



Covid-19 and the impact on the Companies

ANA RITA RAMOS OLIVEIRA

novembro de 2022



Thesis/Dissertation of MEEC

Ana Rita Ramos Oliveira

Departamento de Engenharia Eletrotécnica

Mestrado em Engenharia Eletrotécnica e de Computadores

Área de Especialização em Sistemas e Planeamento Industrial

Relatório elaborado para satisfação parcial dos requisitos da Unidade Curricular de
Tese/Dissertação do Mestrado em Engenharia Electrotécnica e de Computadores

Candidato: Ana Rita Ramos Oliveira, Nº 1130776, 1130776@isep.ipp.pt

Orientação científica: Susana Nicola, sca@isep.ipp.pt



Departamento de Engenharia Eletrotécnica

Mestrado em Engenharia Eletrotécnica e de Computadores

Área de Especialização em Sistemas e Planeamento Industrial

2022

Acknowledgements

I want to thank my thesis advisor Susana Nicola for never allowing me to give up guiding me and helping me achieve this important mark on my academic life, without her help this piece of work would have been much harder. Also want to thank my parents for also never allowing me to give up I dedicate this work to them because I know it's one of their aspirations for me.

Abstract

In the last two years we had to adapt and live differently because of the covid 19 pandemic. This situation propelled organizations to adapt and evolve. Since people were obligated due to how the disease was spread, to isolate on their home organizations had to look for alternatives to keep open and working, the ones that was possible. That way remote working was considered and introduced on some organizations.

On this report will be explored how organizations had to adapt what was considered, how they evolved on digitalization and implementation of existing methodologies. A quantitative and qualitative methods were used. It was done an inquiry to get data how workers from various job titles were influenced by the pandemic.

Keywords

Covid 19, Pandemic, Digitalization, Agile work, Remote work, Hybrid work

Table of Contents

- ACKNOWLEDGEMENTS..... V
- ABSTRACT VII
- KEYWORDS..... VII
- TABLE OF CONTENTSX
- FIGURE INDEXXI

- 1. INTRODUCTION1**
 - 1.1. CONTEXT 2
 - 1.2. OBJECTIVES..... 2
 - 1.3. CALENDAR 3
 - 1.4. METHODOLOGY 3
 - 1.5. REPORT ORGANIZATION 4

- 2. LITERATURE REVIEW.....5**
 - 2.1 CONTEXT 5
 - 2.2 THE SWITCH TO APPS FOR MEETINGS AND WORK ORGANIZATION 7
 - 2.3 METHODOLOGIES APPLIED DURING COVID 19 8
 - 2.4 LEADERSHIP 9

- 3. ANALYSIS AND RESULTS.....13**

- 4. CONCLUSIONS23**
 - 4.1 MAIN INVESTIGATION CONCLUSIONS..... 23
 - 4.2 FUTURE WORKS..... 23

- DOCUMENT REFERENCES..... 25

Figure Index

Figure 1- Calendar	3
Figure 2 - The growth of Microsoft Teams	7
Figure 3 - Inquiry	15
Figure 4 - What is you age group?	16
Figure 5 - What is your preferred way of working?	17
Figure 6 - Remote work had a positive effect you family life?	17
Figure 7 - Do you consider remote work ecofriendly?	18
Figure 8 - Remote work contributed to digitalization of organizations? (E.g. going paperless)	19
Figure 9 - Do you consider that remote work contributed positively to stress reduction ?	20
Figure 10 - Do you think that because of the pandemic new coworkers might be more isolated from the team?	21
Figure 11 - What is the impact on training new workers?	22

1. INTRODUCTION

In the last two years we have been on a pandemic situation, the working market had to change itself and reinvent new forms of working, communicate and overall look into what was the new normal. On a short period of time a lot of technologies have evolved, and some dynamics changed.

For the first time in history we had no choice but to change our day-to-day routine and consider working from home either on full time or on mirror teams to decrease contact with colleagues and diminish the spread of the virus.

The dynamics at work also suffered some changes such as teams meetings the organization of the tasks and projects. This dissertation will explore some of the impact of this new way of work.

This chapter will be organized on 5 subchapters such as context, objectives, calendar, methodology and report organization.

1.1. CONTEXT

This Project emerged for the need of have a better understanding of the theme Covid and its impact on the corporate world and its teams. In light of the last two years, we can infer that covid changed the way we work and think about the work place. In this study it can be seen see two perspectives how this new situation propelled the digitalization of companies and how the leadership and team dynamics have changed, as well as how this situation helped companies to speed up the change.

In order to analyze and get data in inquiry was conducted on 31 people with the main objective is to infer how the pandemic impacted the work and personal life. Were used quantitative and qualitative methodologies, the last one was in the form of interviews.

1.2. OBJECTIVES

The goal of this project is to have an analysis of how covid impacted the workplace. I have identified two specific objectives: digitalization of processes and the challenges of the new way of work.

The first objective digitalization of processes it will be a look into how the pandemic situation of Covid-19 worked as an accelerator to the already existing tendency to implement the digitalization on organizations.

The second objective the challenges of the new way of work, it a dive into the subject of how teams had to adapt to this new reality with colleagues working from home, the impact

it had on new coworkers entering the company, how normal training was impacted and how people feel with working from home.

1.3. CALENDAR

The search and writing of this report were organized as the calendar bellow on figure 1.

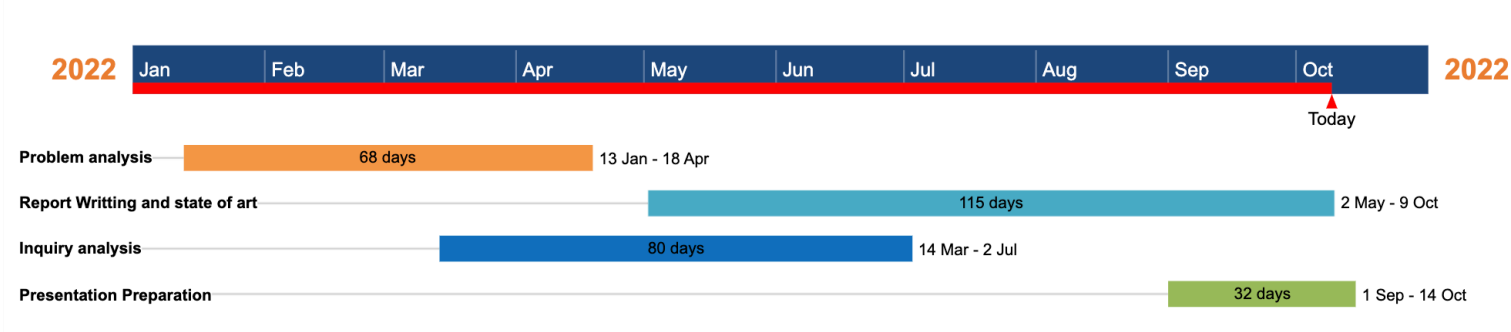


Figure 1- Calendar

1.4. METHODOLOGY

For this investigation Project, was analyzed based on two forms of scientific approximation, the qualitative methodology, which helped to understand the phenomenon in study, suggesting what should be measured and how should be measured, and a quantitative methodology focuses on the closer approximation to what the execution of that measure refers to.

The data harvesting was oriented by quantitative and qualitative methods, with the focus on, in one hand broaden the theme being studied and on the other hand establish generalization about the analysis subject.

The methodology of qualitative research is a non-structured research based on little samples that give compression perception of the context of the problem (Malhotra, 2004). This approach is sought after when the aim is to have a broader comprehension of the

study subject and the main goal is describe or interpret more that evaluation the study subject (Freixo, 2011).

With this methodology the goal was to obtain a better understanding of the context and particularities of the object studied.

The quantitative methodology it's a systematic process of quantitative data harvesting, with the base of objective facts and events that happen and are independent of the researcher (Freixo, 2011). this method considers that all data are quantifiable and can be translated by numbers, opinions and information's to be classified analyzed using statistics.

The method considered for the investigation was an inquiry to best fit this case(Reis, 2010).

An inquiry is an instrument of measure that translates the objectives of the study with multiple variables that helps organize and control the data as for the information's that we are looking for are harvested on a rigorous way (Fortin, 2009).

1.5. REPORT ORGANIZATION

On the first chapter it will be presented the problem and the methodology used to study it.

On the second chapter the literature review, was a search on the literature about what where the impacts, the methodologies and the perspectives about the issue on study.

The third chapter presents the inquiry and the analysis of the results from it.

The last chapter will be main conclusions drawn from the initial problem and the future works.

2. LITERATURE REVIEW

2.1 CONTEXT

In this chapter, it will be introduced an in-dept analysis of how the covid situation accelerated the digitalization process. With most of the employees working from home emerged a new necessity, be able to consult and extract data from a digital platform. For example, on the industry sector was very common reports to be printed and filled everyday by hand, that collected data as only accessible to members that were working in site. This motivated the enterprises to evolve and change these forms to a digital form for the colleagues who are working from home have access to that data. Those forms later evolved to instead of having a person collect the data and input it on a platform, have the platform collect the data directly on the source eliminating the need to fill more forms and have more accurate data.

2.1.1 How companies adapted to the digitalization

According to Joseph Amankwah-Amoaha, Zaheer Khan, Geoffrey Wood and Gary Knight on the article “COVID-19 and digitalization: The great acceleration”, they shed light on a new perspective as to the contribution of pandemic situation for COVID-19 as an accelerator of the digitalization of the organizations some processes and tasks stopped being mainly offline and started being online. *“Digitization refers to the technical process of converting analog or traditional paper-based tasks or processes to digital form so that computers can help in accessing, storing, and transmitting information”* (Joseph Amankwah-Amoaha, 2021)

Digitalization starts with basic automated document management systems, which gave the companies data to analyze faster and more accurate since we have replaced the human input of data. Then some advanced and provided more synergies between teams since information and data started flowing between them. *“Firms have gained new opportunities*

for digitalization as the cost of communications, storing information, and computers/devices has shrunk, whilst the capabilities of the latter have exponentially increased.” (Joseph Amankwah-Amoaha, 2021)

The principal accelerator of the digitalization was the shift to working from home and remote operations and the need of paperless organizations the last had a double gain as it evolves the company and at the same time makes them greener.

Technology that allows remote work already were around for over a decade but organizations always preferred presential work so this was not an option in the past due to social factors the feel of loss of control and the lack of trust on the responsibility of the workers. The pandemic situation obligated employers to allow and implement remote work and use more already available technology to help communicate and coordinate work with their teams and between teams. Some companies due to the crisis that followed the pandemic adopted remote work to reduce costs, less office space or none, and to be able to hire employees from other locations and even from other countries. Another aspect to favor remote work is the elimination of the commute on some cases companies are in the city center to get to work, to find a parking spot or for those who come from public transportation the stress to be on time on the train/subway/bus station to get to and from work.

The acceleration of the paperless office on organizations.

Increased data-base insights, the process of digitalization allows data to be harvested and used to manage KPI'S and other functions that the company might need. The data collected can be used to build dashboards and reports to improve the internal processes, reduce costs and more uses.

With more data helps improve the productivity by reducing the manual input of data, helps improve monitoring activities. (Gemba, 2022)

2.2 THE SWITCH TO APPS FOR MEETINGS AND WORK ORGANIZATION

Teams to stay in contact had to start using more new technologies and existent ones, for example Microsoft teams usage had a peak during the pandemic. Users were slowly transitioning from skype to teams but the new paradigm forced the change to happen faster. The figure bellow show how much Microsoft teams grew since its launch in 2016.

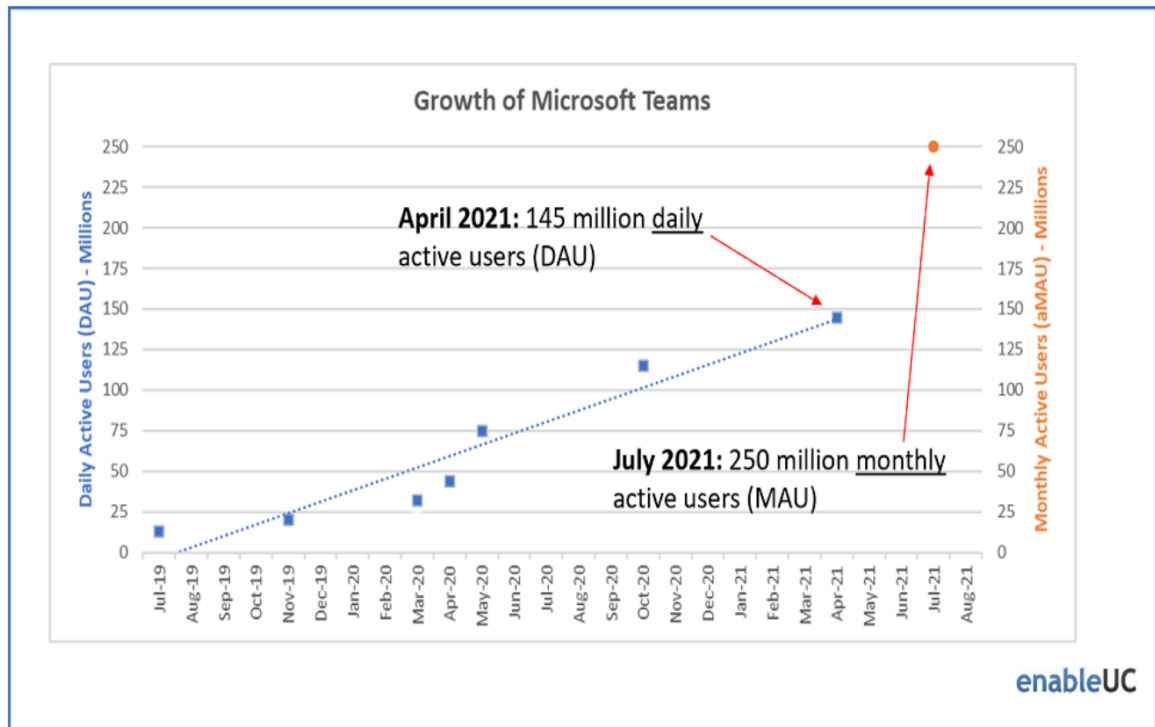


Figure 2 - The growth of Microsoft Teams

Microsoft noticed this growth and kept releasing new features. Over the years, 345 new features were released, 66 are being tested and 72 are under development.

Zoom also played a part on this "run" keeping a healthy competition, diving multiple advances on video calls. (Kieller, 2021)

2.3 METHODOLOGIES APPLIED DURING COVID 19

The pandemic raised some questions, workers had to work remotely, and companies were put to the test. Does Agile will work in this environment?

“A recent survey conducted during the pandemic has observed that 43% of organizations that participated have increased their dependency on Agile processes for their company’s operations, especially when it comes to the software development sector.” (Keita, 2022)

Agile methodology consists in breaking down processes into short, workable iterations. This was used to decrease the time to delivery and provide working conditions to be incremental.

The traditional waterfall method was limitative, particularly with the change of the actual working market. With the advance of technology products become obsolete quicker, for this was established the need to advance faster. Product developers had to adopt this methodology to be more flexible, this created the perfect foundation to create new products, propelling the tech industry.

Some other areas of work saw that agile work was also an advantage for their business, they began being implemented on other sectors.

Teams that use agile are more organized, it creates a structured process and creates rhythm, this way of organizing work is very reliable on uncertain times. The constant communication and collaboration created a sense of normalcy during the pandemic.

“Agile Teams are Trained to Adapt to Any Scenario” (Keita, 2022)

When all the team members understand clearly what agile is, the benefits of the methodology and implement them correctly they are better prepared for the challenges that lay ahead. This provided a safety net to workers during covid 19.

Since teams are ready for iterative work, they are more prepared to adapt to the changes of the market. They split the work into smaller tasks, this keeps the team open to make changes or improvements when its needed.

This creates the best prepared team for the future. Assessing an mitigation of risk is also a big component of agile, teams are trained to recognize, manage, mitigate and adapt to risks.

Agile created more independent workers. This was a very important factor during covid team members had more independence when was the time to make decisions since not all decisions had to be approved by their superiors.

Agile creates more resilient teams. The mindset is not easy to change and adapt to this methodology, it implies changing the regular practice that they had in place for year, it requires a resilient team.

This methodology also focuses on prioritizing the workload. Being able to organize work according to importance and agreeing on priorities with the team, this approach helps workers to focus on the more important tasks on hands, giving clarity and purpose on the tasks. (Iacolino, 2021)

2.4 LEADERSHIP

On this module I will go over who the leadership was affected by the new scenario that was the covid situation.

The article with the title “Flexibilidade é só para alguns?” explores the perspective of various leaders on the decision of remote work. (Viegas, 2022)

The first point of view has in mind the sense of justice, every worker should have the same opportunities without looking into the specifics of each role. For them, all workers should

be at the office because operators can't do remote work. They feel that if every worker is not offered the same conditions, they will feel that the system is unfair.

The second point of view explores the possibility to adjust the possibility of remote work to the role of the worker. This will bring more flexibility to the worker and even help to be more productive. In order to implement these conditions, the focus should be shifted to instead of working the 8 hours per day be focused on objectives scheduled on a realistic timeline, allowing the worker to manage their working hours and daily workload to better accommodate their private life allowing them to have more time for themselves, the family or the kids. The worker will feel more empowered by having more control over the course of the week and have a better relationship with their leaders.

This article explores how the telework changed the leaders were forced to transform themselves to achieve the same goals.

“Empirical studies have found favorable outcomes of teleworking such as job performance, job satisfaction, lesser work-family imbalance, reduced rates of stress, and lesser turnover intentions (Kossek et al., 2006; Fonner and Roloff, 2010; Coenen and Kok, 2014; Vega et al., 2015). Likewise, Othman et al. (2009) demonstrated the positive effect of teleworking on employees' work-life balance. Additionally, Azarbouyeh and Naini (2014) stated that teleworking is effective in enhancing the quality of life, whereas, Kazekami (2020) found that teleworking improves employees' happiness and work satisfaction. However, the benefits are evident where the employees find managerial, peer, and technological support. This support helps reduce any potential negative impacts arising from social isolation, mitigate the work-family conflict, and reduce the stress (Bentley, 2014).”
(Francoise Contreras, 2020)

Benefits of teleworking:

-better balance work/family (flexible hours)

Teleworking can contribute positively to give better work/family balance. It allows workers to have flexibility on the working hours. Can help workers with kids to be able to get them

to school and help with homework because now they don't have the commute to work, this regime provides workers more family time.

-greener option (less fossil fuel consumption)

Teleworking can help companies to be greener it reduces the fossil fuel consumption on many levels, for example workers don't have to commute.

-possibility to hire employees from different cities (more flexibility)

Working from home can increase opportunities to workers and companies. It allows for workers to be able to work from any part of the globe, some can have strict hours due to time zones and some not as restrictive and can allow the worker to manage with the time zone he/she is on.

-creation of standards and standard work (documentation of procedures)

This mode of working will help companies to evolve and have more documentation for internal processes in order to communicate better and have standards on everyday tasks.

Standards are very important to protect the workers and the company. It protects the workers from mistakes, creates routine ways of work and unity. Protects the company because some standards have bases on law of the company country and the product destination if it's the case.

-objective oriented work

Objective work oriented companies coordinate the work by defining tasks and objectives for the week or month and will balance the work having those items in consideration. Usually companies use various methodologies such as Agile work or scrum to organize the work/tasks that need to be done/delivered.

-the absence of the superior reduces stress

For some workers not having a superior present can reduce stress and increase productivity, the worker feels less pressured.

Risks of teleworking:

- Social isolation for the team

In the teleworking scenario the workers will feel more isolated from the rest of the coworkers. The new admitted workers will not have a chance to “meet” the colleagues, this creates distance between them. Leaders have a bigger challenge to keep the teams united and maintain the good environment. Team leaders should promote more team building activities within the team.

- Learning slower for not being in the same environment (harder to explain virtually and not “earing” the questions from other colleagues)

The learning processes

- Lack of trust on employees
- More emails and documents to process (information overload)
- Teamwork it's harder people can't connect as easily
- Difficulty of measuring work overload

3. ANALYSIS AND RESULTS

To better understand this subject an inquiry was built and distributed to 31 workers of different occupations with the aim of having a diverse pool of people inquired.

The base for this inquiry was some personal experiences and coworkers but also some questions that emerged from reading articles.

The final inquiry has the title “the impact of covid 19 on work” and the questions can be consulted bellow.

The impact of covid 19 on work

**Mandatory*

1. What is you age group? *

Select one option.

- 20-30
- 30-40
- 40-50
- 50-60

2. What is your preferred way of working? *

Select one option.

- Remote
- Hibrid
- Presential

3. Remote work had a positive effect you family life? *

Select one option.

- Yes
- No
- None
- Others: _____

4. Do you consider remote work ecofriendly? *

Select one option.

Yes

No

5. Remote work contributed to digitalization of organizations? (E.g. going paperless) *

Select one option.

Yes

No

6. Your organization started using new tools (E.g. Scrum, Agile, Kanban, others) since the pandemic started? *

7. Do you consider that remote work contributed positively to stress reduction? *

Select one option.

Yes

No

8. Do you work more hours on remote work? If you answered yes how many? *

9. Do you think that because of the pandemic new coworkers might be more isolated from the team? *

Select one option.

Yes

No

10. If your answer to the last question was yes can you name the motives?
(E.g. proximity is harder, training goes slower or other motives)

11. What is the impact on training new workers? *

Select one option.

Little impact

No impact

Big impact

Figure 3 - Inquiry

To better understand and characterize the population in study the first question is the age group they are in, some factors may be affected by this answer such as work experience and openness to new ways of work, most of the inquired were located on the 20-30 age group.

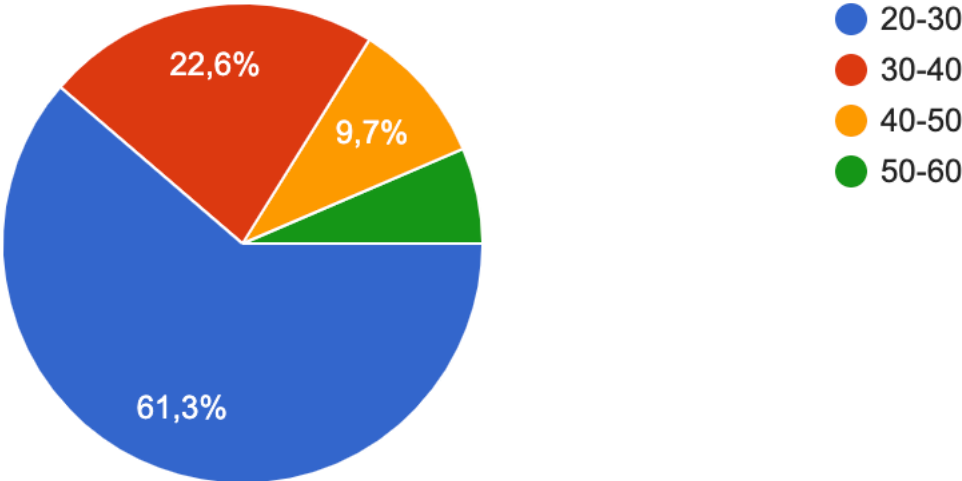


Figure 4 - What is you age group?

The second question is about the preferred way of work and we can infer that the preferred way of work is the hybrid, with 78% of votes, it gives the workers more flexibility to manage their time.

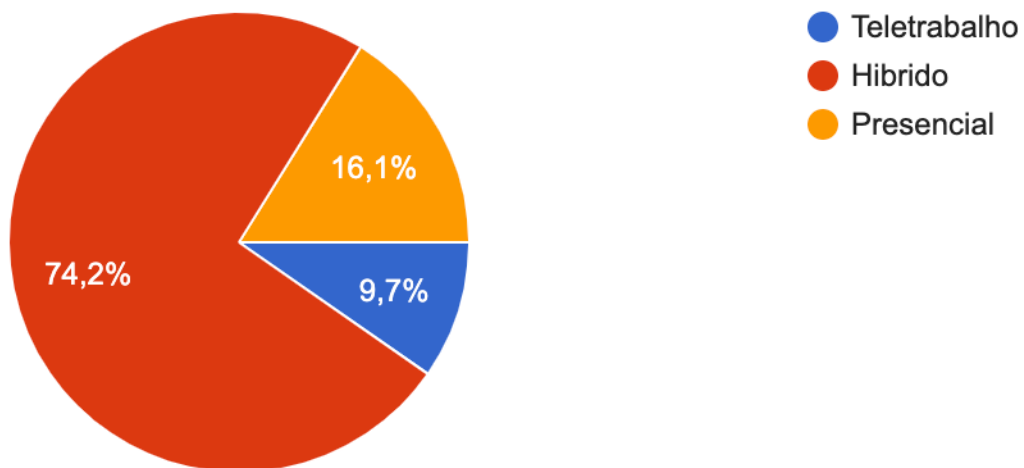


Figure 5 - What is your preferred way of working?

The third question goes over the impact on family life of remote work and the response was positive 71% of the workers now have more time since they don't have to commute to work.

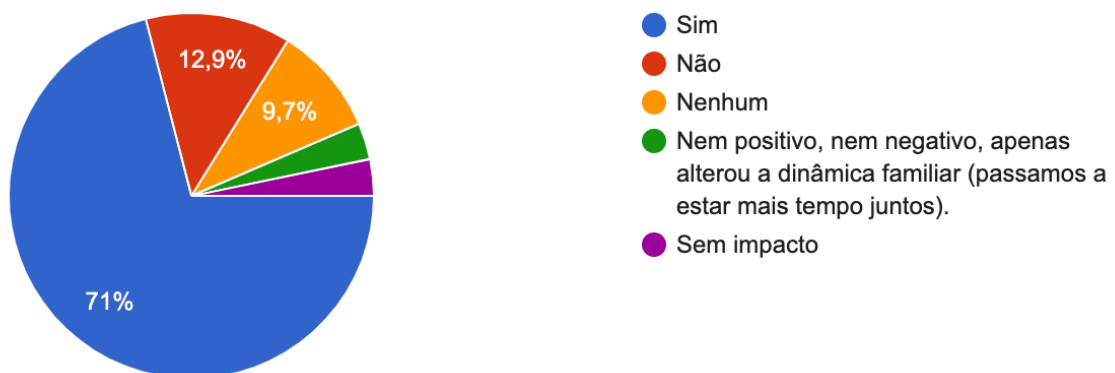


Figure 6 - Remote work had a positive effect you family life?

The fourth question was the one that almost all enquiries agreed with 97% was that home office is the greener option. It reduces pollution by eliminating the commute, the cars don't pollute the environment at least the ones that have combustion. *"Remote work is the only sustainable solution that can benefit the environment by reducing greenhouse gas emissions and lowering energy consumption, benefitting all, the employee, the employer*

and the environment.” (Sanchi, 2020) (As it states on this quote the environment will benefit largely from employees working remotely. The article highlights 6 benefits for the environment that this type of work can offer such as reduced greenhouse gas emissions, by not commuting to work either by car or public transportation we see a big reduction on the emissions of this gases that also contributes for cleaner air. Working remotely also contributes for saving paper documents now can be read online, at home people tend to be more driven to economize resources. Since working from home, we can minimize the use of plastic by using on our own dishware and avoiding the use of plastic bottles, cups or mugs. This type of work also contributes to reduce the impact on the infrastructure, employees working from home will reduce the need of having air conditioner or the full office light up since nowadays its very common to work on an open space, to heat up or cool down a smaller space its more eco-friendly. Workers also gain flexibility to choose to live on different areas where rent is less expensing and to more peaceful areas since they do not need to commute as often to work.

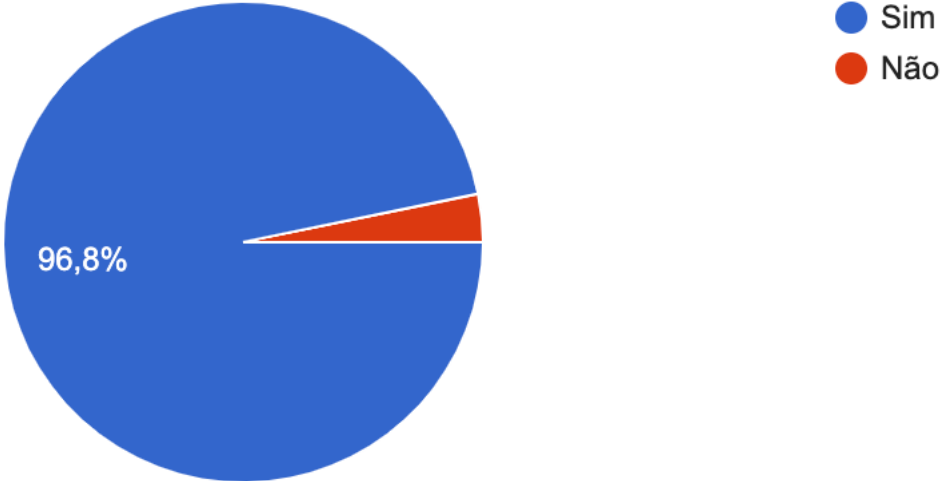


Figure 7 - Do you consider remote work ecofriendly?

On the fifth question if the home office helped the digitalization process most of the answers were positive about 94%. Being away from the colleagues and the office itself helped create more robust processes and speeded up the digitalization since now stopped

being a must have and started being a huge help having processes documented and well thought out.

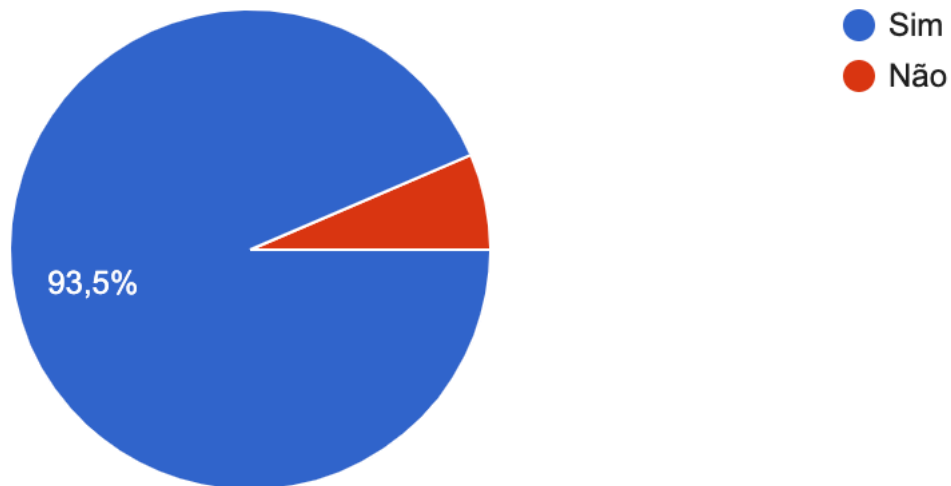


Figure 8 - Remote work contributed to digitalization of organizations? (E.g. going paperless)

On the other hand (question 6), this situation also propelled the companies to use methodologies to help and coordinate and organize their work and the teams such as Agile and scrum were the methodologies more adopted by the companies.

If we go over the seventh question the stress the answers get more mixed and we have clearly two groups group 1 with 49% that confirm that stress levels raised and group 2 with 52 % that considers that the stress levels were the same. The ones that mentioned that the stress was increased maybe it's due to the managers not physically seeing the employees and putting more pressure on the workers or assigning more work that what was priorly, or simply because one colleague was ill, and the workload had to be increased.

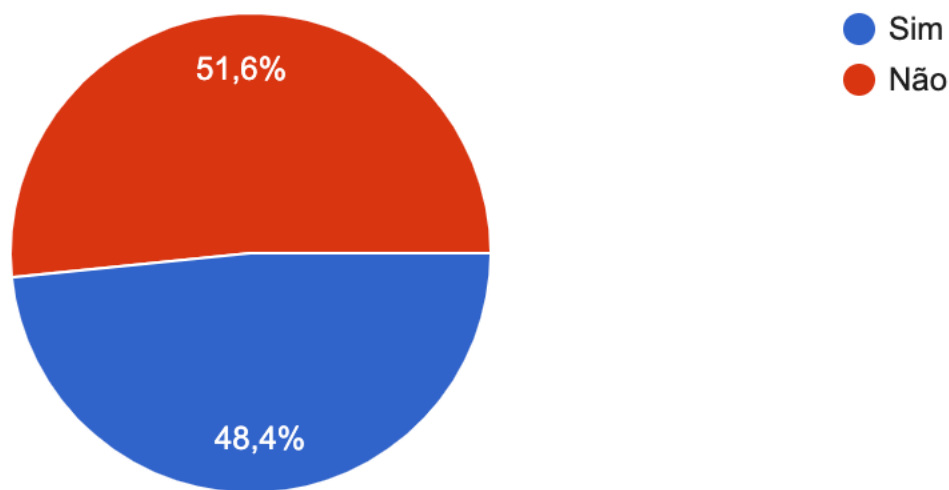


Figure 9 - Do you consider that remote work contributed positively to stress reduction ?

The next question (question 8) is directly linked with the previous one most of the inquired people agree that at home they tend to work more hours, this is directly linked to the worker thinking that if they were at the office they would still have to come home and use the commute time to finish a task. From personal experience we tend to work more hours due to wanting to be available to help solve all the problems we can on the less time possible, that makes the balance difficult everything seems urgent. On the other hand, we have the loss of track of time, at work we have our colleagues to say “do you want to go grab lunch” or “see you tomorrow” that sometimes takes us out of our bubble at home we tend to no have these types of alerts. At home some tasks take longer to accomplish mainly since it’s harder to reach colleagues the response lead time increases just from being apart.

This conclusion leads to the next question (question 9) that divides the inquired colleagues “Do you think that because of the pandemic new coworkers might be more isolated from the team?”. Some believe that it does not what leads me to think this is due to how much the company is advanced on its digitalization processes. If the company is more advanced the processes are more robust and the learning processes is simplified if the company is less advanced, it increases the load on the coworkers in order to train the colleagues. From that on the next question colleagues enumerated some motives for the feeling of being

apart highlighting the two most answered such as “ Greater distance and it takes more time to build trust” as mentioned its harder to build bonds with the teams when the colleagues are physically apart, it’s harder to create empathy and synergy when people do not meet at leisure time such as on coffee break or at lunch. The second most answered quote was about the learning curve as mentioned previously being at home office its harder to transmit knowledge on a short period of time, with home office the learning curve gets bigger and takes workers more time to learn new tasks.

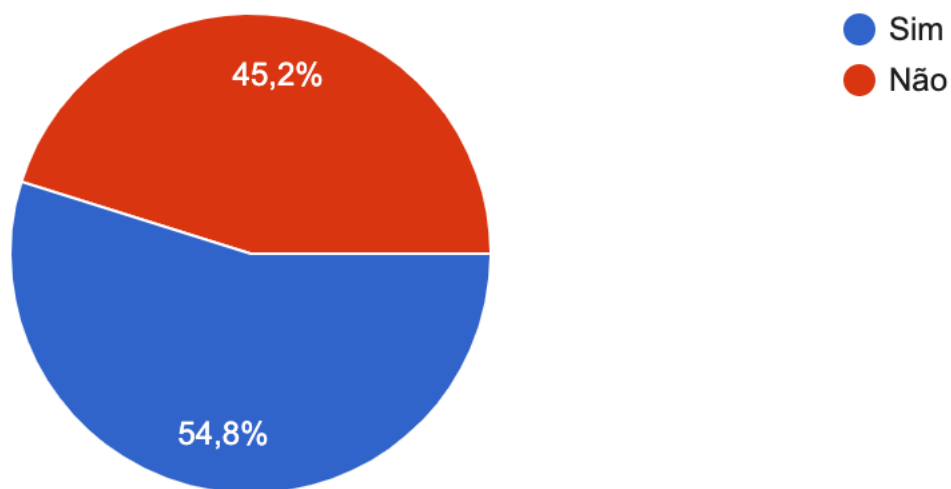


Figure 10 - Do you think that because of the pandemic new coworkers might be more isolated from the team?

The last question is about the impact of training on new workers and by the responses we can infer that 58% agree that it has a big impact. Being away when teaching something slows the learning process.

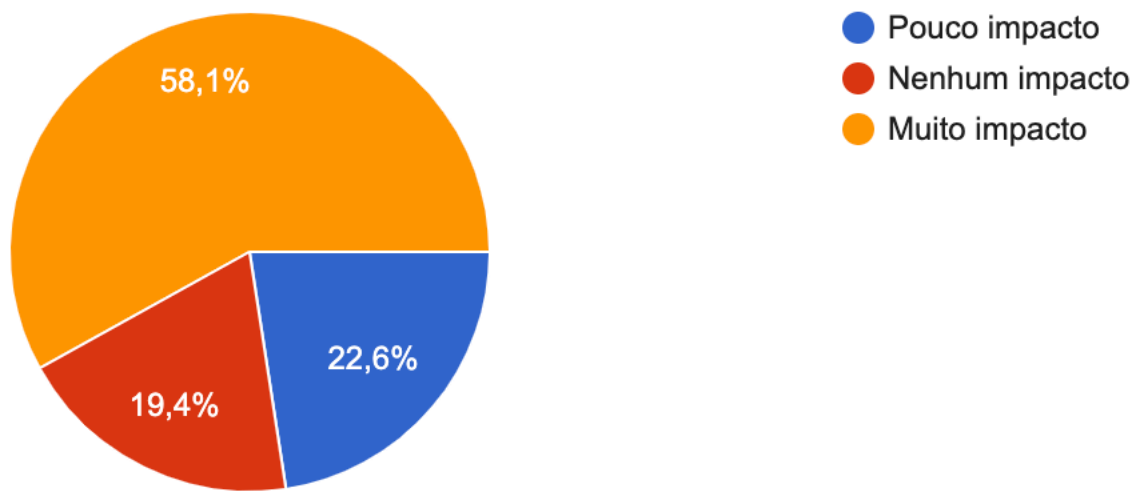


Figure 11 - What is the impact on training new workers?

From this inquiry we can conclude that most workers prefer the hybrid way of work, it gives a better balance between work and home life, helps the environment and reduces the commuting time.

4. CONCLUSIONS

4.1 MAIN INVESTIGATION CONCLUSIONS

From the empirical part of the investigation an enquiry was conducted on a sample of 31 persons from multiple working positions and backgrounds.

Upon analysis of the results, we can conclude that most people are more interested on having the most flexibility available from the organization so they prefer the hybrid approach. Another positive aspect for remote work is the most eco-friendly option of all. Being apart from the colleagues gave companies the ultimate boost to implement or improve the digitalization processes since now more than ever we need information faster and accessible from the internet. These improvements were also seen on how fast methodologies were implemented during the pandemic.

On the other hand, remote work contributed to more workers dedicating on average two more hour of their personal time to work and new workers felt that was harder to connect and teach their new job.

This project of investigation has its limitations for various sources.

The first source was that this issue is new and still evolving and being studied. In the future more information will be collected, and we will have more data.

4.2 FUTURE WORKS

This topic has a lot to evolve and investigate in the future some of the approaches can be, analyzing how companies will react once the pandemic is over will we have a

workplace in assemblance of what we had before the pandemic or will we evolve and have a possibility to continue working remotely.

How existing methodologies such as Agile will be incorporated in the future and how will be tailored more for other realities other than the tech companies

Document references

- Fortin, M. (2009). *O processo de investigação - Da concepção à realização (5ª Edição)*. Lisboa: Lusociência.
- Francoise Contreras, E. B. (11 de 12 de 2020). *E-Leadership and Teleworking in Times of COVID-19 and Beyond: What We Know and Where Do We Go*. Obtido de Frontier: <https://www.frontiersin.org/articles/10.3389/fpsyg.2020.590271/full>
- Freixo, M. (2011). *Metodologia Científica- Fundamentos e Técnicas*. Lisboa: Instituto Piaget.
- Gemba. (2022). *Gemba Solutions*. Obtido de <https://www.gembasolutions.com/do-the-benefits-of-digitalisation-in-manufacturing-outweigh-the-challenges/>
- Iacolino, T. (21 de 02 de 2021). *Why More Companies are Moving to Agile During COVID-19*. Obtido de International Institute of Business Analysis: <https://www.iiba.org/business-analysis-blogs/why-more-companies-are-moving-to-agile-during-covid-19/>
- Joseph Amankwah-Amoaha, Z. K. (2021). COVID-19 and digitalization: The great acceleration. *Journal of Business Research* , 602-611.
- Keita, B. (22 de 08 de 2022). *The State of Agile Project Management in 2020 and The Covid 19 Impact*. Obtido de Invensis Learning: <https://www.invensislearning.com/blog/agile-project-management-in-2020/>
- Kieller, K. (02 de 08 de 2021). *What Does the Recent Growth of Microsoft Teams Tell Us?* Obtido de No Jitter: <https://www.nojitter.com/team-collaboration-tools-workspaces/what-does-recent-growth-microsoft-teams-tell-us>

Malhotra, N. (2004). *Pesquisa de Marketing: uma orientação aplicada (4ª Edição)*. São Paulo: Bookman.

Reis, F. (2010). *Como elaborar uma dissertação de mestrado*. Lisboa: Gradiva.

Sanchi. (5 de 10 de 2020). *Top 6 environmental benefits of remote work*. Obtido de Airmeet:
<https://www.airmeet.com/hub/blog/environmental-benefits-of-remote-work/>

Viegas, I. (08 de 04 de 2022). *Flexibilidade é só para alguns?* Obtido de Link to Leaders:
<https://linktoleaders.com/flexibilidade-e-so-para-alguns-isabel-viegas-catolica/>