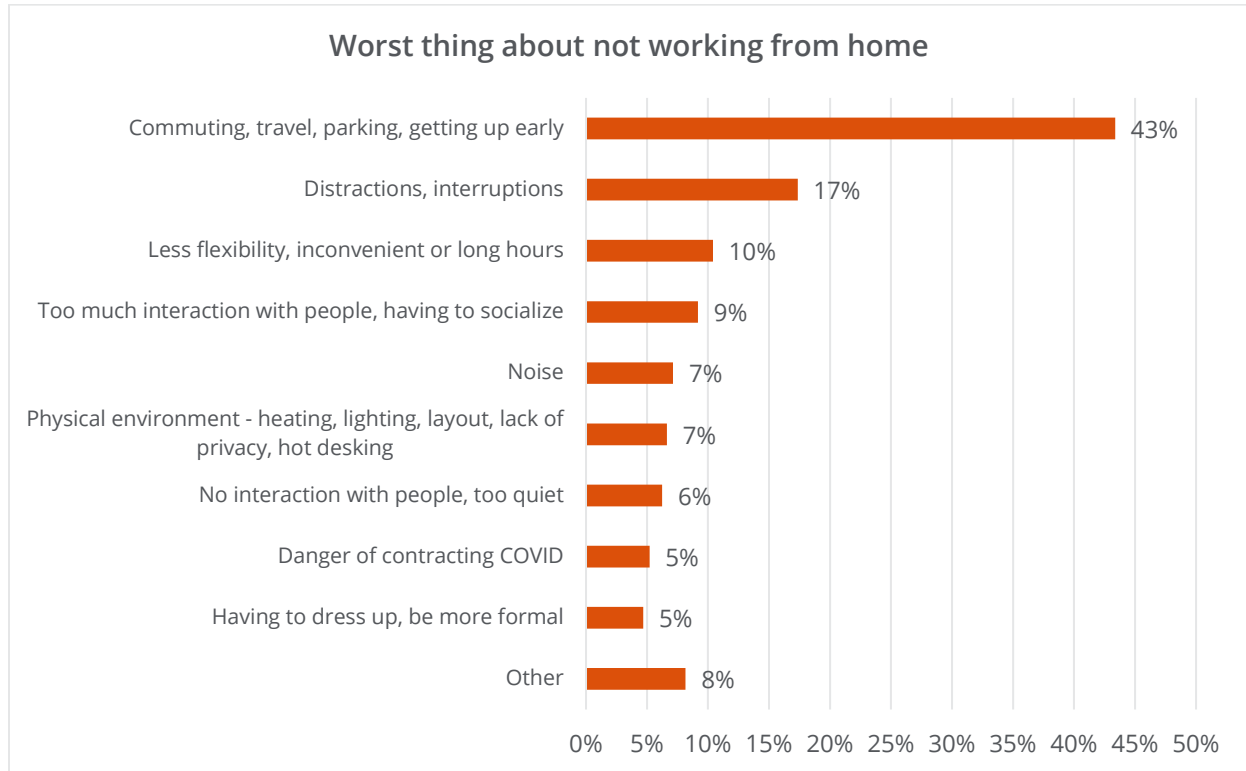


Respondents’ views related to some other aspects of the survey.

Those who mentioned:	Tended to agree/score high (+) or disagree/score low (-) with:
Being able to socialize, talk, be around co-workers and others	<ul style="list-style-type: none"> <li>+ I enjoy working somewhere where there are lots of people</li> <li>- I feel I am forced to socialize with my co-workers</li> </ul>
Better collaboration, communication	<ul style="list-style-type: none"> <li>+ I feel accepted and included by my co-workers</li> <li>- I feel that I am forced to socialize with my co-workers</li> </ul>
Getting out of the house, a change of scene, exercise	<ul style="list-style-type: none"> <li>+ Overall workplace stress (scale)</li> <li>+ I find my work stressful</li> <li>+ Being in this workplace has adversely affected my well-being</li> <li>- Positivity about work and organization (scale)</li> <li>- I feel accepted and included by my co-workers</li> <li>- My organization has been very supportive during the COVID pandemic</li> <li>- My organization values my contribution</li> <li>- Satisfaction with workplace environment</li> <li>- Feeling safe in the workplace</li> </ul>
No ‘best’, nothing good	<ul style="list-style-type: none"> <li>+ Being in this workplace has adversely affected my well-being</li> <li>- Positivity about work and organization (scale)</li> <li>- I really enjoy my job</li> <li>- I enjoy working somewhere where there are lots of people</li> </ul>

It may be that those who mentioned getting out of the house, a change of scene, or exercise struggled to find anything intrinsically positive to say about the workplace or being at work.

Respondents were also asked, “What’s the worst thing about not working from home?” Commuting and its consequences formed the most common theme.



Again, respondents’ views related to other aspects of the survey.

Those who mentioned:	Tended to agree/score high (+) or disagree/score low (-) with:
Distractions, interruptions	<ul style="list-style-type: none"> <li>+ Being in this workplace has adversely affected my well-being</li> <li>+ In my workplace, I find it difficult to concentrate on work</li> <li>+ My working environment is too busy or noisy</li> <li>- I enjoy working somewhere where there are lots of people</li> </ul>
Too much interaction with people, having to socialize	<ul style="list-style-type: none"> <li>+ I feel I am forced to socialize with my co-workers</li> <li>- I enjoy working somewhere where there are lots of people</li> </ul>
Noise	<ul style="list-style-type: none"> <li>+ In my workplace, I find it difficult to concentrate on work</li> <li>+ My working environment is too busy or noisy</li> </ul>
Physical environment	<ul style="list-style-type: none"> <li>- Feeling safe in the workplace</li> </ul>
Danger of contracting COVID	<ul style="list-style-type: none"> <li>+ I worry about catching COVID from people I meet at work</li> <li>- Feeling safe in the workplace</li> <li>- Percentage of time working remotely</li> </ul>
Having to dress up, be more formal	<ul style="list-style-type: none"> <li>+ I worry about catching COVID from people I meet at work</li> <li>- I am looking for a new job</li> <li>- I enjoy working somewhere where there are lots of people</li> </ul>

## Well-being at work for non-remote workers

Several aspects related to well-being, positivity, and stress.

Those who:	Were more likely to:	Were less likely to:
Say that being in the workplace has adversely affected their well-being	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> <li>Say their job can be stressful</li> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> <li>Really enjoy their job</li> <li>Feel accepted and included by their co-workers</li> </ul>
Find it difficult to concentrate on work in the workplace	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> <li>Say their job can be stressful</li> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> <li>Really enjoy their job</li> <li>Feel accepted and included by their co-workers</li> </ul>
Feel they are forced to socialize with their co-workers	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> <li>Say their job can be stressful</li> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> <li>Really enjoy their job</li> <li>Feel accepted and included by their co-workers</li> </ul>
Say their work environment is too busy or noisy	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> <li>Say their job can be stressful</li> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> <li>Really enjoy their job</li> </ul>



Those who:	Were more likely to:	Were less likely to:
Enjoy working somewhere where there are lots of people	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> <li>Really enjoy their job</li> <li>Feel accepted and included by their co-workers</li> </ul>	
Worry about catching COVID from people they meet at work	<ul style="list-style-type: none"> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> </ul>
Wished they could work from home	<ul style="list-style-type: none"> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Really enjoy their job</li> </ul>
Would like to work from home more often*	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> </ul>
Would like to work in the office more often*		<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> <li>Say their job can be stressful</li> <li>Be looking for a new job</li> </ul>
Were more satisfied with their workplace environment	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> <li>Really enjoy their job</li> <li>Feel accepted and included by their co-workers</li> </ul>	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> <li>Say their job can be stressful</li> <li>Be looking for a new job</li> </ul>
Felt safer in the workplace	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> <li>Really enjoy their job</li> <li>Feel accepted and included by their co-workers</li> </ul>	<ul style="list-style-type: none"> <li>Have work-related stress</li> <li>Find their work stressful</li> <li>Say their job can be stressful</li> <li>Be looking for a new job</li> </ul>

Those who chose this as the change to their workplace:	Were more likely to:	Were less likely to:
Better chair, desk, furniture		<ul style="list-style-type: none"> <li>Have work-related stress</li> </ul>
Having a window and/or better lighting	<ul style="list-style-type: none"> <li>Have work-related stress</li> </ul>	
Quieter, less crowded	<ul style="list-style-type: none"> <li>Have work-related stress</li> </ul>	

Those who mentioned this as the best thing about not working from home:	Were more likely to:	Were less likely to:
Better collaboration, communication	<ul style="list-style-type: none"> <li>Feel accepted and included by their co-workers</li> </ul>	
Getting out the house, having a change of scene, exercise	<ul style="list-style-type: none"> <li>Have work-related stress</li> </ul>	<ul style="list-style-type: none"> <li>Be positive about work</li> <li>Say their organization has been very supportive during COVID</li> <li>Say their organization values their contribution</li> <li>Feel accepted and included by their co-workers</li> </ul>

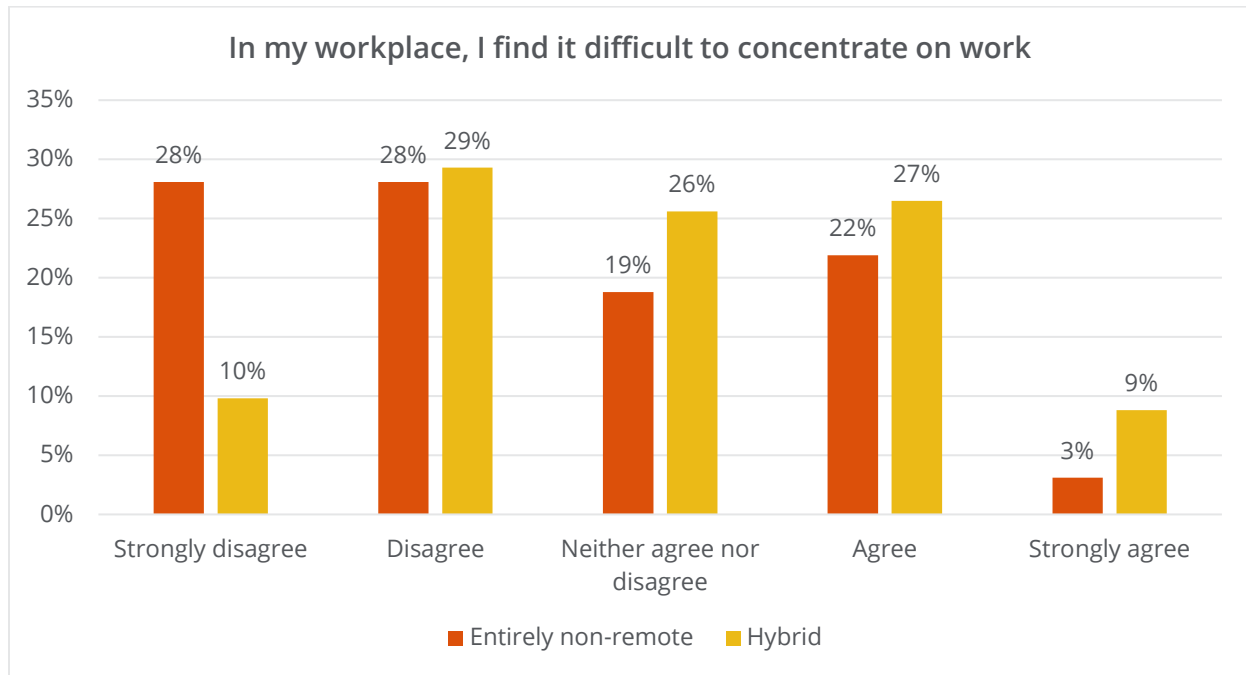
Those who mentioned this as the worst:	Were more likely to:	Were less likely to:
Commuting, travel, parking	<ul style="list-style-type: none"> <li>Really enjoy their job</li> </ul>	
Physical environment	<ul style="list-style-type: none"> <li>Be looking for a new job</li> </ul>	<ul style="list-style-type: none"> <li>Say their organization values their contribution</li> </ul>
Having to dress up, be more formal		<ul style="list-style-type: none"> <li>Be looking for a new job</li> </ul>

Blank cells indicate no significant relationship between what individuals were more or less likely to do.

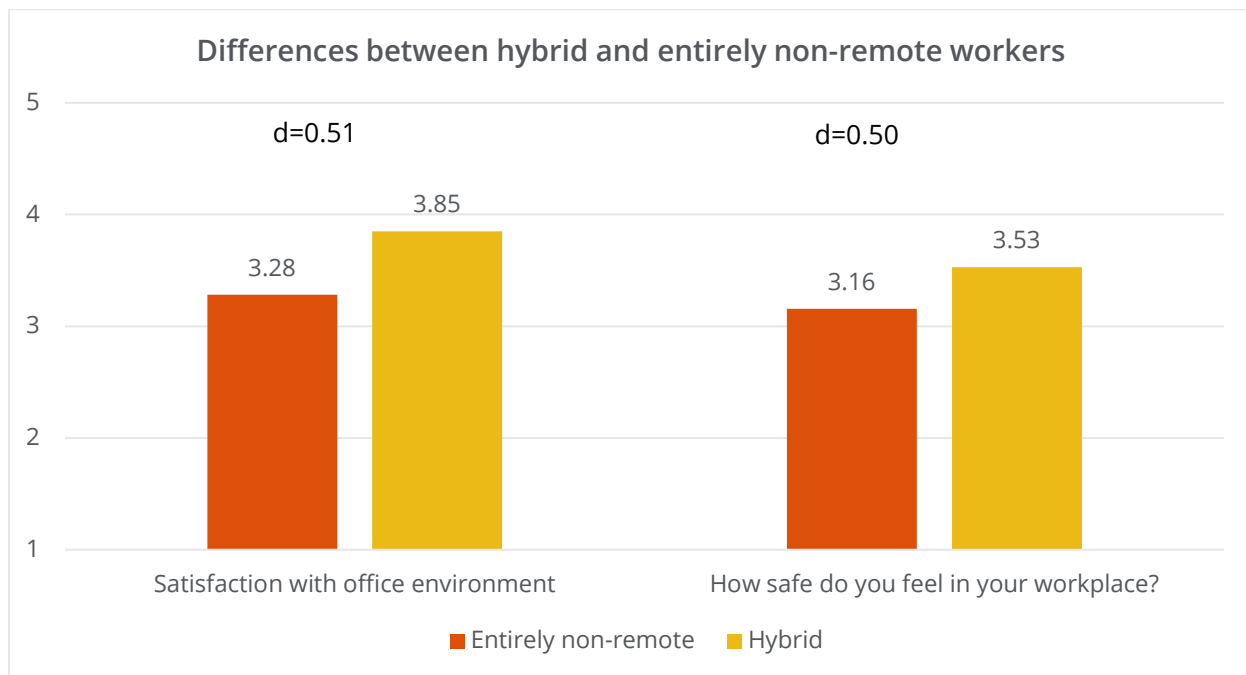
As previously mentioned, respondents in fully open-plan offices were the least likely to say they really enjoyed their job, those in private offices were the most, and the presence or absence of separate individual and group working spaces, and of multipurpose, social spaces, both made a positive difference to how individuals felt about their work.

## Differences between different types of workers

Hybrid workers were more likely than entirely office-based, non-remote workers to agree or strongly agree that they found it difficult to concentrate on work when in their workplace.

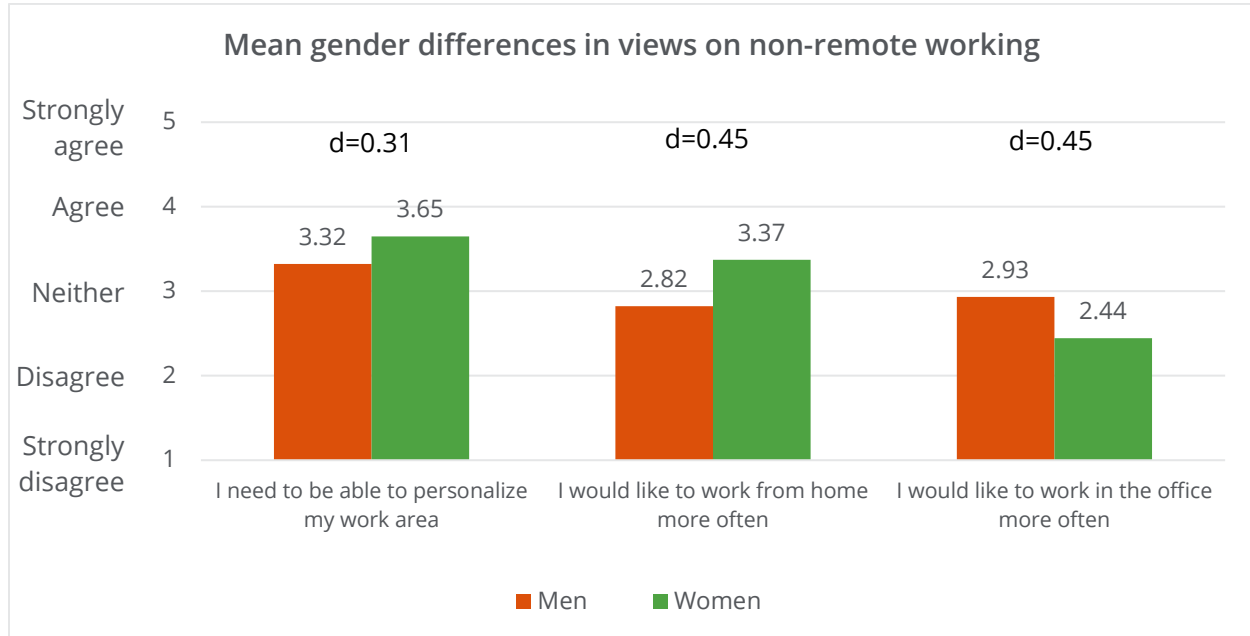


However, hybrid workers were, on average, more satisfied with their workplace environment and felt safer in the workplace. This may of course be because they tend to spend less time there.



## Demographic differences

Compared with men, women were significantly<sup>10</sup> more likely to say they need to be able to personalize their work area, and to want to work from home more often. Men were more likely than women to say that they would like to work in the office more often.



Women were also significantly<sup>11</sup> more likely than men to say that their office provided separate individual and group working spaces—74% of women compared with 56% of men. It is of course possible that women are more attracted to and more likely to work for organizations that happen to provide these. It is also possible that women are more likely to notice that these facilities exist in their offices.

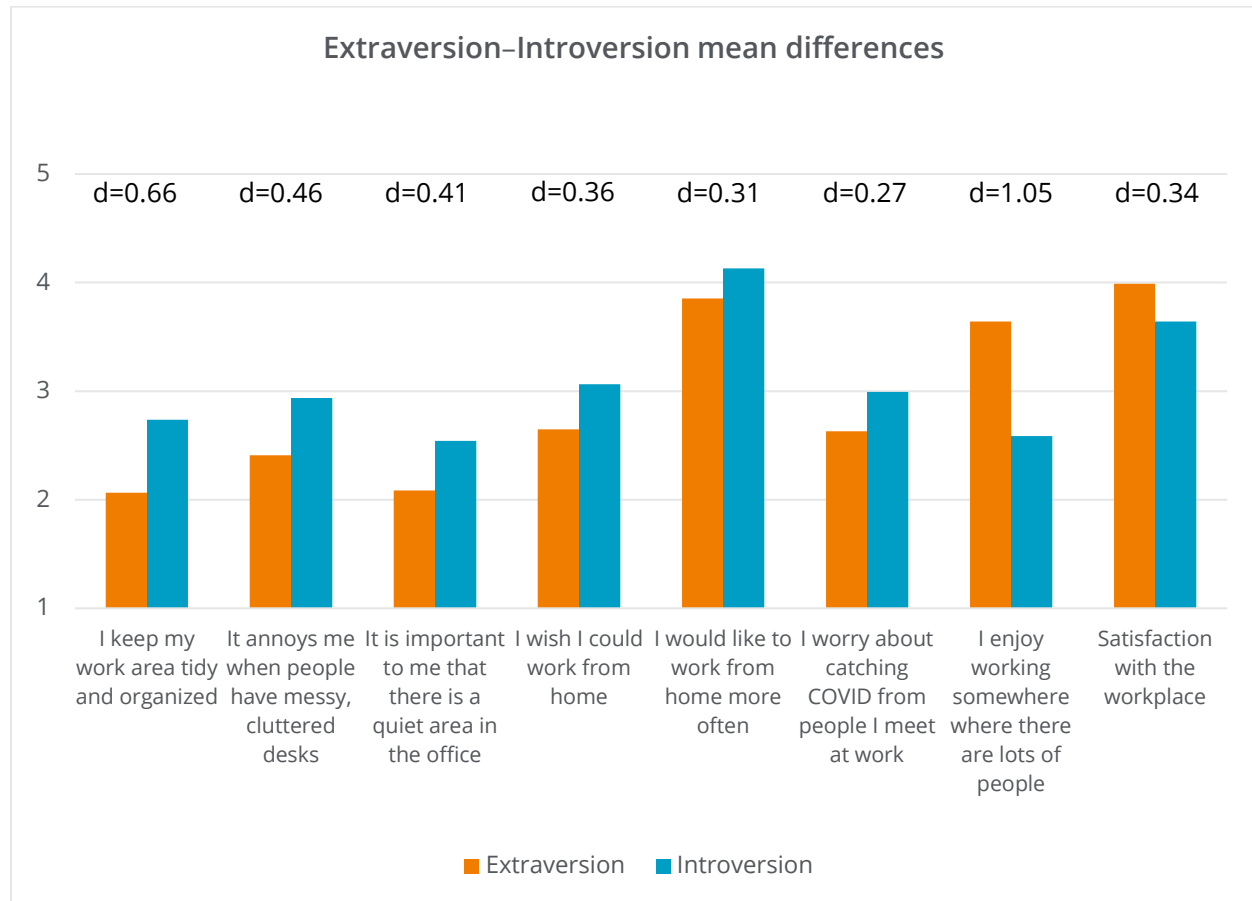
There was one significant relationship with age. Respondents whose offices featured private pods or booths were on average five years younger than those whose offices did not (43 years compared with 48 years).

<sup>10</sup> Based on an independent-samples t-test.

<sup>11</sup> Based on a chi square analysis.

## Personality differences

Several questions showed a significant difference<sup>12</sup> in average (mean) results between those with an Extraversion and those with an Introversion preference, some with large effect sizes.



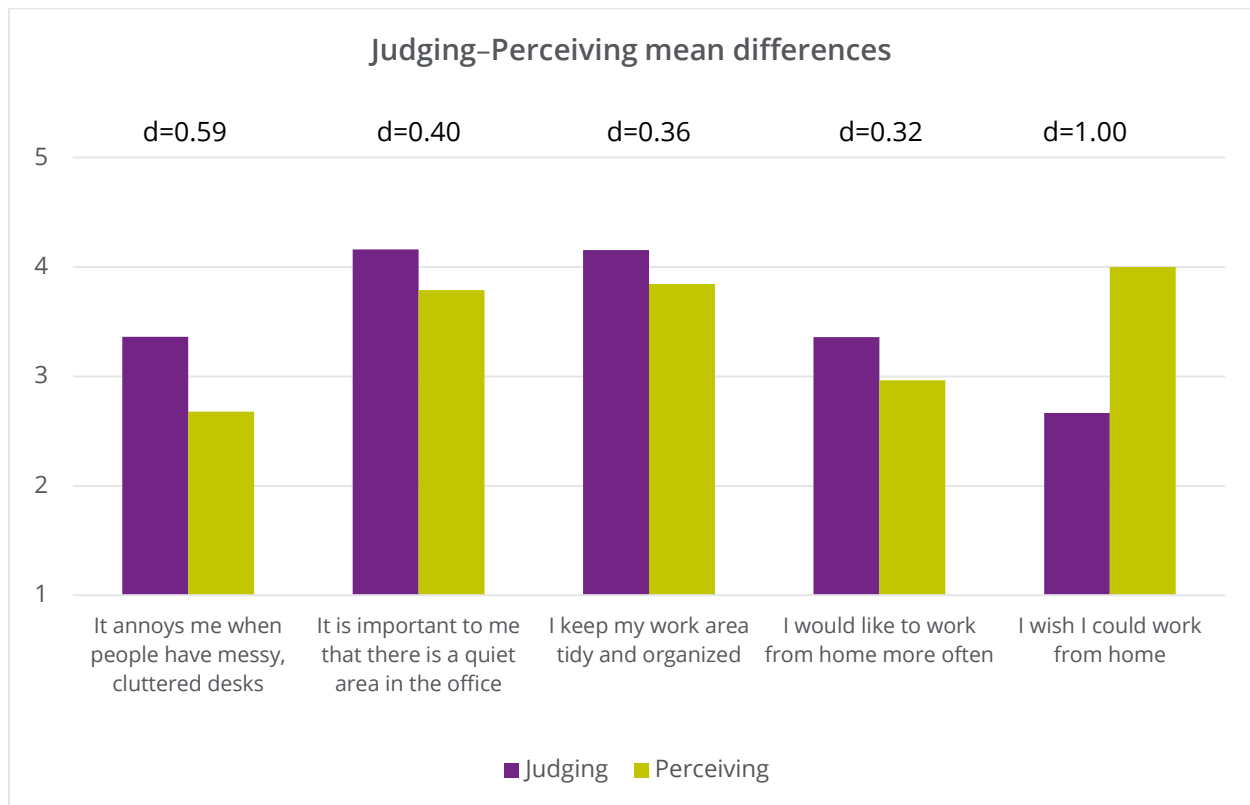
There were two E-I differences in what was seen as the best thing about working in the office. 77% of Extraverts mentioned being able to talk, socialize and be around co-workers or others, but only 45% of Introverts. 14% of Introverts mentioned keeping a separation between work and home, but only 5% of Extraverts.

There were a small number of Sensing-Intuition and Thinking-Feeling differences. Respondents with a Sensing preference were more likely than those with an Intuition preference to agree that it really annoyed them when people had messy, cluttered desks. Those with an Intuition preference were more likely than those with a Sensing preference to mention getting out of the house or a change of scene as the best thing about not working from home (13% compared with 4%) and a lack of flexibility as the worst thing (14% compared with 5%).

Respondents with a Thinking preference were more likely than those with a Feeling preference to agree that they kept their work area tidy and organized, and that it really annoyed them when people had messy, cluttered desks.

<sup>12</sup> Based on an independent-samples t-test

There were several significant<sup>13</sup> Judging-Perceiving differences.



Those with a Judging preference were more likely to be annoyed when people had messy, cluttered desks, to think it important that there is a quiet area in the office, and to keep their work area tidy and organized. Amongst hybrid workers, those with a Judging preference were more likely to say that they would like to work from home more often, but amongst entirely office-based workers, Perceiving individuals were more likely to say that they wished they could work from home.

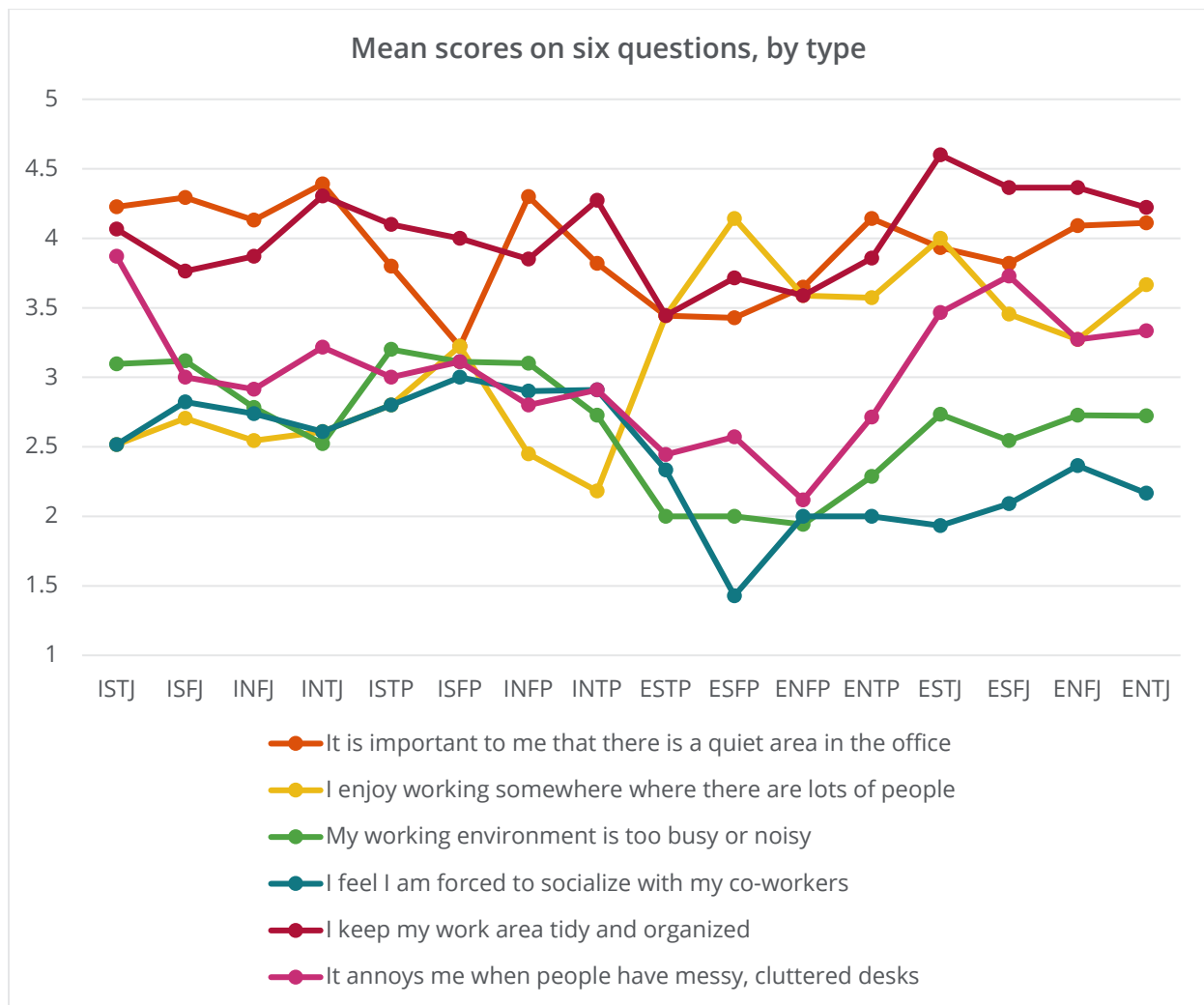
9% of those with a Perceiving preference said there was nothing good, no 'best', about working in the office, compared with 2% of those with a Judging preference. 22% of the latter group said that distractions and interruptions were the worst aspect, compared with just 9% of those with a Perceiving preference.

<sup>13</sup> Based on an independent-samples t-test

Six questions showed a significant difference<sup>14</sup> by whole type. The following table shows the types who most agreed, and least agreed, with each question.

Question	Types most in agreement	Types least in agreement
I keep my work area tidy and organized	ESTJ, ESFJ, ENFJ	ESTP, ENFP
It is important to me that there is a quiet area in the office	INTJ, INFP, ISFJ	ISFP, ESFP, ESTP
It annoys me when people have messy, cluttered desks	ISTJ, ESFJ, ESTJ	ENFP, ESTP, ESFP
I enjoy working somewhere where there are lots of people	ESFP, ESTJ	INTP, INFP
My working environment is too busy or noisy	ISTP, ISFJ, ISFP	ENFP, ESFP, ESTP
I feel I am forced to socialize with my co-workers	ISFP, INTP, INFP	ESFP, ESTJ

The detailed results for each type are shown in the following chart:



<sup>14</sup> Based on a one-way analysis of variance.

## Views about non-remote working: summary

- Generally, responses to non-remote working were positive, though a minority did feel that the workplace had adversely affected their well-being, and 40% were worried about catching COVID from people they meet at work. Most respondents agreed or strongly agreed that they kept their work area tidy and organized, and that it was important that there was a quiet area in the office.
- Over half of those who were entirely office-based agreed or strongly agreed that they wished they could work from home. Hybrid workers were more likely than entirely office-based, non-remote workers to agree or strongly agree that they found it difficult to concentrate on work when in their workplace.
- Over two-thirds were satisfied or very satisfied with their office or other workplace environment, a little less than the percentage of those satisfied or very satisfied with their home working environment. In particular, the percentage that was very satisfied was lower. Hybrid workers were, on average, more satisfied with their workplace environment than entirely office-based workers. Respondents with an Extraversion preference showed a higher level of satisfaction on average than those with an Introversion preference.
- Those who were more positive about their office environment were more positive about work, especially in terms of not looking for a new job, and less stressed.
- Most of the group worked in an office. 42% of these offices were open plan to some extent, though only 26% of respondents saw open plan as their preferred environment. A third said that their ideal was a private office, and a quarter that their preferred environment was to work from home.
- Respondents working in fully open-plan offices were the least likely to say they really enjoyed their job, those in private offices the most. The latter were also the most satisfied with their working environment.
- When asked what change would most improve the workplace environment, the most common theme concerned having greater privacy and doing away with open-plan layouts. 12% of non-remote workers wanted the workplace to be quieter and/or less noisy but 9% felt the workplace was too quiet and wanted more people around. 5% of the group said that nothing needed to change.
- Respondents were asked whether their workplace provided a range of different types of room or workspace. Most said that their workplaces provided traditional meeting rooms, two-thirds had separate individual and group working spaces provided, less than half had multipurpose social spaces or lounges, or chill-out or rest rooms, and less than a third had private pods or booths. Respondents with access to separate individual and group working spaces, and/or multipurpose, social spaces, felt more positive about their work, were less likely to be looking for a new job, and were more satisfied with their working environment.
- Almost all respondents felt safe or very safe in the workplace, though a minority (6%) did feel unsafe or even very unsafe. Those who felt less safe were less positive about work in general, more likely to be looking for a new job, and more stressed. They were less satisfied with their workplace environment and less likely to enjoy working somewhere where there were lots of people. They were more likely to think their well-being was affected, to feel they are forced to socialize, worry about catching COVID, find it difficult to concentrate, consider their working environment too busy, and to wish they could work from home.

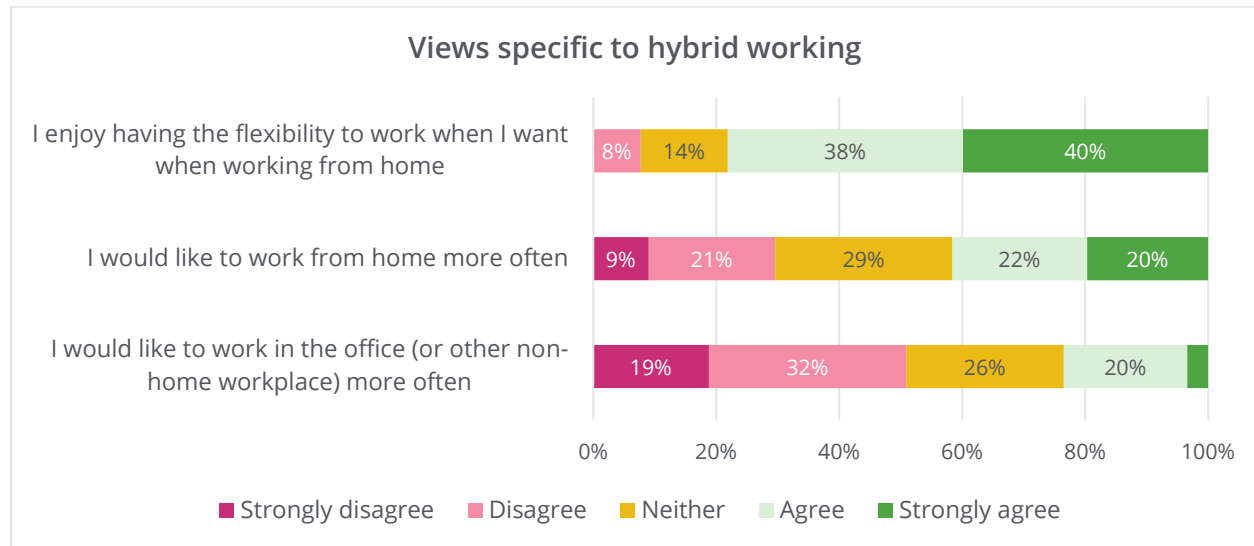


- Hybrid workers felt safer in the workplace than entirely office-based workers.
- When asked “What’s the best thing about not working from home?” comments around being able to socialize, talk with, or be around co-workers and others was the most common answer. This was seen as the best thing about being in the workplace by over half the group. Commuting and its consequences formed the most common theme for the worst thing about working in the office.
- Compared with men, women were more likely to say they need to be able to personalize their work area, to want to work from home more often, and to say that their office provided separate individual and group working spaces. Men were more likely than women to say that they would like to work in the office more often.
- Respondents whose offices featured private pods or booths were on average five years younger than those whose offices did not (43 years compared with 48 years).
- There were a greater number of personality differences in views on office-based working than on remote or home working.
  - Respondents with an Extraversion preference were on average more satisfied with their workplace environment and were more likely to agree that they enjoyed working somewhere where there are lots of people. Those with an Introversion preference were more likely to agree that they keep their work area tidy and organised, that it annoys them when people have messy, cluttered desks, that they worry about catching COVID, that (amongst entirely office-based workers) they wished they could work from home, and (amongst hybrid workers) that they would like to work from home more often.
  - 77% of Extraverts mentioned being able to talk, socialize and be around co-workers or others as the best thing about working in the office, but only 45% of Introverts. 14% of Introverts mentioned keeping a separation between work and home, but only 5% of Extraverts.
  - There were a small number of Sensing–Intuition and Thinking–Feeling differences. Respondents with a Sensing preference were more likely than those with an Intuition preference to agree that it really annoyed them when people have messy, cluttered desks. Those with an Intuition preference were more likely than those with a Sensing preference to mention getting out of the house or a change of scene as the best thing about not working from home (13% compared with 4%) and a lack of flexibility as the worst thing (14% compared with 5%).
  - Respondents with a Judging preference were more likely to be annoyed when people have messy, cluttered desks, to think it important that there is a quiet area in the office, and to keep their work area tidy and organized. Amongst hybrid workers, those with a Judging preference were more likely to say that they would like to work from home more often, but amongst entirely office-based workers, Perceiving individuals were more likely to say that they wished they could work from home.
  - 9% of those with a Perceiving preference said there was nothing good, no ‘best’, about working in the office, compared with 2% of those with a Judging preference. 22% of the latter group said that distractions and interruptions were the worst aspect, compared with just 9% of those with a Perceiving preference.

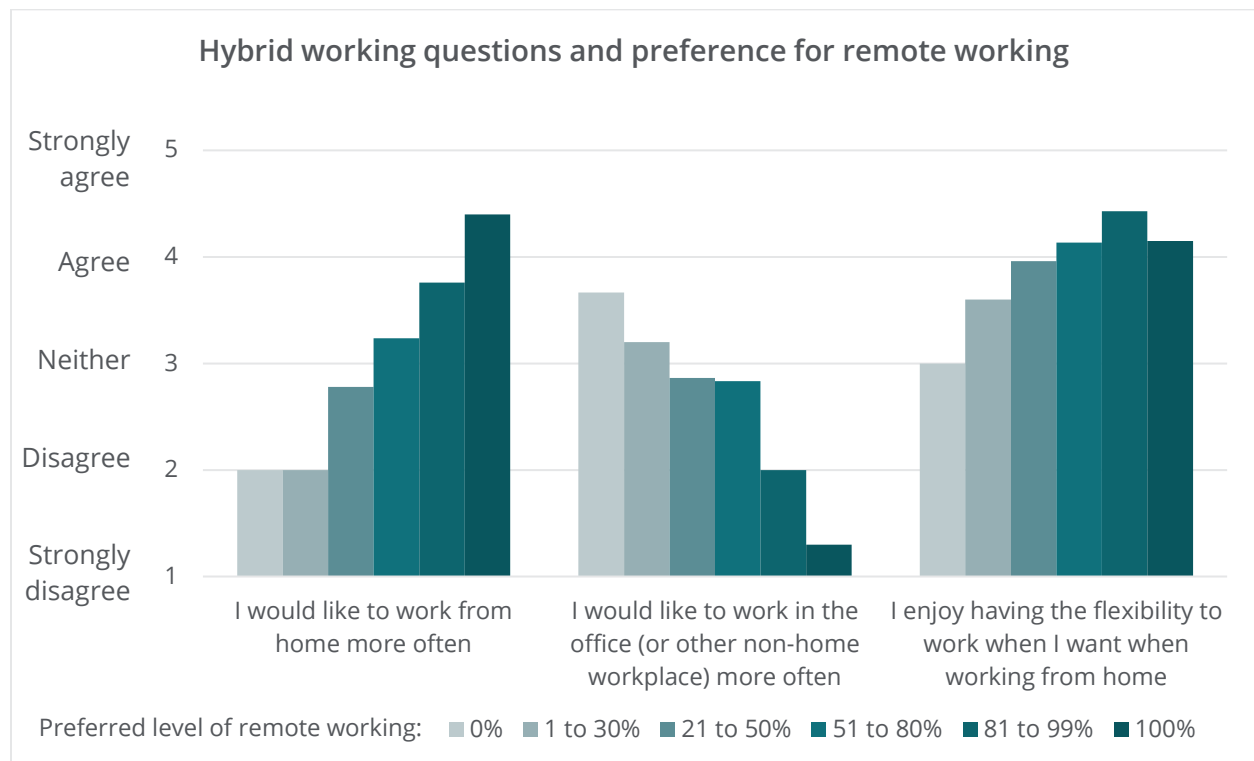
## Issues specific to hybrid workers

### Overview

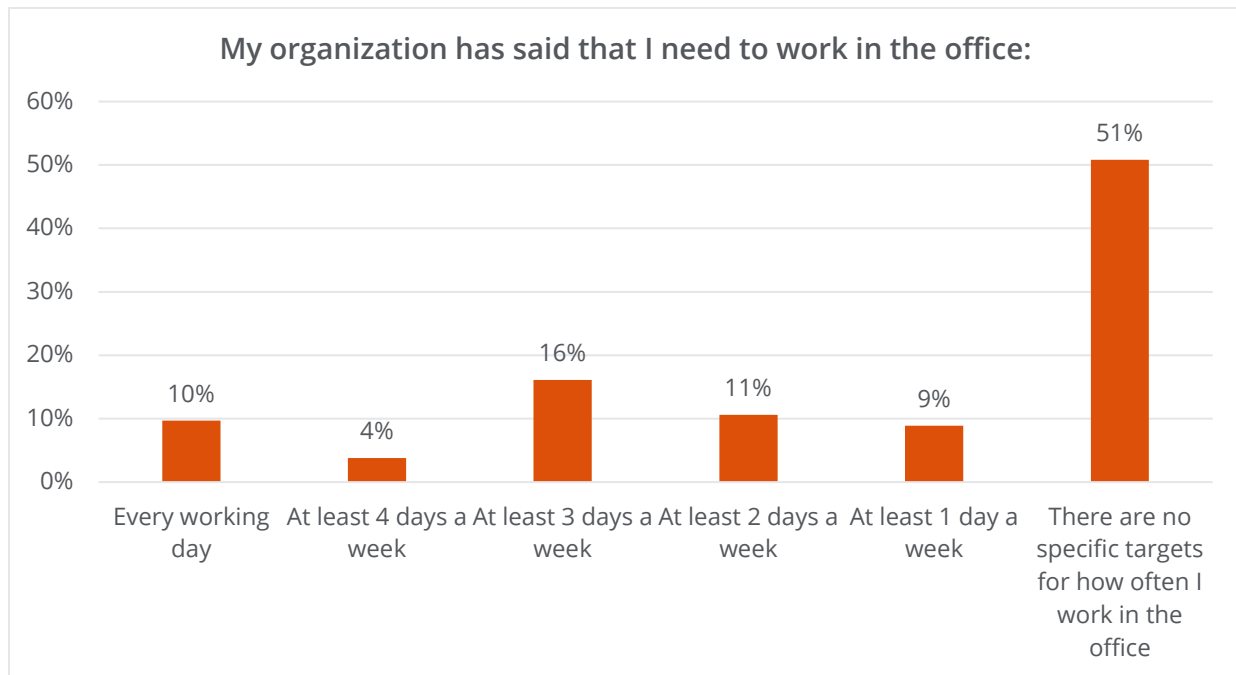
Hybrid workers work in both remote and non-remote settings and were therefore asked to complete both the remote and non-remote working questions in the survey. They also answered several questions that were solely relevant to remote working. These are shown below.



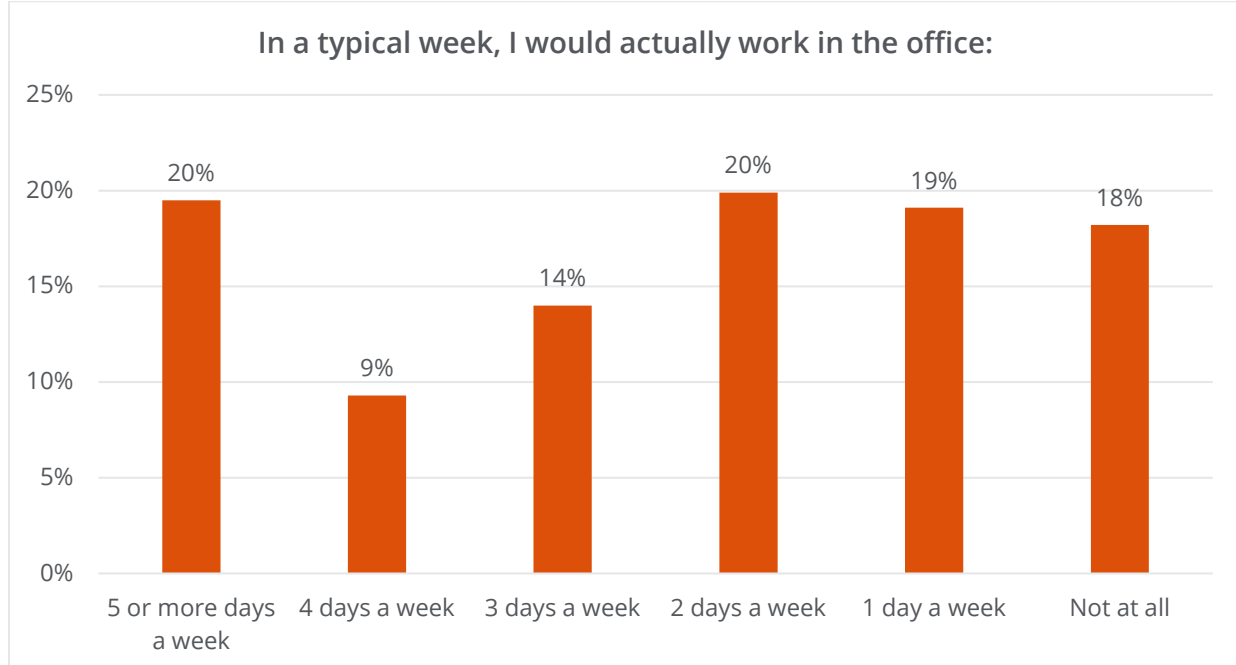
All three questions related to respondents' preferences for working remotely in the expected direction. The chart below shows the mean for each question for each preference level.



Respondents were asked both what their organizations' rules for spending time in the office were, and how much time they *actually* worked in the office. Just over half had no specific targets for how often they worked in the office (or other formal workspace).



There was a more even spread in terms of how much respondents actually worked in the office.



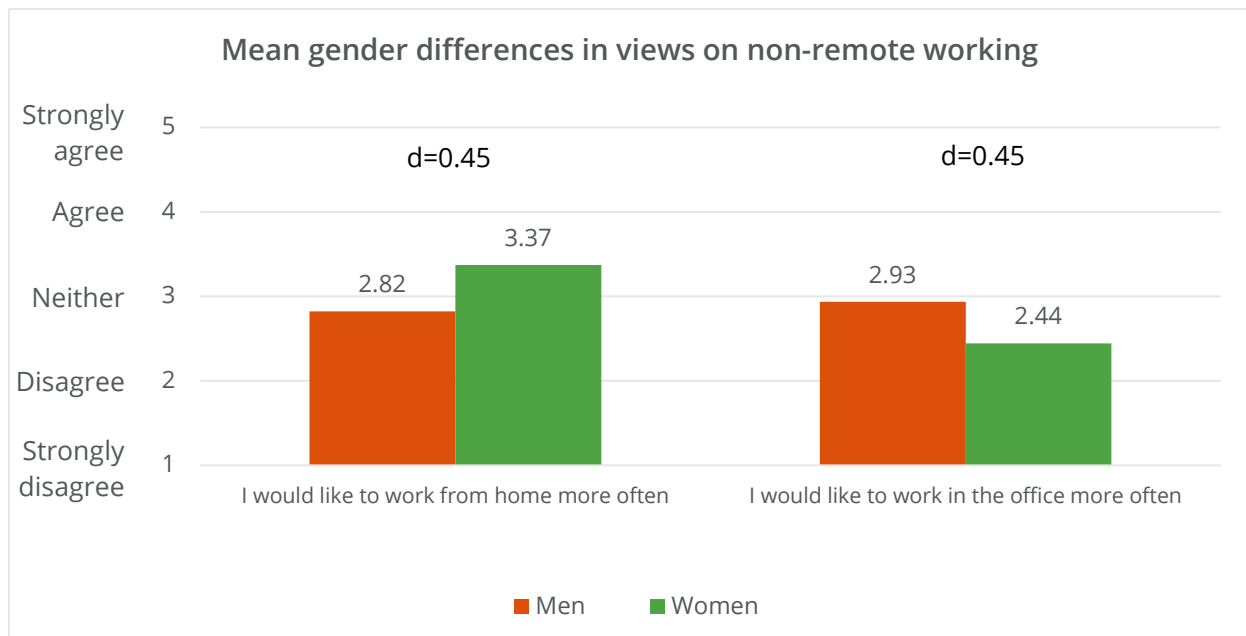
There is a correlation between how often respondents were meant to work in the office and how much they actually do, but not a perfect correlation. 26% were typically in the office more than they needed to be, 22% were in the office less than they needed to be.

Needs to work in the office	In office more than they need to be	Matching level	In office less than they should be
Every working day	0%	74%	26%
At least 4 days a week	11%	56%	33%
At least 3 days a week	34%	34%	32%
At least 2 days a week	16%	52%	32%
At least 1 day a week	33%	57%	10%
<b>Overall total</b>	<b>26%</b>	<b>52%</b>	<b>22%</b>

Where an organization had not set any specific targets, 15% of respondents typically worked in the office 5 or more days per week, 7.5% worked there 4 days, 12.5% worked there 3 days, 16% worked there 2 days, 21% worked there one day and 29% typically not at all.

## Demographic differences

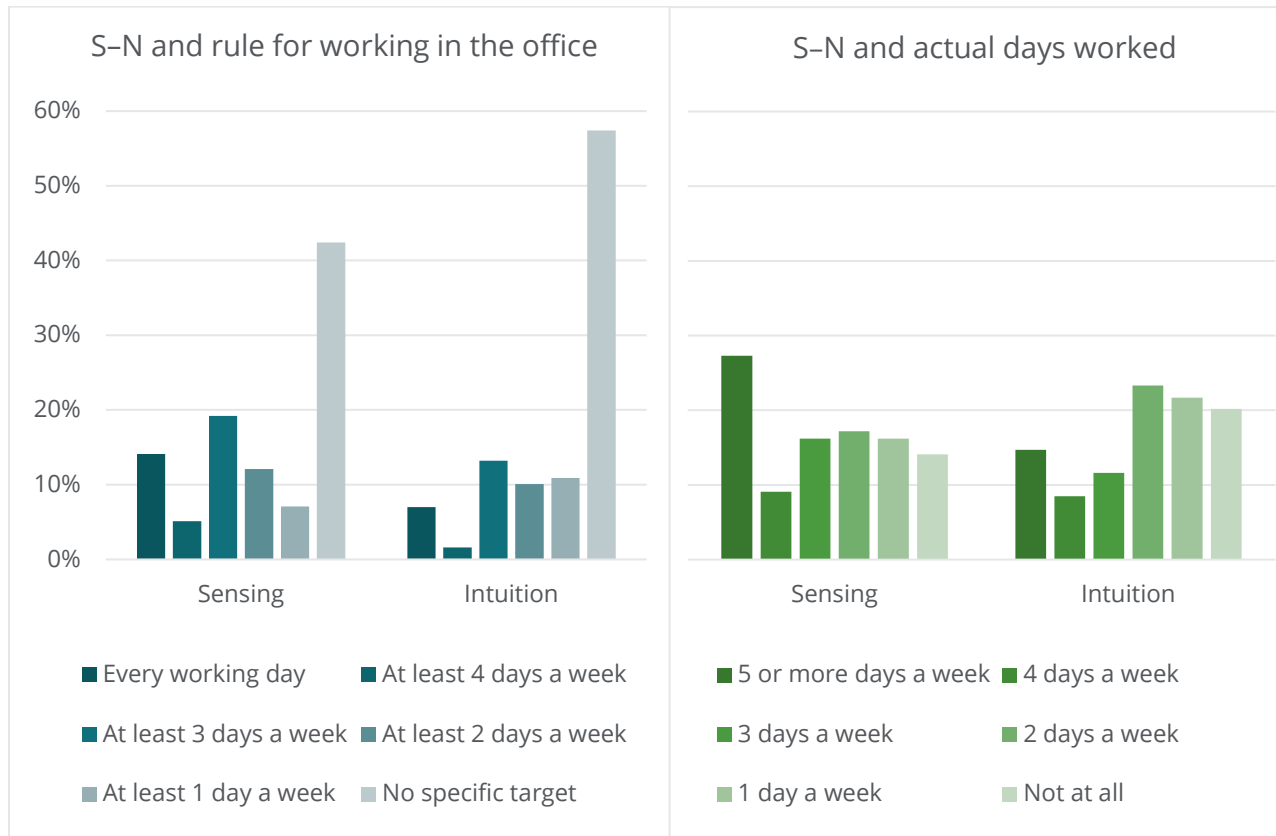
Women were significantly<sup>15</sup> more likely than men to say that they would like to work from home more often. Men were significantly more likely to say that they would like to work in the office more often.



<sup>15</sup> Based on an independent-samples t-test

## Personality differences

There was a Sensing–Intuition difference both in the number of days individuals were meant to work in the office and in the number of days that they actually did.



Respondents with an Intuition preference were more likely to work for organizations that had no specific rule about how often people should be in the office, and less likely to work for an organization that specified every working day, at least 4 days a week, or at least 3 days a week. As these rules are not under the control of individual workers, with their individual personality preferences, this result may be surprising. It may be that those with a Sensing preference are more likely to self-select into organizations that have such rules in place, or that they are more likely to be aware of the detail of these rules compared with those with an Intuition preference.

There is also a Sensing–Intuition difference in the actual number of days that people worked in the office. Sensing respondents are more likely to work 5 or more days per week in the office, Intuition respondents 2 or 1 days, or, in most weeks, not at all.

Hybrid workers with a Judging preference were more likely to agree with “I would like to work from home more often” than those with a Perceiving preference. There is nothing in the data to suggest that Judging individuals actually work from home more or less often than those with a Perceiving preference.

## Predicting who will work in the office

As organizations look to re-open workplaces, it may be useful to understand what factors influence individuals in choosing to work in the office. Hybrid workers who work in the office more often<sup>16</sup>:

- Have a preference for spending less time working remotely.
- Tend to work for organizations that set a higher number of days for working in the office.
- Are more likely than others to agree with the following statements:
  - My home working environment is too busy or noisy.
  - Internet connectivity or other IT problems make working from home difficult.
  - The other adults or children I live with make working from home difficult.
  - I enjoy working somewhere where there are lots of people.
- Are more likely than others to disagree with the following:
  - In my workplace, I find it difficult to concentrate on work.
  - I enjoy working from home.

In other words, individuals who have a less favorable home working environment, enjoy being around other people and do not especially enjoy working from home.

- Are more likely to work in offices which contain:
  - Private pods or booths.
  - Lounges, chill-out or rest rooms.
  - Traditional meeting rooms.
- Are more likely to have preferences for Sensing than for Intuition.

These results are in line with those of Appel-Meulenbroek et al (2022), who found that the expected level of crowding and the availability of private spaces influenced people's choice of whether or not to return to the workplace.

## Issues specific to hybrid workers: summary

- Over three-quarters of hybrid workers agree or strongly agree that they enjoy having the flexibility to work when they want when working from home.
- 42% of hybrid workers would like to work from home more often, but only 23% would like to work in the office more often. Not surprisingly, the former tended to want to work remotely a great deal of the time or always, the latter to want to work remotely infrequently or never.
- Just over half of hybrid workers had not been given any specific targets for how often they worked in the office (or other formal workspace) by their organization. There was an even spread in terms of how many days they typically actually worked in the office.
- Women were significantly more likely than men to say that they would like to work from home more often, men that they would like to work in the office more often.

<sup>16</sup> Analysis based on chi-square or independent-samples t-test.

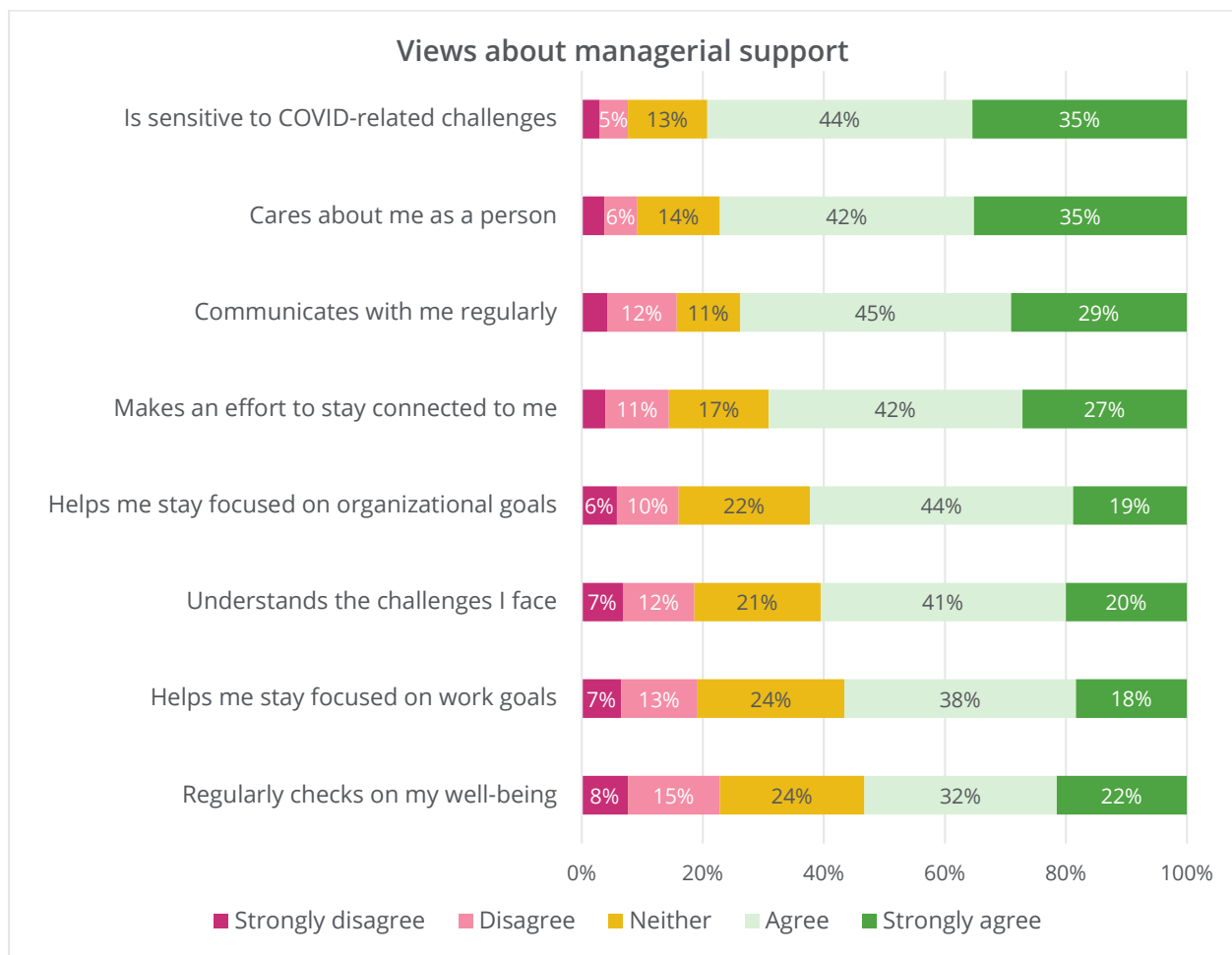
- Intuition respondents were more likely to work for organizations that had no specific rule about how often people should be in the office, and less likely to work for an organization that specified at least 3 days a week or more. On average, they also actually spent less days in the office than Sensing respondents.
- Hybrid workers with a Judging preference were more likely to agree with “I would like to work from home more often” than those with a Perceiving preference.
- Several factors relate to and can predict how many days a hybrid worker will spend in the office.

## The importance of managerial support

### Overview

The degree to which an individual's manager is supportive and helpful is likely to affect how positive they are about their role, how engaged they are, and how likely they are to remain in their jobs. For example, Moyle (1998) showed that managerial support influenced job satisfaction, Choi (2018) found that teleworkers who received more managerial and institutional support were less likely to intend leaving their jobs, and Kumar et al (2018) showed that the combination of both the manager and the organization supporting an individual's development led to increased work engagement and job satisfaction, and lower intention to leave.

To investigate the effects of managerial support, all survey respondents were asked to rate their manager on 8 questions.



Overall, most respondents saw their manager as supportive. Even the least endorsed question “My manager regularly checks my well-being” was agreed or strongly agreed to by over half the group (54%), and less than a quarter (23%) disagreed or strongly agreed with this statement,



All the managerial support questions correlated strongly with each other, and a factor analysis suggested that one factor accounted for 70% of the variance in results. Therefore, an overall scale of managerial support was constructed by averaging the scores for all eight items for each respondent. The scale has high internal consistency reliability.

Scale	Alpha	Mean	SD
Managerial support	0.939	3.71	0.91

### The effect of managerial support: all workers

Scores on the managerial support scale showed high, statistically significant correlations with overall positivity and other positive indicators, and high negative correlations with work-related stress and other negative indicators. Those who felt more supported by their manager felt more positive and were less stressed.

Indicator	r	Sig	N
Overall positivity about work and organization	0.617	0.000	364
My organization values my contribution	0.563	0.000	375
I feel accepted and included by my co-workers	0.486	0.000	375
My organization has been very supportive during the COVID pandemic	0.427	0.000	374
I really enjoy my job	0.405	0.000	370
I am looking for a new job	-0.440	0.000	374
Work-related stress	-0.260	0.000	375
I find my work stressful	-0.258	0.000	375
My job can be stressful	-0.208	0.000	375

These relationships generally held true for the three different groups (entirely non-remote, hybrid and entirely remote workers), with some variations.

Indicator	Non-remote	Hybrid	Remote
Overall positivity about work and organization	0.648	0.608	0.632
My organization values my contribution	0.589	0.526	0.642
I feel accepted and included by my co-workers	0.519	0.520	0.404
My organization has been very supportive during the COVID pandemic	0.587	0.400	0.438
I really enjoy my job	0.514	0.397	0.393
I am looking for a new job	-0.394	-0.431	-0.468
Work-related stress	-0.225	-0.273	-0.238
I find my work stressful	-0.253	-0.262	-0.253
My job can be stressful	-0.153	-0.233	Not sig.

Remote workers, for example, showed the highest relationship between feeling that they were supported by their manager and agreeing that the organization valued their contribution, and were the most likely to say they were looking for a new job if managerial support was not forthcoming.

### The effect of managerial support: remote work

Several questions applied only to those working remotely (hybrid and entirely remote workers). Five of these showed a relationship with managerial support.

Indicator	r	Sig	N
My organization has provided me with everything I need to work from home	0.277	0.000	343
I have all the equipment and technology I need to work from home	0.166	0.002	344
Satisfaction with home or remote working environment	0.178	0.001	342
My physical health has suffered because of working from home	-0.124	0.022	342
Internet connectivity or other IT problems make working from home difficult	-0.123	0.023	370

Hybrid and entirely remote workers feel more supported by their manager if they have been provided with the equipment they need to work from home.

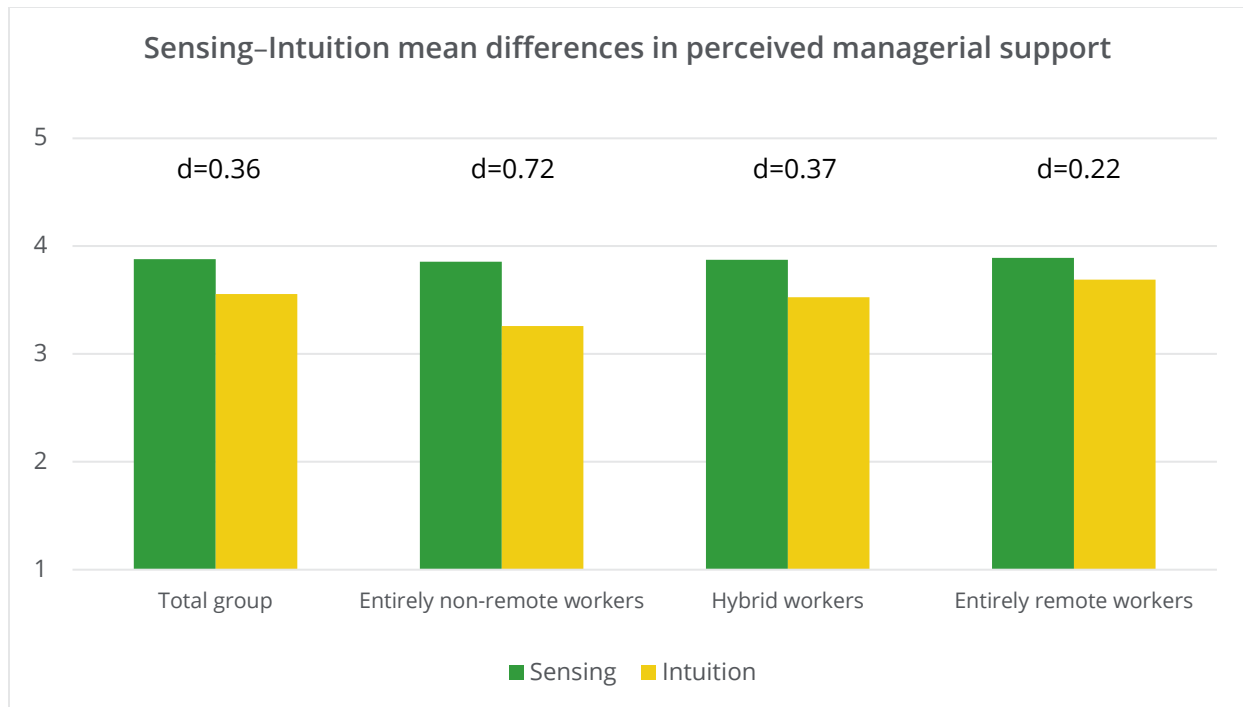
### The effect of managerial support: non-remote work

Perceived managerial support showed a relationship with seven of the factors relating to work in the office.

Indicator	r	Sig	N
Satisfaction with the office environment	0.408	0.000	240
I enjoy working somewhere where there are lots of people	0.288	0.000	237
Extent to which I feel safe in the workplace	0.263	0.000	239
My working environment is too busy or noisy	-0.230	0.000	238
In my workplace, I find it difficult to concentrate on work	-0.273	0.000	235
I feel I am forced to socialize with my co-workers	-0.295	0.000	237
Being in this workplace has adversely affected my well-being	-0.297	0.000	238

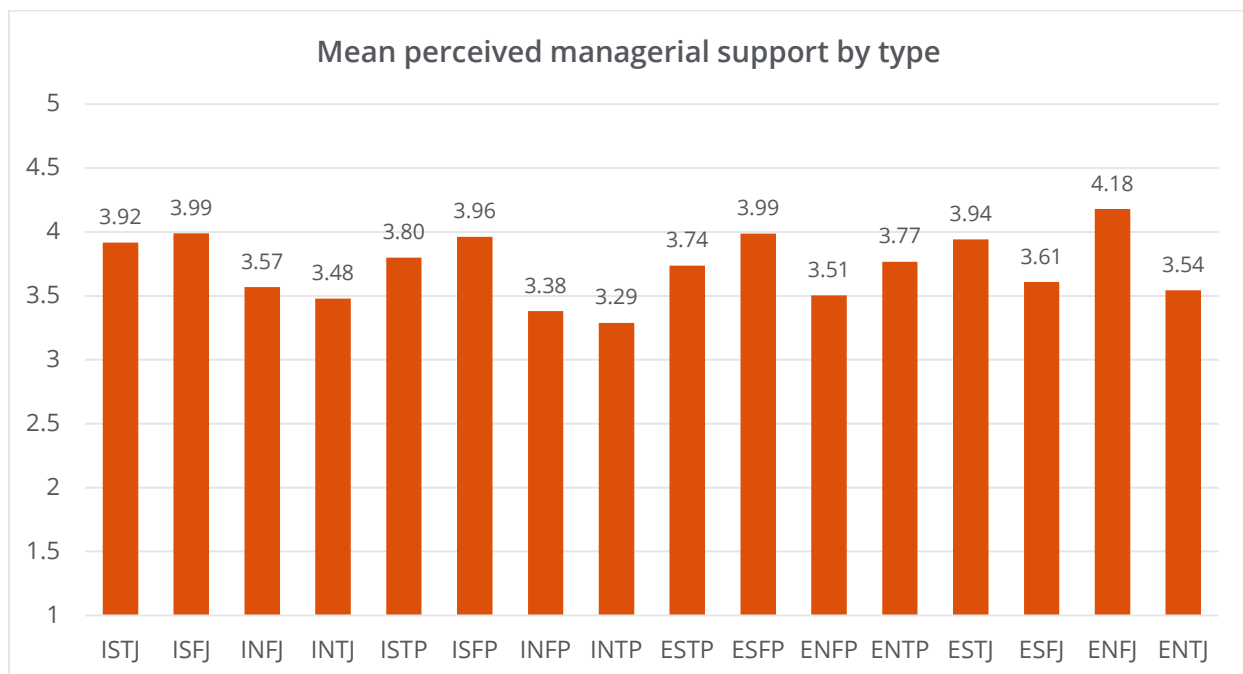
### Group differences

There was no significant difference in perceptions of managerial support between entirely remote, hybrid, or entirely remote workers, no gender difference, and no relationship with age. However, there was a difference in terms of the Sensing-Intuition preference pair, with Sensing respondents feeling more supported by their manager. This difference was largest for entirely non-remote workers and smallest (and non-significant) for entirely remote workers.



There was minimal change in how supported Sensing individuals felt between the three groups, but Intuition office-based workers felt much less supported than Intuition remote workers.

There were also whole type differences. Respondents with ENFJ preferences felt the most supported by their manager, followed by ISFJ, ESFP and ISFP. Those with INTP and INFP preferences felt the least supported.



## The importance of managerial support: summary

- All survey respondents were asked 8 questions relating to how supportive they felt their manager was. Agreement with each question ranged from 54% up to 79%, indicating that, overall, most felt their manager to be supportive.
- Responses to the 8 questions were highly correlated, and a scale of overall perceived managerial support was developed. This had a very high degree of internal consistency reliability ( $\alpha=0.939$ ), and a high mean, again indicating that most respondents felt their manager to be supportive.
- Scores on this scale showed high, statistically significant correlations with overall positivity and other positive indicators, and high negative correlations with work-related stress and other negative indicators. Those who felt more supported by their manager felt more positive and were less stressed.
- Hybrid and entirely remote workers felt more supported by their manager if they had been provided with the equipment they need to work from home. Those who felt more supported also expressed greater satisfaction with their home or remote working environment and were less likely to say that their physical health had suffered because of working from home.
- Hybrid and entirely office-based workers who felt more supported expressed greater satisfaction with their office environment and tended to feel safer in the workplace. They also generally enjoyed working somewhere where there are lots of people. They were less likely to agree that their working environment was too busy or noisy, that they found it difficult to concentrate on work, that they felt they were forced to socialize with their co-workers, or that being in that workplace had adversely affected their well-being.
- There was no significant difference in perceptions of managerial support between entirely remote, hybrid, or entirely office-based workers, no gender difference, and no relationship with age.
- Sensing respondents felt more supported by their manager. This difference was largest for entirely non-remote workers and smallest (and non-significant) for entirely remote workers.
- There were also whole type differences. Respondents with ENFJ preferences felt the most supported by their manager, followed by ISFJ, ESFP and ISFP. Those with INTP and INFP preferences felt the least supported.

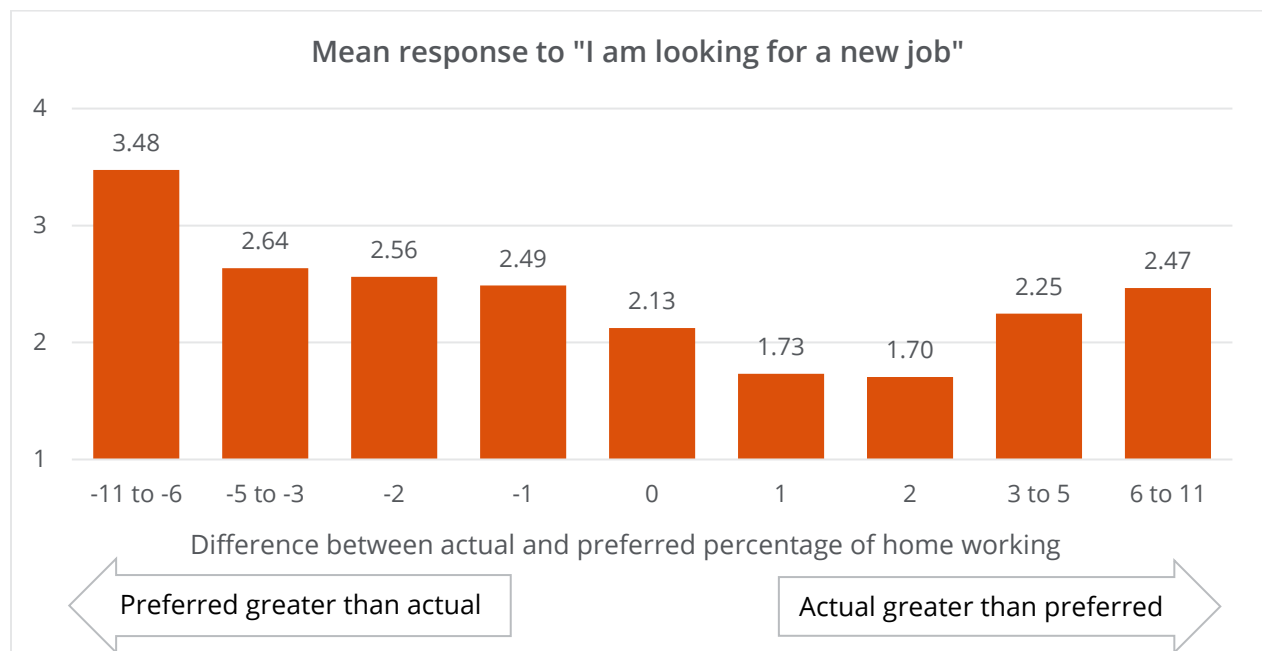
## Predicting intention to leave and office/home preferences

### Overview

The survey included specific questions relating to factors likely to be of interest to organizations, including the likelihood of an employee looking for a new job and desire to work from home or work in the office. This section of the report looks at what correlates with and might predict each of these.

### Looking for a new job

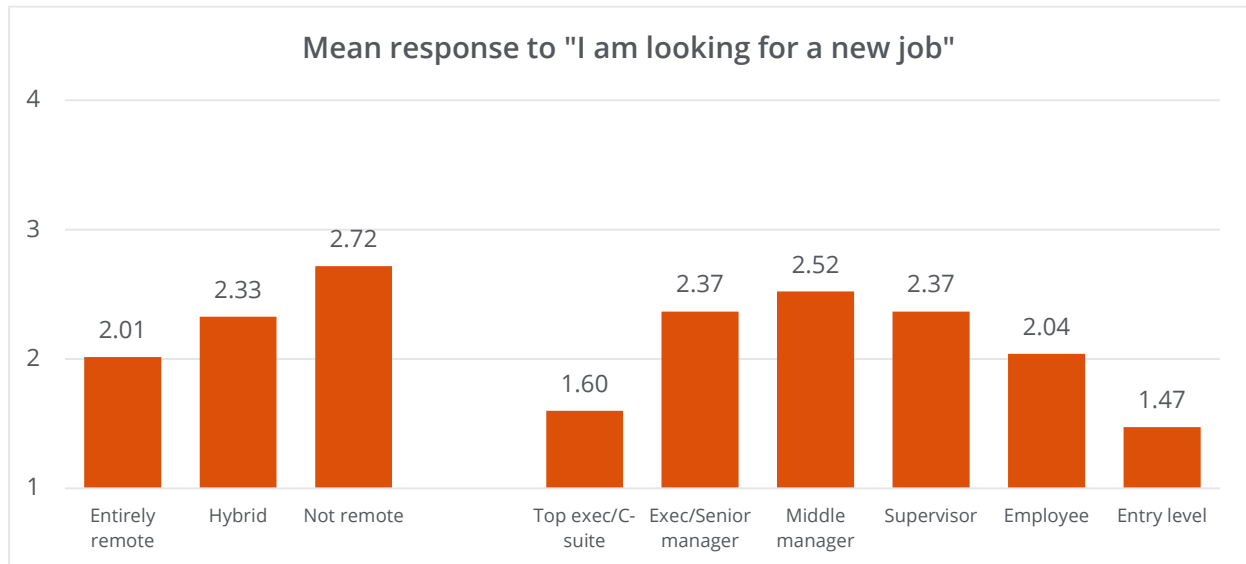
For employers, knowing when an individual might be looking for a new job is clearly useful. One clear correlation was the difference between a respondent's actual percentage of remote working and their preferred amount of remote working. The least likely individuals to be looking for a new job were those who were working remotely *a little more* than their expressed preference. Those who were working remotely *much less* than their preferred level were much more likely to say that they were looking for a new job.



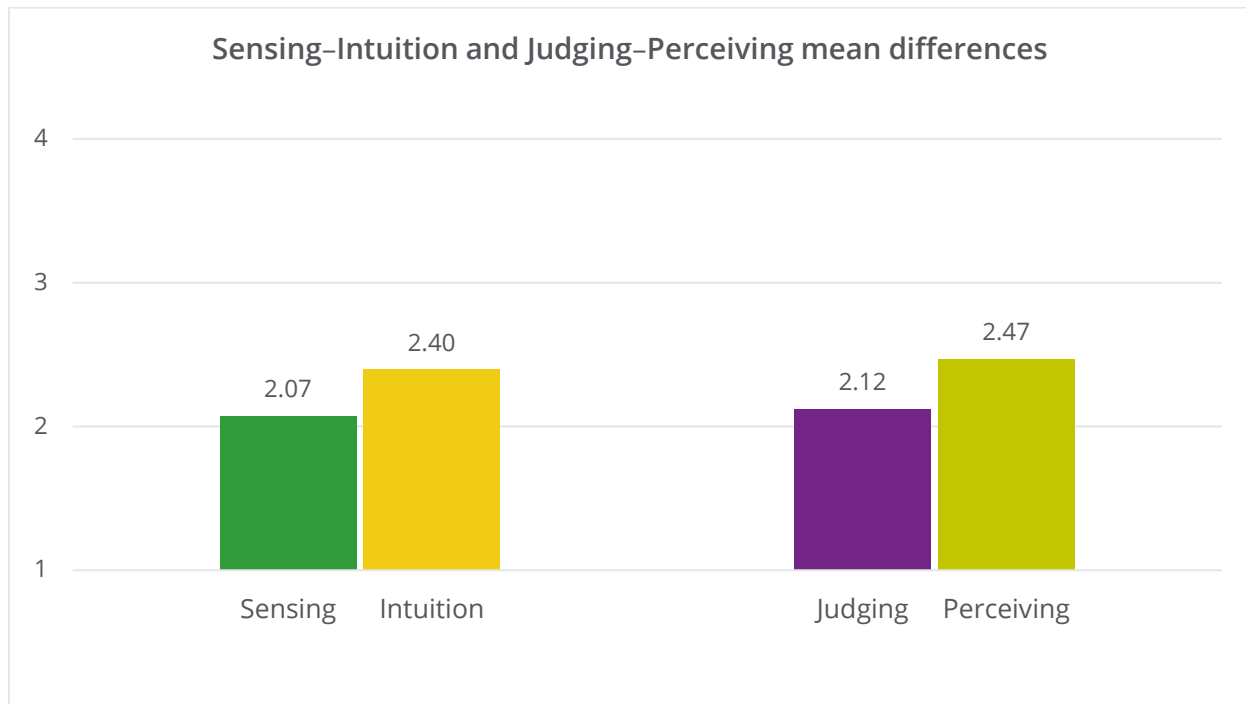
(Note: both actual and preferred percentage of remote working were scored on a scale where 1 = 0%, 2 = 1 to 10%, 3 = 11 to 20% and so on up to 11 = 91 to 99% and 12 = 100%. So, a score of -11 represents someone whose preference was 100% remote but who actually worked remotely none of the time, whereas a score of +11 represents someone whose preference was 0% remote but who actually worked remotely all of the time.)

This difference was even more pronounced for entirely office-based workers, with a mean value of 3.58 for the -11 to -6 category and of 2.86 for the -5 to -3 category. 84% of those who never worked remotely would prefer to do so at least some of the time.

Entirely non-remote workers and middle managers were the most likely groups to be looking for a new job.



Respondents with personality preferences for Intuition and/or Perceiving were more likely to be looking for a new job than those with Sensing and/or Judging preferences.



Several other factors showed a linear relationship with the question, "I am looking for a new job." The following table below shows significant correlations between answers to this question and other factors for the whole group. It also shows the correlations separately for entirely office-based, hybrid, and entirely remote workers.

Item	Whole group	Entirely office based	Hybrid	Entirely remote
Absolute difference between actual and preferred level of remote working	.233**	.515**	.153*	.170*
I really enjoy my job	-.553**	-.574**	-.504**	-.658**
My organization values my contribution	-.454**	(NS)	-.470**	-.462**
Managerial support	-.440**	-.394**	-.431**	-.468**
I feel accepted and included by my co-workers	-.369**	-.506**	-.323**	-.396**
My organization has been very supportive during the COVID pandemic	-.339**	-.377**	-.309**	-.335**
I find my work stressful	.217**	.577**	.207**	(NS)
I usually find video meetings boring, difficult, or frustrating	.194**	(NS)	.201**	.203*
Being in this workplace has adversely affected my well-being	-	.804**	.398**	-
I feel I am forced to socialize with my co-workers	-	.505**	.208**	-
In my workplace, I find it difficult to concentrate on work	-	.368**	.264**	-
Satisfaction with office or other workplace environment	-	-.774**	-.332**	-
Office has separate individual and group working spaces	-	-.493**	(NS)	-
Office has multipurpose, social spaces	-	-.401**	(NS)	-
Feels safe in the workplace	-	-.699**	-.268**	-
Percentage of time would like to work remotely	-	.515**	(NS)	-.170*
I wish I could work from home	-	.495**	-	-
My physical health has suffered because of working from home	-	-	.141*	.398**
I believe that working remotely has adversely affected my well-being	-	-	(NS)	.298**
I enjoy working from home	-	-	(NS)	-.237**
At home, I find it difficult to concentrate on work	-	-	(NS)	.205*
My organization has provided me with everything I need to work from home	-	-	-.214**	-.217**
I have all the equipment and technology I need to work from home	-	-	-.179**	-.169*

These results suggest that if an organization mandates that all employees return to the office, this could result in the loss of valuable employees. This has previously been suggested by others (Corbett, 2021). Entirely office-based workers were more likely to be looking for a new job than hybrid or remote workers. Those individuals who were working in the office much more than their

ideal were especially likely to be looking for a new job and were *much* more likely to be doing so than those who were working in the office at or a little less than their ideal. Working in the office when you would prefer to work remotely appears to be more predictive of looking for a new job than working remotely when you would prefer to be working in the office.

It is no surprise that enjoying your job and feeling valued, accepted, and included makes it less likely that people would be looking for a new job. However, the results also show that having a supportive manager makes a real difference. Looking at the individual actions that a manager can carry out, “regularly checks my well-being” shows the strongest relationship. Employees who feel that their managers do this are less likely to be thinking of leaving.

Entirely office-based workers are the most likely to want to leave their job. For many of these individuals, allowing them to work in a hybrid way would be one way to avoid this happening. However, where this is not possible or desired, the results show that there are some other actions available to organizations. Having a manager who regularly checks on their well-being and who is seen to care about them as a person is particularly important for office-based workers and may help counteract the perception that “being in this workplace has adversely affected my well-being”, which has a particularly high correlation with looking for a new job. Finding out if they feel safe in the workplace (and if not, why not) and improving the workplace environment will also be important. Here, providing separate individual and group working spaces and multipurpose, social spaces will help. Respecting boundaries, and not forcing everyone to socialize with their co-workers, will be especially useful for those with an Introversion preference.

### Desire to work at home or work in the office

All survey respondents were asked what their preferred level of time working remotely was. In addition, hybrid workers were asked two questions about their preferences:

- I would like to work from home more often.
- I would like to work in the office (or other non-home workplace) more often.

Entirely non-remote workers were asked about their agreement with:

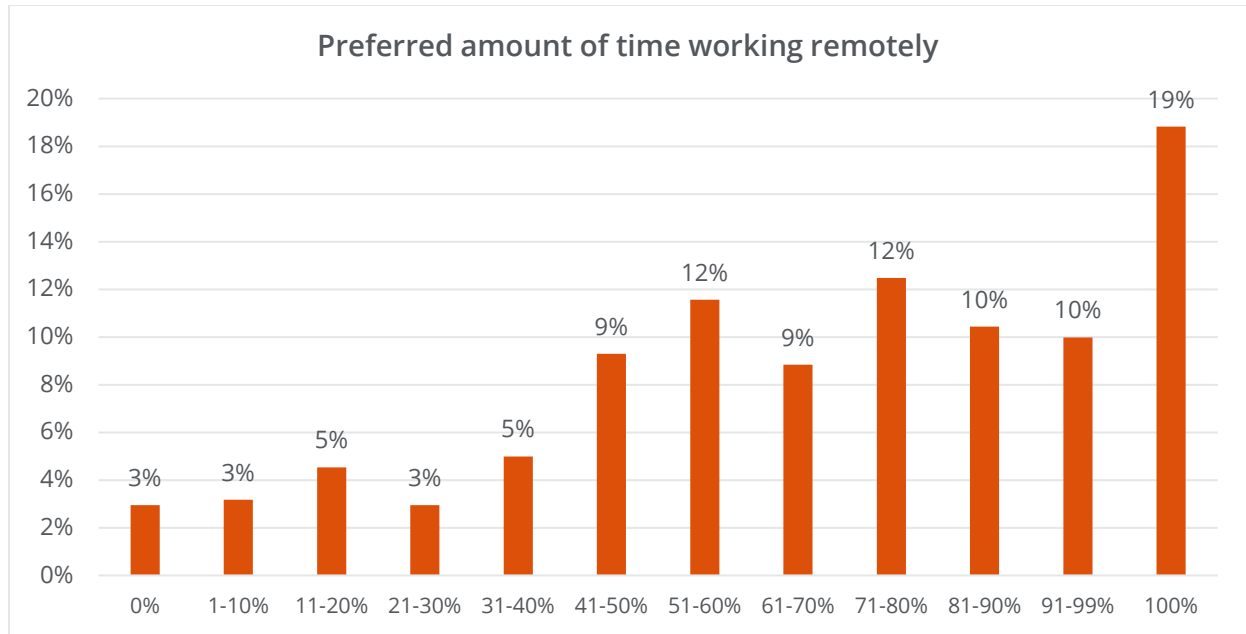
- I wish I did not have to work from home.

Entirely remote workers were asked about their agreement with:

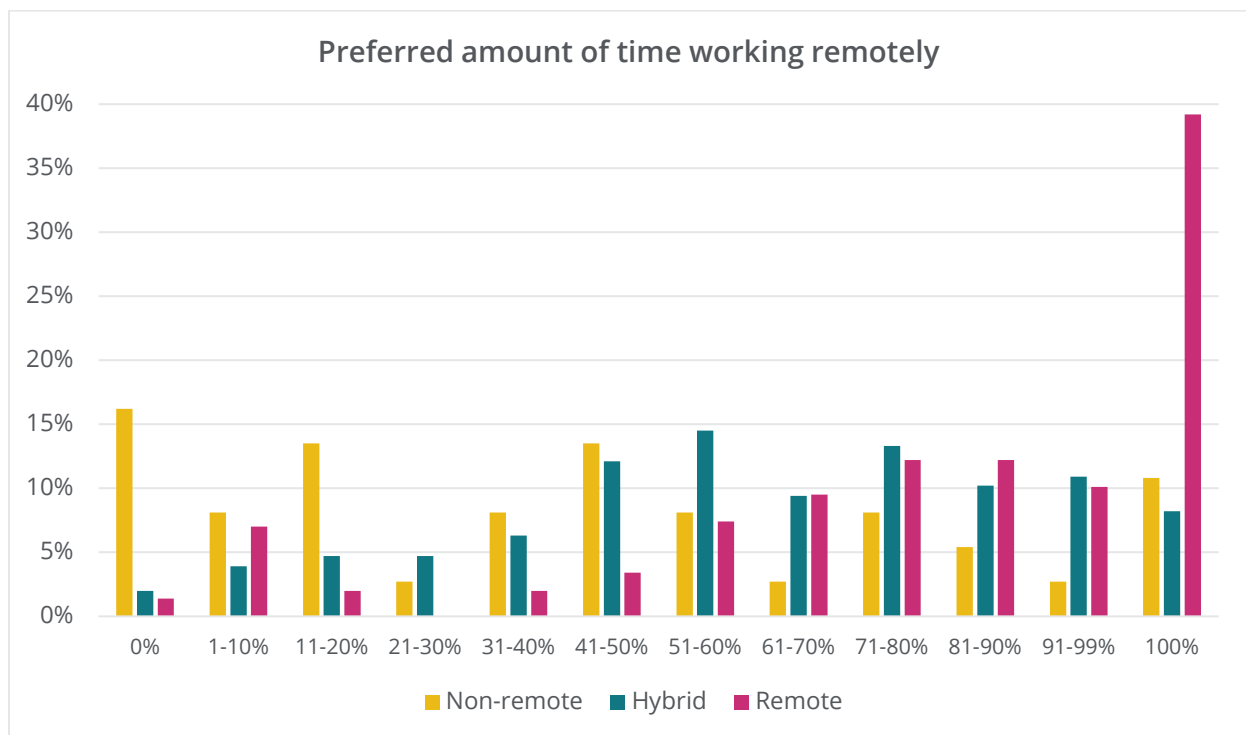
- I wish I could work from home.

The results showed that some form of hybrid working was preferred by the majority of respondents, and that this applied even to those who currently worked entirely remotely or entirely non-remotely.



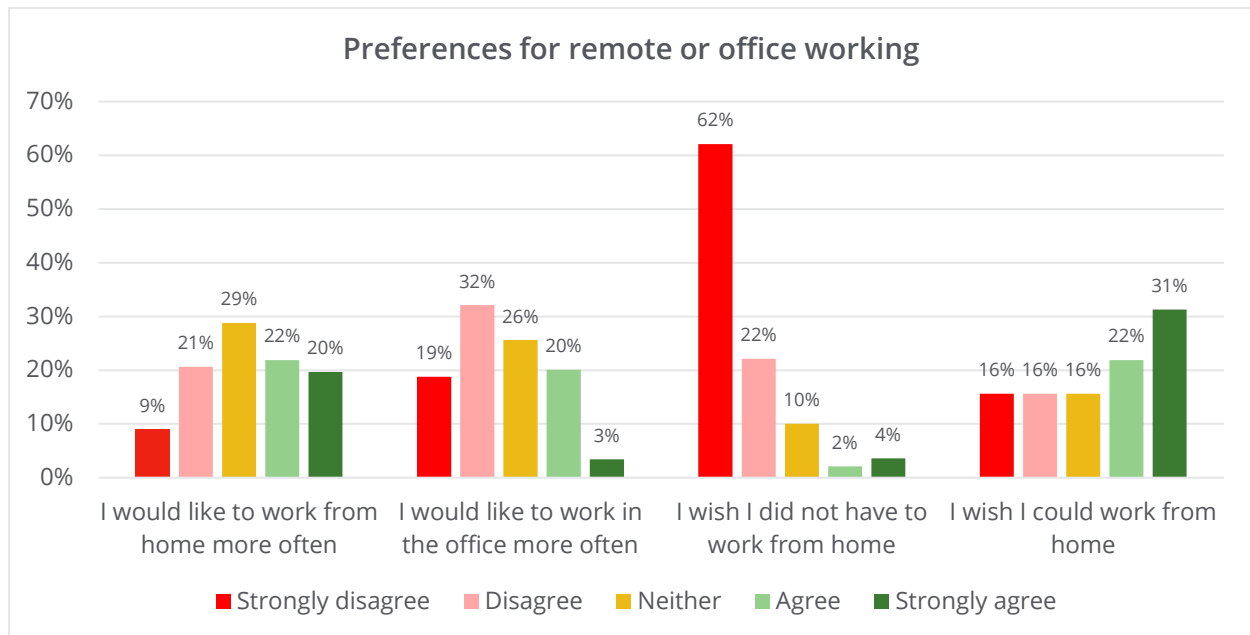


Only 3% of the group said that their preference was to work in the office all the time, and 19% said that their preference was to work remotely all the time. Just over half, 53%, prefer working remotely between half and 99% (but not all) the time. Even amongst those who are office-based, only 16% state their preference as working in the office all the time. 46% would like to work remotely for up to half the time, and 38% for more than half the time.

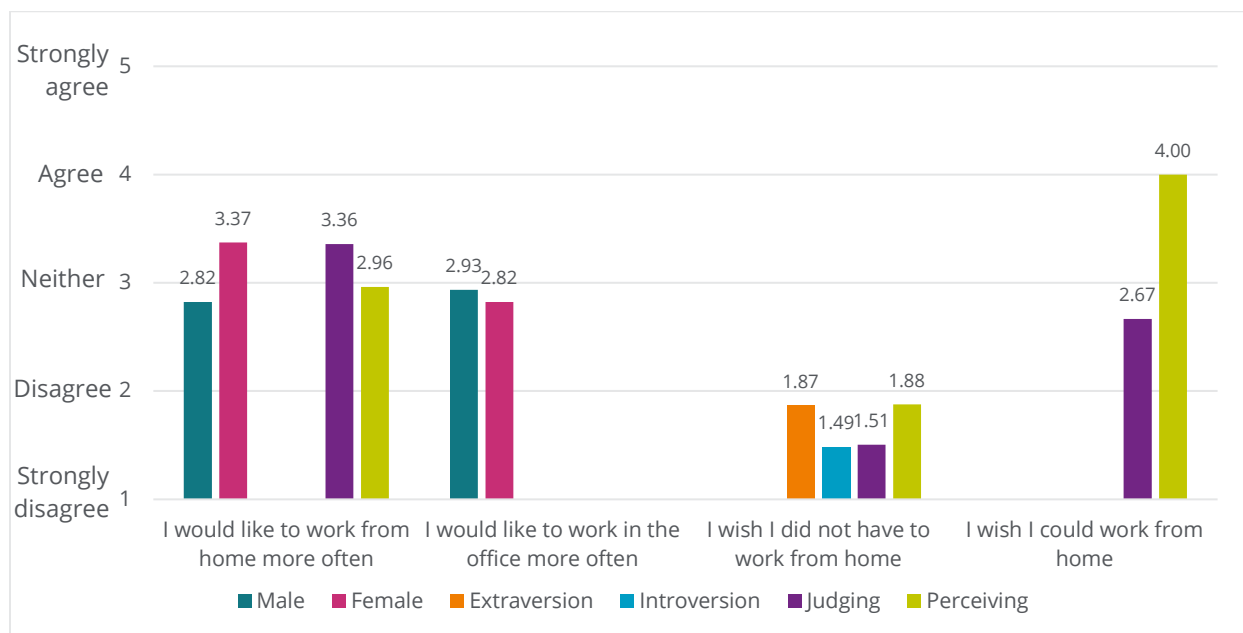


Responses to individual questions tell a similar story. Amongst hybrid workers, 42% agreed or strongly agreed that they would like to work from home more often and only 23% that they would like to work in the office more often. Amongst entirely remote workers, only 6% agreed or strongly

agreed that they wished they did not have to work from home, indeed 62% strongly *disagreed*. Amongst entirely office-based, non-remote workers, over half, 53%, agreed or strongly agreed that they wished they could work from home.



There were several differences by gender and personality type.



- Amongst hybrid workers, women were more likely than men to agree that they would like to work from home more often, men that they would like to work in the office more often. Those with a Judging preference were more likely to agree that they would like to work from home more often.

- Amongst remote workers, respondents with Extraverted and Perceiving preferences were more likely to say that they wished they did not have to work from home. Overall, however, all groups tended to disagree with this statement.
- Amongst office-based workers, those with a Perceiving preference were much more likely to agree that they wished they could work from home.

Several other factors showed a linear relationship with these questions.

Item	I would like to work from home more often	I would like to work in the office more often	I wish I did not have to work from home	I wish I could work from home
I am looking for a new job	.136*	(NS)	.260**	.495**
I don't like to sit still at my desk or work area for long	(NS)	.182**	.314**	(NS)
I feel accepted and included by my co-workers	(NS)	(NS)	-.229**	(NS)
I really enjoy my job	(NS)	(NS)	-.210*	-.449**
I appreciate the peace and quiet of working from home	.536**	-.463**	-.375**	-
I believe that working remotely has adversely affected my well-being	-.377**	.491**	.486**	-
I enjoy working from home	.578**	-.549**	-.665**	-
My home working environment is too busy or noisy	-.208**	.304**	.443**	-
My physical health has suffered because of working from home	-.317**	.295**	.508**	-
The other adults or children I live with make working from home difficult	-.184**	.271**	.410**	-
Working from home has given me the space and time to reflect and take stock	.407**	-.341**	-.389**	-
Being in this workplace has adversely affected my well-being	.392**	-.356**	-	.546**
I enjoy working somewhere where there are lots of people	-.333**	.430**	-	(NS)
I feel I am forced to socialize with my co-workers	.357**	-.303**	-	.476**
I worry about catching COVID from people I meet at work	.307**	-.200**	-	.367**
In my workplace, I find it difficult to concentrate on work	.393**	-.306**	-	(NS)
My working environment is too busy or noisy	.357**	-.253**	-	.411**
Satisfaction with workplace environment	-.226**	(NS)	-	-.489**
Feeling safe in the workplace	-.253**	.197**	-	-.467**

The following table shows the correlation of the size of the mismatch between preferred and actual amount of home working with a range of other factors. In general, the greater the mismatch, the more negative the answers to other questions in the survey.

Item	Whole group	Entirely office based	Hybrid	Entirely remote
I am looking for a new job	(NS)	.515**	.153*	-.170*
I don't like to sit still at my desk or work area for long	(NS)	(NS)	(NS)	-.364**
I feel accepted and included by my co-workers	(NS)	-.373**	-.152*	.191*
I find my work stressful	(NS)	.386*	(NS)	(NS)
I really enjoy my job	(NS)	-.411**	(NS)	(NS)
At home, I find it difficult to concentrate on work	-.512**	-	-.465**	-.464**
I appreciate the peace and quiet of working from home	.461**	-	.472**	.448**
I believe that working remotely has adversely affected my well-being	-.374**	-	-.343**	-.433**
I enjoy working from home	.605**	-	.543**	.689**
I keep my home working area tidy and organized	.233**	-	.283**	(NS)
I miss having people around me	-.427**	-	-.345**	-.603**
In the long term, the layout or ergonomics of my home working setup will give me problems	-.335**	-	-.287**	-.326**
Internet connectivity or other IT problems make working from home difficult	-.229**	-	-.258**	(NS)
My home working environment is too busy or noisy	-.336**	-	-.358**	-.253**
My physical health has suffered because of working from home	-.242**	-	-.163**	-.429**
The other adults or children I work with make working from home difficult	-.279**	-	-.291**	.214*
Working from home has given me the space and time to reflect and take stock	.387**	-	.409**	.374**
Bought equipment to assist in home working	-.190**	-	-.244**	(NS)
I enjoy having the flexibility to work when I want when working from home	.272**	-	.272**	-

(Continued on next page)

Item	Whole group	Entirely office based	Hybrid	Entirely remote
Being in this workplace has adversely affected my well-being	.313**	.468**	.317**	-
I enjoy working somewhere where there are lots of people	-.280**	-.371*	-.294**	-
I feel that I am forced to socialize with my co-workers	.306**	.559**	.273**	-
I worry about catching COVID from people I meet at work	.315**	.536**	.279**	-
In my workplace, I find it difficult to concentrate on work	.387**	(NS)	.408**	-
It is important to me that there is a quiet area in the office	.214**	(NS)	.197**	-
My working environment is too busy or noisy	.284**	.434**	.261**	-
Satisfaction with workplace environment	-.211**	-.454**	-.220**	-
Feeling safe in the workplace	-.211**	-.508**	-.200**	-
Office has separate individual and group working spaces	(NS)	-.254*	(NS)	-
Office has private pods or booths	(NS)	-.361*	(NS)	-
Office has traditional meeting rooms	(NS)	-.437*	(NS)	-
My manager cares about me as a person	(NS)	-.601**	(NS)	(NS)

The results showed an overall preference for some degree of hybrid working amongst all groups (entirely office-based, hybrid, or entirely remote). There was a particularly large mismatch in working practices for those who were entirely office based. Even though this group never worked remotely, 84% of them would prefer to do so at least some of the time and 53% agreed or strongly agreed that they wished they could work from home. Office-based workers with a Perceiving preference were especially likely to wish they could work from home.

For all groups, a mismatch between preferred and actual amount of home working was associated with a range of negative responses. This was especially the case for entirely office-based workers, where the greater the mismatch, and the greater the desire to work from home, the more likely they were to be looking for a new job. The results suggest that to retain staff, and help them to feel more positive about work, it would be advantageous where possible to allow them some degree of remote working.

# Conclusions and recommendations

## Conclusions

### Views about work and organization

In general, survey respondents were positive about their job, their work, and their organization. For example, 82% agreed or strongly agreed that their organization had been supportive during COVID, and 80% that they felt accepted and included by their co-workers. However, 75% agreed or strongly agreed that their job *could be* stressful, 39% that they *did* find their work stressful, and more than a quarter, 27%, that they usually found video meetings boring, difficult, or frustrating.

Most remote or hybrid workers were positive about remote working. 81% were satisfied or very satisfied with their remote working environment, 84% agreed or strongly agreed that they enjoyed working from home, 81% that they appreciated the peace and quiet of working from home, and 81% that they had all the equipment and technology they needed to work from home. However, just over half (51%) agreed or strongly agreed that they missed having people around them, 36% that they found it difficult to make themselves heard when they joined a meeting by video and others were already in the room, and a minority that working from home had adversely affected their well-being (16%) or physical health (15%).

Responses in 2022 to questions about remote working tended to be slightly more positive than answers to similar questions asked in 2020, especially in terms of not finding it difficult to concentrate on work or wishing that one did not have to work from home. In general, however, the differences were small.

Responses about non-remote, office-based working were generally positive, though slightly less so than those around remote working. For example, 71% were satisfied or very satisfied with their home working environment. A minority (18%) felt that the workplace had adversely affected their well-being, and 40% were worried about catching COVID from people they met at work. Over half (53%) of those who were entirely office-based agreed or strongly agreed that they wished they could work from home.

### The home working environment

48% of all hybrid and remote workers had their own dedicated workspace, with others variously working in a shared space, a quiet space, their bedroom, or the kitchen. 80% had their own dedicated desk or table at home.

59% had taken equipment or furniture from work to assist in home working. Two-thirds of these took a laptop or other computer, and just under half one or more monitors or additional screens. Rather more, 67%, had bought equipment or furniture to assist in home working. Just over half of these had bought a desk or table, and just under half, a chair.

When asked, “what one change would make the biggest improvement to your home working environment”, the most frequent suggestion was having a private or dedicated office or workspace, mentioned by a quarter of the group, and by 93% of those who did not already have their own dedicated office or workroom. In general, most comments reflected physical aspects of the home workspace. Nine percent of the group said that nothing needed to change.

When asked for the best thing about working from home, not having to commute, with the associated savings in time and expenses, was the most mentioned advantage. This was followed by having flexibility and freedom. In terms of the worst thing about working from home, then by far the most common theme was around being isolated and having little or no contact, especially face to face contact, with one's co-workers.

6% of the group said that there was nothing bad about working from home, no 'worst'. In contrast, just one single individual, less than a third of a percent, said that there was nothing good about working from home. Overall, respondents were more positive than negative about home working.

Several factors related to higher well-being, greater positivity, and lower stress amongst remote workers. Some, such as a preference for or just enjoying home working, or having fewer children, pets, or other adults around, are likely to be outside of the control of employers. However, others may not be. These include providing employees with everything they need to work from home, including technology, chairs, and other equipment, and both reducing the number of video meetings and improving the quality of those that do take place.

## The workplace environment

Most hybrid or entirely non-remote respondents worked in an office, rather than a factory, warehouse, workshop, customer-facing, or other workplace environment. 46% worked in an open-plan setting, though this was only the preferred environment for 26% of the group. In contrast, 30% had a private office and this was the preference of 32% of the group; 24% would rather work from home than in the office or another workplace. Respondents working in fully open-plan offices were the least likely to say they really enjoyed their job, those in private offices the most. The latter were also the most satisfied with their working environment.

Overall, 71% were satisfied or very satisfied with their office or other workplace environment. This is a little lower than the percentage of those satisfied or very satisfied with their home working environment (81%). Amongst hybrid workers, there was a slightly higher level of satisfaction with the remote rather than the workplace environment. Those who were more positive about their office environment were more positive about work, especially in terms of not looking for a new job, and less stressed.

When asked, "What one change would make the biggest improvement to your office or other working environment?", the most common theme concerned having greater privacy and doing away with open-plan layouts. 12% wanted the workplace to be quieter and/or less noisy but 9% felt the workplace was too quiet and wanted more people around. 5% of the group said that nothing needed to change.

Survey respondents were asked whether their workplace provided each of several specific types of room or workspace. 83% had access to traditional meeting rooms, 68% to separate individual and group working spaces, 44% to multipurpose, social spaces, 43% to lounges, chill-out or rest rooms, and just 29% to private pods or booths. As the most common change suggested by respondents was for greater privacy, this may be something that organizations could consider changing. The presence or absence both of separate individual and group working spaces, and of multipurpose, social spaces, made a difference to how positive individuals felt about their work, including the likelihood of looking for a new job and satisfaction with their working environment.

Almost all respondents felt safe in the workplace. 5% said they felt unsafe and 1% that they felt very unsafe. Those who felt less safe were less positive about work in general, were more likely to be looking for a new job and were more stressed. They were more likely to think their well-being was affected, to feel they were forced to socialize, to worry about catching COVID, to find it difficult to concentrate, to consider their working environment too busy, and to wish they could work from home.

When asked about the best thing about not working from home, then being able to socialize, talk with, or be around co-workers and others was the most common response. This was seen as the best thing by 58% of the group. 4% said that there was nothing good, no best thing, about not working from home. Commuting and its consequences formed the most common theme around the worst thing, mentioned by 43% of the group.

Several factors related to higher well-being, greater positivity, and lower stress amongst non-remote workers and hybrid workers when in the office. These included enjoying one's job, feeling that your organization had been supportive during COVID, feeling accepted and included by co-workers, and feeling that the organization values your contribution. As mentioned above, respondents in fully open-plan offices were the least likely to say they really enjoyed their job, those in private offices the most, and the presence or absence of separate individual and group working spaces, and of multipurpose, social spaces, both made a difference to how positive individuals felt about their work.

### Issues specific to hybrid workers

42% of hybrid workers would like to work from home more often, but only 23% would like to work in the office more often. Not surprisingly, the former tended to want to work remotely a great deal of the time or always, the latter to want to work remotely infrequently or never.

Just over half of hybrid workers had not been given any specific targets for how often they worked in the office (or other formal workspace) by their organization. There was an even spread in terms of how many days they typically actually worked in the office.

Several factors related to and can predict how many days a hybrid worker will spend in the office. These included underlying preferences for working remotely as well as the rules their organization had set in place, amount of noise and distraction in both home and office, internet connectivity at home, and the presence of private pods or booths, lounges, chill-out or rest rooms and traditional meeting rooms in the office. In addition, those with a personality preference for Sensing spent on average more days in the office than those with an Intuition preference.

### Managerial support

Overall, most respondents felt that their manager was supportive. Those who felt the most supported by their manager felt more positive about their work and their organization and were less stressed.

Hybrid and entirely remote workers felt more supported by their manager if they had been provided with the equipment they need to work from home. Those who felt more supported also expressed



greater satisfaction with their home or remote working environment and were less likely to say that their physical health had suffered because of working from home.

Hybrid and entirely office-based workers who felt more supported expressed greater satisfaction with their office environment and tended to feel safer in the workplace. They also generally enjoyed working somewhere where there were lots of people. They were less likely to agree that their working environment was too busy or noisy, that they found it difficult to concentrate on work, that they felt they were forced to socialize with their co-workers, or that being in that workplace had adversely affected their well-being.

## Intention to leave

One of the strongest predictors of whether an individual was intending to leave their job was the extent of the mismatch between their preference for remote working and what their current job demands them to do. Those who were working remotely much more than their preference were somewhat more likely say they were looking for a new job, but those working remotely less than their preference were much more likely to say this. Entirely office-based workers were more likely to be looking for a new job than hybrid or remote workers.

Other groups who were more likely to be thinking of leaving included middle managers, individuals with an Intuition and/or Perceiving preference, and those who were less positive about their job, more stressed, less happy with their office and/or home environment, who felt less safe at work and less supported by their manager, and who believed that their job was affecting their well-being.

## Remote, hybrid, or office-based working

The research included respondents with a wide range of working patterns, from 0% remote working (entirely office-based) to 100% remote working. However, just over half (58%) of the sample sat between these two extremes and were hybrid workers to at least some degree. Over three-quarters (78%) wanted to work in this hybrid way, which is less than the actuality. This mismatch was most acute for entirely office-based workers. Though they never worked remotely, 84% of this group would prefer to do so at least some of the time.

The data suggest that a mismatch between actual percentage of remote working time and preferred percentage may have consequences. The greater the mismatch, the more likely respondents were to say they were looking for a new job, and the less likely they were to see their organization as supportive during COVID, to feel accepted and included by their co-workers and that their organization valued their contribution, and to say they really enjoyed their job. Not surprisingly, entirely remote workers whose ideal was not 100% remote were likely to agree with “I wish I did not have to work from home”, and entirely non-remote workers to say “I wish I could work from home”. The negative effects of this mismatch were especially pronounced for entirely-office based workers who wished they could work from home.

The results also show that on average, entirely office-based workers were less positive about their job and their organization, and more likely to be intending to leave, than hybrid workers or entirely remote workers. Taken together, these findings suggest that where possible, it would be advantageous for organizations to allow at least some home-based work if they wish to retain staff and keep them motivated.

By the nature of their role, hybrid workers will spend some time in the office or other workplace. They were more likely than entirely office-based, non-remote workers to agree or strongly agree that they found it difficult to concentrate on work when in their workplace. Hybrid workers were, on average, more satisfied with their workplace environment and felt safer in the workplace. This may of course be because they tend to spend less time there.

There was no significant difference in perceptions of managerial support between entirely remote, hybrid, or entirely remote workers.

## Other work-related differences

Entry-level employees tended to spend less time working remotely and had the lowest preference for doing so. Middle managers were the least positive about their work and their organization, and the most likely to be looking for a new job. Those in non-management roles were the least likely to say their job could be stressful.

Individuals in office and administrative support roles on average tended to spend the least time working remotely, those in business and financial roles the most. Remote and hybrid workers in healthcare roles were, on average, the least likely to say that they keep their home working area tidy and organized and were the least likely to have all the equipment and technology they needed to work from home. They were the most likely to have bought equipment to assist in home working.

Amongst remote and hybrid workers, those working 10 hours or less per week were, unsurprisingly, less likely to mention long hours and working too hard as the worst thing about working from home compared with other groups.

People in smaller organizations were more likely to say that they really enjoyed their job. Work-related stress peaked in organizations with 11–20 or more than 1,000 people. Those in organizations containing 10 people or fewer were less likely to expect their organizations to provide them with all the IT equipment they need to work from home, and less likely to have had this provided.

## Demographic differences

Women showed a slightly higher preference for remote working than men and saw remote working more positively. They were somewhat more likely to say they enjoyed working from home and were less likely to say that their home working environment was too busy or noisy, or that they found it difficult to concentrate on work at home. 7% of women said that there was nothing bad, no 'worst', about working from home, but only 2% of men said this. Amongst hybrid workers, women were more likely than men to say they wanted to work from home more often. Women were also significantly more likely than men to say that their office provided separate individual and group working spaces—74% of women compared with 56% of men.

Older respondents tended to spend a greater proportion of time working remotely, and on average saw their home working environment more positively. They were, however, more likely to find it difficult to make themselves heard if they joined a meeting by video. Younger people were more likely to say that they were looking for a new job, and that they did not like to sit still at their desk or work area for long. Older people were more likely to say that they really enjoyed their job.

Amongst office workers, those whose offices featured private pods or booths were on average five years younger than those whose offices did not (43 years compared with 48 years).

## Personality differences

### Extraversion–Introversion

Both those with an Extraversion preference and those with an Introversion preference tended to agree that their organization had been very supportive during the COVID pandemic and that they really enjoyed their job, but Extraverts did so more emphatically. They were also more likely to agree that they didn't like to sit still at their desk for long. Introverts, on average, neither agreed nor disagreed that they found video meetings boring, difficult, or frustrating. Extraverts tended to disagree.

Amongst remote and hybrid workers, Extraverts and Introverts both agreed that they enjoyed working from home and appreciated the peace and quiet of doing so, but Introverts agreed more emphatically. Similarly, both groups disagreed with the statement “I wish I did not have to work from home”, but Introverts disagreed more emphatically. Extraverts agreed that they missed having people around them, Introverts on average neither agreed nor disagreed. 75% of those with an Extraversion preference had bought equipment to assist in home working, but only 63% of those with an Introversion preference had done so.

In the office, Extraverts tended to disagree that they kept their work area tidy and organized, or that it annoyed them when people had messy, cluttered desks, or that it was important that there is a quiet area in the office, or that they were worried about catching COVID from people they met at work. Introverts were more ambivalent, tending to neither agree nor disagree. Extraverts were, however, much more likely than Introverts to say that they enjoyed working somewhere where there are lots of people. Amongst hybrid workers, both Extraverts and Introverts agreed that they would like to work from home more often, but Introverts did so more emphatically. On average, exclusively office-based Introverts neither agreed nor disagreed with “I wish I could work from home”. Extraverts tended to disagree.

There were two E-I differences in what was seen as the best thing about working in the office. 77% of Extraverts mentioned being able to talk, socialize, and be around co-workers or others, but only 45% of Introverts said this. 14% of Introverts mentioned keeping a separation between work and home, but only 5% of Extraverts did.

### Sensing–Intuition

While people of all type preferences were largely positive about their job and their organization, those with an Intuition preference were less positive than those with a Sensing preference and were more likely to be looking for a new job. On closer investigation, much of this difference comes from entirely non-remote, office-based workers. Intuition respondents in this environment were significantly less positive than those in hybrid or entirely remote roles. It is also notable that hybrid workers with a Sensing preference spent, on average, more time working in the office than those with an Intuition preference. This suggests that Sensing types may be a little more orientated to office working than Intuition types. Sensing respondents also felt more supported by their manager.

This difference was largest for entirely non-remote workers and smallest (and non-significant) for entirely remote workers.

Amongst hybrid and remote workers, those with a Sensing preference were more likely to agree that they kept their home working area tidy and organized. Those with an Intuition preference were more likely to say that internet connectivity or other IT problems make working from home difficult. Amongst entirely remote workers only, Intuition types were likely to be more stressed.

In the office, there were a small number of Sensing--Intuition differences. Respondents with a Sensing preference were more likely than those with an Intuition preference to agree that it really annoyed them when people had messy, cluttered desks. Those with an Intuition preference were more likely than those with a Sensing preference to mention getting out of the house or a change of scene as the best thing about not working from home (13% compared with 4%) and a lack of flexibility as the worst thing (14% compared with 5%).

### Thinking--Feeling

Amongst hybrid and remote workers, those with a Feeling preference were more likely than those with a Thinking preference to say that they were dissatisfied or very dissatisfied with their home working environment, and less likely to say they were very satisfied. This may be because respondents with a Thinking preference were more likely than those with a Feeling preference to have a dedicated home office or workroom.

In the office, respondents with a Thinking preference were more likely than those with a Feeling preference to agree that they kept their work area tidy and organized, and that it really annoyed them when people have messy, cluttered desks.

### Judging--Perceiving

Though both groups on average disagreed with the idea that they were looking for a new job, those with a Perceiving preference were a little more likely to be doing so than those with a Judging preference.

Respondents with a Judging preference were more likely to agree that they kept their home working area tidy and organized.

There were several type differences around working in the office. Those with a Judging preference were more likely to be annoyed when people had messy, cluttered desks, to think it important that there was a quiet area in the office, and to keep their work area tidy and organized. Amongst entirely office-based workers, Perceiving types were more likely to say they didn't like to sit still at their desk or work area for long.

Amongst hybrid workers, those with a Judging preference were more likely to say that they would like to work from home more often, but amongst entirely office-based workers, Perceiving individuals were more likely to say that they wished they could work from home.

9% of those with a Perceiving preference said there was nothing good, no 'best', about working in the office, compared with 2% of those with a Judging preference. 22% of the latter group said that distractions and interruptions were the worst aspect, compared with just 9% of those with a Perceiving preference.

## Whole type

There was a whole-type difference on one question, “I feel accepted and included by my co-workers.” Those with ESFP preferences felt the most accepted, those with ENTJs or INTP preferences the least.

There were also whole type differences in perceptions of managerial support. Respondents with ENFJ preferences felt the most supported by their manager, followed by ISFJ, ESFP, and ISFP. Those with INTP and INFP preferences felt the least supported.

There were several whole-type effects relating to aspects of working in the office:

Question	Types most in agreement	Types least in agreement
I keep my work area tidy and organized	ESTJ, ESFJ, ENFJ	ESTP, ENFP
It is important to me that there is a quiet area in the office	INTJ, INFP, ISFJ	ISFP, ESFP, ESTP
It annoys me when people have messy, cluttered desks	ISTJ, ESFJ, ESTJ	ENFP, ESTP, ESFP
I enjoy working somewhere where there are lots of people	ESFP, ESTJ	INTP, INFP
My working environment is too busy or noisy	ISTP, ISFJ, ISFP	ENFP, ESFP, ESTP
I feel I am forced to socialize with my co-workers	ISFP, INTP, INFP	ESFP, ESTJ

## Recommendations

- Organizations and individual managers should be wary of enforcing blanket back-to-work policies unless there is a very good reason to do so. The results suggest that if an organization mandates that all employees return to the office, this could result in the loss of valuable employees:
  - In general, survey respondents were less positive about non-remote, office-based working than they were about hybrid and remote or home working. This was especially the case for those with an Intuition personality preference.
  - 84% of those who were entirely office-based would like to work from home at least some of the time, and over half agreed or strongly agreed that they wished they could work from home.
  - Entirely office-based workers were more likely to be looking for a new job than hybrid or remote workers.
  - Amongst hybrid workers, 42% would like to work from home more often, but only 23% would like to work in the office more often.
  - Respondents where there was a mismatch between their ideal preference for the proportion of time they worked in the office and the reality of their working pattern were more likely to say they were looking for a new job. They were also less likely to see their organization as having been supportive during COVID, to feel accepted and included by their co-workers, to say that that their organization valued their contribution, or that they really enjoyed their job.

- Our results show that middle management were the least positive about their work and their organization, and the most likely to be looking for a new job. Organizations seeking to retain staff should not neglect this group.
- In many cases, setup and etiquette around video meetings could be improved. 27% of respondents agreed or strongly agreed that they found video meetings boring, difficult, or frustrating. Amongst Introverts, this rose to 31%. Amongst Introverts who were entirely office-based, it rose to 57%. Those who agreed with this statement also reported being less positive about their work, more stressed, and enjoying their job less. The results suggest that video etiquette is a particular issue when some participants are joining remotely, and others are physically present. 35% agreed or strongly agreed that if they joined by video but others were physically in the room, they found it difficult to make themselves heard.
- Most respondents were very positive about remote working, though just over half agreed or strongly agreed that they missed having people around them, and just under half that having little or no contact with co-workers was the worst thing about working from home. Organizations and managers should take steps to ensure that individuals do not feel isolated, and not assume that only Extraverts would appreciate this. While 56% of Extraverts mentioned being isolated, so did 41% of Introverts.
- To enhance well-being amongst remote workers, employers may consider providing employees with everything they need to work from home, including technology, chairs, and other equipment, and both reducing the number of video meetings and improving the quality of those that do take place.
- Where possible, organizations may wish to reconfigure their office space to allow for fewer open-plan layouts and more private space, including some quiet areas:
  - 80% of all respondents agreed or strongly agreed that it was important to them that there was a quiet area in the office.
  - Respondents in fully open-plan offices were the least likely group to say they really enjoyed their job, those in private offices the most. The latter were also the most satisfied with their working environment.
  - When respondents were asked what changes they would like to see in the office, the most common theme was to have less open-plan area and more private space.
  - Though most offices provided traditional meeting rooms, less than a third had private pods or booths. As the most common change suggested by respondents was for greater privacy, this may be something that organizations could consider changing.
  - Specifically, organizations may wish to provide separate individual and group working spaces, and multipurpose, social spaces. The presence of either made a difference to how positive individuals felt about their work, including likelihood of them looking for a new job, and how satisfied they were with their working environment.
  - Generally, those who were more positive about their office environment were more positive about work, especially in terms of looking for a new job, and less stressed.
- Concerns about COVID have not come to an end. 40% of respondents agreed or strongly agreed that they worried about catching COVID from people they met at work. Those who

agreed were also more likely to agree that they would prefer to work at home entirely or more often, that they enjoyed their job less, and felt that being in their workplace had adversely affected their well-being. Organizations struggling to persuade staff to return to the office will need to address these concerns.

- As workers return to the office, managers should create opportunities for staff to socialize while avoiding pressurising them to do so. To achieve this, it may be helpful for managers to be aware of their own personality preferences. 76% of Extraverts disagreed or strongly disagreed with the statement “I feel that I am forced to socialize with my co-workers,” but only 40% of Introverts. Conversely, 29% of Introverts agreed or strongly agreed with this, but only 6% of Extraverts did. Those who did agree were less positive about their work and organization, more stressed, more likely to be looking for a new job, keener to work from home, and more likely to say that being in the workplace had adversely affected their well-being.
- It is important for managers to be supportive of their reports. Employees who felt more supported by their manager felt more positive, were less stressed, and were less likely to be looking for a new job.
  - One of the most powerful aspects of managerial support was regularly checking on the well-being of their reports, and this was also one of the least often seen behaviors. Individuals who felt that their managers did this were less likely to be looking for a new job.
  - Hybrid and entirely remote workers felt more supported by their manager if they had been provided with the equipment they need to work from home.



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## Appendices

### Appendix A: Psychological type and the MBTI® assessment

The Myers-Briggs Type Indicator® (MBTI®) assessment is probably the most widely used personality questionnaire in the world. It does not measure our ability or skill, or how much of a particular personality trait we have. It looks at whether we have an in-built preference to do things in one way or in another way. It looks at four pairs of preferences:

Opposite ways to direct and receive energy	
Extraversion (E)	Introversion (I)
Gets energy from the outer world of people and experiences	Gets energy from the inner world of reflections and thoughts
Focuses energy and attention outwards in action	Focuses energy and attention inwards in reflection
Opposite ways to take in information	
Sensing (S)	Intuition (N)
Prefers real information coming from five senses	Prefers information coming from associations
Focuses on what is real	Focuses on possibilities and what might be
Opposite ways to decide and come to conclusions	
Thinking (T)	Feeling (F)
Steps out of situations to analyze them dispassionately	Steps into situations to weigh human values and motives
Prefers to make decisions on the basis of objective logic	Prefers to make decisions on the basis of values
Opposite ways to approach the outside world	
Judging (J)	Perceiving (P)
Prefers to live life in a planned and organized manner	Prefers to live life in a spontaneous and adaptable way
Enjoys coming to closure and making a decision	Enjoys keeping options open

For convenience, these pairs of preferences, or pairs of opposites, are often called type preference pairs. So, we might talk about the E-I preference pair, the S-N preference pair, the T-F preference pair, or the J-P preference pair.

In each pair, we will have a preference for one type. So, for example, we might prefer E rather than I, and spend much more of our time and energy doing things typical of Extraverts, and little of our time or attention on activities and ways of doing things typical of Introverts. Or we might prefer I rather than E. Whatever our preference, however, we will spend some time and carry out some activities associated with the other side. The same applies to S-N, T-F, and J-P. In each case we will have a preference, but we will visit the other side from time to time. We will use all eight modes at least some of the time.

The MBTI assessment is a method for helping individuals to work out what their type preferences are, so you may hear people say things like "I'm an ESTJ" or "I've got preferences for INFP" or "I'm definitely a Perceiving type". They can then use this knowledge to help them with their development as human beings. The four letters can be combined to give 16 different types, but this four-letter type formula should not be used to 'put people in a box'. The MBTI instrument is used to open up possibilities, not to limit individuals.

The 16 types are often illustrated using a *type table*, as shown here. Each of these 16 types has a particular characteristic taking the lead in directing their personality—what's often called their favorite process.

So, for ISTJ and ISFJ for example, Introverted Sensing (S<sup>i</sup>) leads. Central to their personality is the importance of lived experience and drawing on their rich store of memories.

For ESTP and ESFP, it is Extraverted Sensing (S<sup>e</sup>)—experiencing the moment and the here and now with all their senses—that leads, and so on for all 16 types. See the table below.



Types	Favorite process
ISTJ, ISFJ	Introverted Sensing (S <sup>i</sup> )
ESTP, ESFP	Extraverted Sensing (S <sup>e</sup> )
INFJ, INTJ	Introverted Intuition (N <sup>i</sup> )
ENTP, ENFP	Extraverted Intuition (N <sup>e</sup> )
ISTP, INTP	Introverted Thinking (T <sup>i</sup> )
ESTJ, ENTJ	Extraverted Thinking (T <sup>e</sup> )
ISFP, INFP	Introverted Feeling (F <sup>i</sup> )
ESFJ, ENFJ	Extraverted Feeling (F <sup>e</sup> )