Developing the Global Career Network: The Benefits of Promoting Effective Remote and Hybrid Work Models

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Abstract

The COVID-19 pandemic certainly had a profound impact on the way people work and live in society. Rational decisions shifted people to accept massive changes by adapting to and adopting remote work. It was evident that the remote model has drawn more attention from businesses to see the value in offering hybrid and fully remote work options to sustain business. Therefore, the future of work will be to strengthen adaptation and flexibility, which are the key drivers of prospective success for businesses and employees. Information technology has become influential on how businesses provide alternative types of work and lead to greater opportunities for employees to build diverse global career networks. The purpose of this study was to focus on the following: a) presenting traditional work transitions through modern times b) outlining remote and hybrid work, c) highlighting case-studies from business and education, d) reviewing the future possibilities for remote work, and e) discussing the strengths and weaknesses of hybrid and fully remote work models. Developing a global career network can also benefit employees in terms of their future careers, expanding opportunities beyond their local communities and industries. The skills and experience gained from working remotely can be highly valued by employers, as they are often transferable to other roles and contexts. Additionally, the ability to work flexibly is likely to become increasingly important in the future as more businesses adopt hybrid and remote work. In fact, Forbes predicts that 25% of all professional jobs in North America will be remote by the end of 2022 [1]. The ability to work remotely has changed our society, and it will become more common in the coming years as businesses and employees continue to adapt traditional on-site work by adopting fully remote and/or hybrid work models.

1. Introduction

The onset of the COVID-19 pandemic was the catalyst for a massive shift to remote work, with organizations all over the world scrambling to figure out how to support their employees in an evolving emergency response landscape of government restrictions, mandates, and guidelines for protecting the health of citizens while still maintaining the economy, supply-chain and essential services. The United States Bureau of Labor Statistics cited a study that indicates that between April and December of 2020 that remote work accounted for 50% of paid work hours compared to just 5% before the pandemic [2]. While there were many challenges that came with shifting to working fully remotely, it was also an incredibly rewarding experience for some people both professionally and personally. While there is always a place for in-person or traditional work that can't be performed remotely, employers and employees found that a large amount of operational and technical work could be performed successfully in remote or hybrid work models.

Remote work has now become a popular option for many in the workforce, as it allows them to balance their professional and personal lives more easily. Remote work can also be a great way to preserve the economy during difficult times. However, remote work was not an entirely new concept, with the origins of the term "telework" being coined by former NASA scientist and researcher Jack Niles in 1973 [3]. Therefore, it was the intent of this study to review the historical significance of the definition of work, identifying how work has changed throughout history from both the employee's and employer's perspectives and the origins of the concept of remote work.

The next sections will examine the history of human's relationship with work and how the tasks that were performed have been directly influenced by survival, innovation, global events, and nature. The study will also discuss the terms remote work and hybrid work, giving examples of cases in which employers and employees have effectively adopted remote work, discuss the strengths and weaknesses of working fully remotely, and investigate how embracing remote work will expand opportunities for working in an interconnected world.

2. Traditional Work Transitions through Modern Times

When a person googles "the simple definition of work" they can get upwards of 4 billion results. Everyone has their own idea of what work is, in fact even the dictionaries can vary slightly on their definitions of the term. According to Google's integration with the Oxford Languages Dictionary Service, work's definition entails two specific attributes, 1) mental or physical effort exerted by some type of living being, a machine, or a system, and 2) as a result of the exertion of effort some type of purpose or result is achieved [4]. Furthermore, each exertion could be classified as a "task" that the person or thing exerting the effort must do to reach the resulting outcomes. But how did we arrive at this definition and how has history defined the types of tasks that people who work carry-out? Furthermore, traditional work is described as when an employee works in the same physical location as their employer. This is also the most common type of work arrangement. The origins of traditional work date back a long time to when people were trading their ability to perform work(tasks) for food, shelter, goods, services, or money.

Going back to the prehistoric record, further back then recorded history, somewhere between 2.5 million to 10,000 B.C to an era called the Paleolithic era. In the Paleolithic era, the work performed by our early ancestors was primarily focused on survival and involved tasks such as hunting, gathering food, making tools and finding shelter [3]. As human societies evolved and became more complex, people began to specialize in different trades and professions. This in turn led to the progressive development of more advanced tools and technologies, which also in turn allowed people to work more efficiently and effectively.

During the agricultural revolution of the Neolithic era (10,000-4,500 BC), work shifted to a focus on farming and the production of crops [5]. This required people to work together in groups to cultivate land and raise animals, leading to the development of more organized and complex societies with unique forms of work. By the end of the Neolithic era the ability to craft tools like plows would give rise to the Bronze Age (3300 BC to 1200 BC), the domestication of animals, value given to gold and silver ore and the Iron Age where the earliest known cast iron dated back to the 8th century B.C., along with coins appearing around 600 B.C. [6].

What would follow the Iron Age would be the Medieval era (5th – 15th Centuries). Medieval times would have more skill-based work occurring in the homes where supporting the communities and families from a home was commonly referred to as a work-home [3]. Work involved things like spinning weaving, butchery, and steelwork. Multi-tasking, managing resources, finances, division of labor and the blurring of the boundaries between home and work all became apparent during the Medieval era [3]. The medieval times would give way to the Renaissance period (14th – 17th centuries). In the Renaissance things were getting more organized, architecture, cities and the administration of these established states were advancing [3]. "Offices" appeared, but still as hybrid-homes that at the street level were shops but had private areas for living in back or on an upper floor [3]. Working from home was not uncommon during those times. At least until our next period, the Industrial Revolution (1733-1913) where the biggest changes were going to occur.

The Industrial Revolution of the 18th and 19th centuries saw a major shift in the way work was done as new machines and technologies were developed that allowed for the mass production of goods [3]. This led to the rise of factories and the growth of urban centers, as people left their homes to find work in these newly established industrial areas. Factories brought about a new age of "skilled work" that occurred outside of the home, this is when "traditional" work began. The employers provided the environment, tools, and the means of production and the populations of people in the surrounding areas provided their work in exchange for a wage. Often referred to as "the 9-to-5", factory workers worked inflexible schedules that were dictated by patterns of production and the supply and demand of domestic and global markets for goods. This is also when the pattern of having to leave home to go to the worksite starts to become common and new economies emerged from these changes in the areas where people lived and worked [3]. Many small businesses that had operated out of their homes had to move their services closer to the factories to take advantage of the proximity to worker populations and commercial areas were established around the factories. Services like laundries, bakeries, and restaurants that would provide services for the workers in return for a small portion of their wages gave rise to the cities of industry that were manufacturing at scale [3]. This shift presented opportunities for those that still chose to stay home, as this trend continues into the 19th and early 20th centuries.

By the 20th Century the modern office began to take shape out of the boom of the industrial revolution. Commercial workspaces appeared in the cities that prospered from industry and new technology like the typewriter, the telephone, the telegraph, and the availability of electricity, all setting society up for the technology used today to communicate [3]. Public transportation also enabled workers to get from home to work without the need for a car, but the number of people filling the cities also pushed the residential areas further outward from the city centers so those that did not have access to public transportation would end up having to get their

own forms of transport. So many changes were occurring during the industrial revolution that work became increasingly associated with leaving home early in the morning and returning in the evening. But things were about to get disrupted by global conflict.

In the United States during World War II men were drafted into war and women needed to step in to fill the demands from the industrial complex to continue manufacturing the ammunition, weapons, ships, planes, and other critical supplies. This time period certainly was a social awaking for many Americans as the expanding roles of women defied societal expectations. Women traditionally held the earliest work from home jobs as they were rooted in domestic duties including work like cooking, sewing, caregiving, and child-care [3]. Men filled the roles on the front lines at war while women became the backbone of the US economy. After the war came the rapid progression of technology, including the first digital computer, fueling major trends like demographic change, resource scarcity, climate change, urbanization, and a global shift in economic power [3].

In the 1950s, men returned home to reclaim their jobs and women returned to their homes as new business opportunities presented themselves as the post-war era gave rise to technology and manufacturing that spawned a number of home business ideas like multi-level marketing that could provide a family with a supplemental income by individuals hosting parties selling products directly to their friends, neighbors, or other social contacts [3]. The labor market at this time was still quite physical and required face to face interactions but after the war those types of jobs seemed quite rewarding compared to war-time manufacturing work. By the 1960s the workforce in the United States was now a commuting workforce. Men and women would be driving back and forth to work each day in and around the urban centers and industrial cities. Creatives, like artists, writers, and musicians, re-emerged as work-from-homers and the biggest cities in the world found themselves home to some very talented people who were able to make a living from home producing their art [3].

The 1970s were when researchers like Jack Niles propose "telework" as the solution for numerous problems of the time [7]. In 1970, the Clean Air Act was passed, the Organization of the Petroleum Exporting Countries (OPEC) began an oil embargo that contributed to the United States running out of fuel to supply demands by 1973. The amount of commuter traffic on the roads in the big cities created "gridlock" traffic that was so bad workers couldn't get in and out of the cities in a reasonable amount of time. In 1972, Jack Niles and team conducted a nine-month study of a Los Angeles California based insurance company. Niles found that telecommuting could save time and money for both the employees and the employers [7]. Niles' study demonstrated that implementing telework improved worker productivity, drove health care costs down, and reduced the strain on infrastructure [7]. Niles proposed that if the Insurance company was to implement this strategy nationwide that the company could potentially save around 5 million dollars a year [7]. However, the company that Niles worked with refused and returned to their traditional work model despite the demonstrated benefits. It wasn't until later that other companies started to pick up on the trend.

By the 1980s companies like JCPenney, American Express, Hartford, GE, Levi, and Sears implemented or grew their telecommuting programs for employees [3]. The availability of personal computers, the internet, and email are all about to push the United States into a technological boom in the 1990s. The US Government then started to get in on the action. Technology was spreading. Between 1994-1996, President Clinton issued Presidential Memorandums directing executive branch agencies to create more "flexible family-friendly work arrangements," including telecommuting [8]. The Journal of International Information Management released a report in 1994 called "Telecommuting: A New Business Work Style" in which it detailed 12 key ingredients for successful telecommuting programs which included advice like:

"Get commitment from upper-level management",

"Provide Regular feedback to telecommuters",

"Require telecommuters to attend staff meetings",

"Provide Teleworkers with Equipment" [8].

In the 2000s working from home was on the rise. The number of Americans working at home three or more days a week grew nearly 23 percent, from 3.4 million in 1990 to 4.2 million in 2000, according to U.S. Census figures [9]. Mill Valley Northern San Francisco Bay Area topped California's list, with 15.4 percent of its 14,000 residents working at home [9]. A figure that makes sense as the San Francisco Bay Area is home to some of the world's largest tech companies and the gateway to Silicon Valley. The technology was changing rapidly during this time too. Highspeed internet was getting rolled out to more areas around the nation, 2nd and 3rd Generation Cellular networks appeared and the competition between telecommunications manufactures exploded across the globe in a rush for consumer tech supremacy.

The modern cloud technology era was now upon the world in the 2010s. Between 2000 and 2010, people who worked at least one day at home per week increased by over 4 million—35% [3]. The population of occasional remote workers went from 9.2 million to 13.4 million during this decade [3]. There were a lot of scam jobs at this time too that caught the FBIs attention as the technology expands the number of

opportunities to capitalize on these new forms of work that were being created out of the dotcom and tech booms [3]. President Barack Obama signed the Telework Enhancement Act of 2010, which didn't just encourage, but required all federal executive agencies to establish policies for eligible employees to work remotely [3]. And by 2020, a global pandemic forced the adoption of remote work at a scale never imagined. Now people are working two or more full time jobs, quite quitting, quite firing, virtual doctor visits, virtual schools, virtual testing, home delivery, streaming movies, gig economy, global interconnectivity, digital nomads, virtual everything.

3. Remote Work

Remote work is described as when an employee works from a location other than the one they share with their employer. This type of work arrangement is growing in popularity, as it allows employees to have more flexibility in where they work. It offers businesses the opportunity to expand their team without having to worry about physical space constraints or other geographical limitations. Remote work also opens a world of possibilities for employees, allowing them to choose when and where they want to work while still being able to collaborate with colleagues. Working remotely, people on global teams must come to terms with a range of differences that transcend typical cultural and logistical barriers [10].

The remote working model is a great way for businesses to stay flexible and increase their reach. Companies can hire remote workers from anywhere in the world, giving them access to talent that might not have been available before. With remote work, businesses can build teams with diverse skillsets and experiences, helping them remain competitive.

For remote teams to be successful, there must be clear communication between members who may be located all over the globe. To ensure everyone is connected and on the same page, companies should use digital tools like video conferencing platforms or chat-based collaboration tools that allow remote workers from different locations are able communicate easily with each other in real-time. Additionally, remote teams need structured processes and protocols in place so that everyone understands expectations and deadlines clearly even if they're not physically present at an office location every day. Research has shown that the physical configuration and arrangement of members within a team, as well as their location in relation to one another, has a profound influence on how they experience their interactions with others [10].

Overall, remote work offers many benefits for companies as well as employees alike but requires careful planning and implementation if it's going to be successful in the long run. Businesses need to think

carefully about how they onboard remote workers, what tools they use for communication, how they motivate remote staff members, and how they manage remote team performance goals if they want remote teams to remain productive over time. By doing so companies can provide a positive workspace culture that allows remote employees to achieve both personal satisfaction as well as professional success simultaneously no matter their location in the world.

4. Hybrid Work

Hybrid work is the combination of remote and traditional models to create a new approach to work which can be beneficial for employees, employers, and organizations. By combining different methods of working, hybrid work offers flexibility and convenience with improved productivity. The physical arrangement of members within a team and their proximity to each other can have a profound impact on how they interact and experience the dynamics of the team [10]. This includes aspects such as the size of the team, the physical layout of the workspace, and even more nuanced details such as where everyone is positioned in relation to each other while working in the hybrid environment [10].

The hybrid model is referred to as hybridized because it combines elements of both remote work (working from home or other off-site locations) and traditional office-based work. The hybrid model provides flexibility in terms of where and when one works while still maintaining an office-based presence. This allows employees to take advantage of the benefits of both remote and traditional working styles while also providing organizations with a more cost-effective way of managing their workforce.

One benefit of hybrid work is that it gives workers more flexibility in terms of where they choose to complete their tasks. Employees can choose to stay at home or another location convenient for them if they need to focus on an important project or are unable to commit to a daily office-based schedule. This gives employees the freedom to manage their own hours without having to worry about clocking in or out every day; they can instead focus on their project at hand without having their productivity impacted by long commute times or unpredictable weather conditions.

Another benefit is that hybrid working allows employers and organizations to better use resources. With hybrid working, employers can distribute resources across multiple locations rather than relying solely on one physical workplace such as an office building; this makes better use of resources like cost savings on office space rental fees and energy costs associated with running an office building with lights, heaters, etc., since not all employees will be physically present in the same place at once.

The hybrid approach also enables more effective collaboration between teams since everyone has

accesses from wherever they happen to be located. Virtual tools such as online chat systems allow for faster communication between teams even when members are in different locations; this increases productivity since it allows for quick transfer information between team members regardless of distance barriers. Additionally, hybrid teams require less training since everyone already knows how each person prefers to communicate as well as understand each other's workflow habits due to spending time together during virtual meetings or video conferencing sessions; this saves time usually spent getting new-hires up to date on company culture and procedures.

One of many examples of organizations that successfully implemented hybrid work is the State of California Government that in 2022 reported having 72% of employees who were eligible for remote work doing so full-time, with an additional 22% teleworking part-time, and just 6% of employees who could work remotely not choosing to do so at that time [11].

A hybridized workforce can help attract highly skilled talent who may prefer or require the flexibility that comes with hybrid working arrangements over traditional ones; this increases businesses ability to recruit top talent who may be geographically distant but are the perfect candidates for any positions available.

Finally, hybrid work provides numerous advantages over traditional approaches such as increased flexibility for workers while still allowing employers and organizations to save money thanks various resource sharing opportunities created by utilizing multiple locations at once. Plus, hybridization can lead to greater collaboration among teams due to enhanced communication channels. In addition, hybrid work can attract top talent looking for more flexible alternatives compared to traditional working models.

5. Case Studies

This section contains two notable cases from the literature review that included the field of business and education.

5.1. Case Study: Business

A review of the literature available on the topic of businesses implementation of remote work indicated that there were many companies of varying size from around the world that had noteworthy responses and were able to adapt quickly by adapting to and adopting remote work.

Nationwide Insurance is a large insurance company headquartered out of Columbus Ohio. Nationwide Insurance stated publicly that they observed no loss in employee performance while avoiding operational costs during the beginning of the Pandemic [10]. Nationwide CEO Kirt Walker went on the record stating [12]:

"We've been investing in our technological capabiliti -es for years, and those investments really paid off when we needed to transition quickly to a 98% work- from-home model, …"

"Our associates and our technology team have proven to us that we can serve our members and partners with extraordinary care with a large portion of our team working from home."

"Our goal is to ensure that when a recovery comes, we're prepared to win business with competitively priced solutions while enhancing our resiliency and operational efficiency," said Walker. "We're technology-enabled, people-connected and mission- driven. I remain extremely optimistic about our future."

While Nationwide exited offices in certain regions like Florida, Pennsylvania, North Carolina, Wisconsin, and Virginia, they moved those employees to fully remote status thus preserving their jobs despite the closure of the physical offices [12].

Nationwide opted to keep 4 main campuses in Columbus, Ohio and office locations in Iowa, Arizona and San Antonio Texas. These decisions were based on those location's large number of associates, flexibility to serve customers across time zones, and access to talent and local resources [12].

In 2017 the employee headcount at Nationwide according to Fortune was approx. 34,232 [13], meaning that approximately 33 thousand employees were working remotely when Nationwide transitioned to work-from-home. The ability for Nationwide to quickly move their employees to the remote work model proved that their investments in the technology, hardware, and network infrastructure was able to accommodate such a large portion of their work force during the pandemic.

5.2. Case Study: Educators' perspectives in teaching higher education

Our case study focused on the brief description of adapting work model and lifestyle within a pandemic situation. Two interviews were conducted by exploring perspectives for applying remote work to the higher educational field in Thailand.

- First case, she was a her mid-40s, and she had been working over 15 years in the psychology department at a university located in northeastern Thailand.

- The second case was in her late-70s who had been working over 50 years. Recently, the second case

was the executive advisor in early childhood education at a university in central Thailand.

Both cases provided in-depth personal experience towards shifting from traditional work to remote and hybrid work during the COVD-19 pandemic from the 2019 until 2022 (see Table 1).

Table 1. Educators' Perspectives in Teaching Higher Education

Topics	Personal perspectives	
	Case # 1	Case # 2
1. Before COVID - 19 vaccination	- Shifted from work at campus to work remote almost 100% for about a year	- Shifted from work at campus to work remote almost 100% for about a year
2. After COVID - 19 vaccination	- University has still required employees to perform remote work or hybrid.	- Mostly hybrid work then return to fully on-site work at campus.
3. Technology skills & experiences	- Intermediate level - Learned new technology applications and how to apply them in teaching, assessment, meetings, and consulting (such as Cisco Webex that was provided by Thai Ministry of Education, Google classroom, Google Meet, Google Forms, Zoom) - Developed self-taught technology skills	- Beginner level - Mostly request technical assistance and prepared materials for assistance to upload - Not much improvement in technology skills
4. Benefits of remote work	- Feel safety - Saved cost of living expenses (gas, clothes, foods, other social entertainment) - More convenience, comfortable and private and more time for taking care of family, house, and pets - Time saving	- Being on time in work - Saved cost of live expenses - Expanded opportunity for social connections across Thailand and other countries - More convenience & comfortable - Using time as a value
5. Challenges of remote work	- Learned new technology skills - Provided online examination - Internet disconnect concern - Health concerns (vision, office syndrome, gain weight and lack of exercise)	- Difficult for senior generation to learn using advance technology - Provided online examination - Difficult for applying a learning experience the same as hand on in actual school place. - Most of the time must rely on assistance
6. Solutions of remote work	- Adapted to learning by doing (self-taught) - Build ethics & trust / used different questions on tests / tested on Webcam / submitted answers via e-mail - Built balanced time management (adapting to new routine) - Followed up with specialist doctor and exercise (Yoga)	- Made the best effort. - Provided Essay tests / different questions/ tested on Webcam Provided hybrid solutions for student's dilemmas - Requested for major technical supports
7. Preferences of working style	- Preferred remote work option for safety and quality of time management. (On the other hand, most of students had requested onsite classes to compensate for their own internet issues, inconvenience, environment, and distractions at home)	- Preferred hybrid option or depended on situations. - Onsite could be more effective teaching and learning within actual experiences, social interaction, participation, relationship, and teamwork)

Finally, the results of the case studies found that even though the technology skills were the barrier for both cases, they were both willing to learn and adapt themselves to the new lifestyle because of the COVID situation. They mentioned that educators must adapt for any specific situation, no matter what they need to support each other and contribute the best solution to our society. The future of education would be implementing more online courses than on-campus. The remote work and hybrid models became influential to solve the problems during pandemic situation and promoted saving costs, improving budgets, and sustained the educational economy.

6. Future Possibilities

Employees' future career prospects are going to be directly related to their skills. The skills and experience gained from working remotely is transferable to other roles and contexts. Especially technical jobs. These skills can be highly valued by employers. Additionally, the ability to work flexibly is likely to become increasingly important in the future as more businesses adopt remote working and hybrid models. There will always be a place for traditional work, but as history has shown there are situations when working from home makes more sense [3].

Employers' talent pools have widened. Opportunities are increasing for rural areas where residents might never visit, let alone work, in places like Silicon Valley. Now with the accessibility of remote work these people may have the opportunity to work for a medium to large sized company that is not in their area. However, connecting people to technology that is adequate and reliable enough to perform remote work remains an issue. There are still underserved areas of the United States, but new infrastructure and investments from companies like T-Mobile rolling out 5G to these areas or Elon Musk's company SpaceX deploying high speed satellite internet are quickly reducing these disparities. One example is Coconino County in Arizona which is home to the Navajo Nation, the largest Indigenous American Indian reservation in the United States covering a land area of 16 million acres [14]. Internet access was extremely unreliable with data speeds ranging from 5Mbps download and 3Mbps upload in the area until local government officials partnered with SpaceX to bring high speed Starlink internet to 150 student's homes [15]. Now with Starlink capable of delivering 100Mbps download speeds it will be possible for these communities to access telehealth, online learning, and participate in the global career networks of technical professionals [16].

Additionally, there are some obvious complexities surrounding the taxes and legalities of remote work but getting these things sorted will be up to the businesses if they want to expand beyond their physical locations. Jack Niles proved this 48 years ago in the 70s citing that companies that were willing to support remote work will make the proper investments and in-turn receive the benefits that come along with those investments [7].

Furthermore, countries like Thailand and Portugal are investing in the global career network of professionals by offering Digital Nomads visa and many other countries and cities around the globe are marketing their countries as beneficial havens for remote workers who are wishing to relocate [17].

One prediction is that there will be more project-based employment just like the gig economy but now scaled globally. Global professionals offering their services through platforms like LinkedIn will have a lot of opportunities which will be based on their portfolios and ability to deliver the digital products and services that the jobs of the future will require. This is one reason why it will be important to establish a global career network to validate skills and experience.

Quality of life, the ability to work remotely has changed the way people live and work, and it will only become more common in the coming years as more businesses and employees rethink their approach to traditional on-site work by adopting fully remote and hybrid work.

7. Strengths and Weaknesses

The strengths and weaknesses of hybrid and remote work. Hybrid and remote work are forms of working that are more prevalent due to advances in technology, making it possible for employees to work from anywhere in the world. Hybrid work involves a combination of working from an office and from home or another remote location, while fully remote work means working exclusively from a remote location. Despite their differences, there are many similarities between the two set-ups.

One of the key strengths associated with hybrid and remote work is increased productivity. Working remotely gives employees more control over their environment, allowing them to tailor it to suit their specific needs and preferences – be it noise levels, the type of furniture used or even something as simple as having access to natural light throughout the day. This can help create an atmosphere that is conducive to increased productivity. Furthermore, with flexible hours and cost savings due to reduced overhead costs such as commuting expenses, employers and employees may be able to save money while still getting results in terms of efficiency gains.

Overall, the results of working remotely or in a hybrid model contribute to a better work/life balance. However, despite its potential benefits, there are some weaknesses associated with hybrid or remote work that should be taken into consideration before implementing such a set-up on a large scale. Logistical challenges can arise when coordinating teams spread across different locations, particularly when trying to schedule meetings or review progress updates at regular intervals.

Additionally, there can be distractions at home which may make it difficult for employees to stay focused on their tasks without proper guidance or support structures in place. Furthermore, isolation and loneliness can take hold if not given enough attention by managers who are tasked with keeping remote workers engaged and connected with one another. Lastly, depending on the infrastructure available in certain places, technical issues could arise especially

if employees did not have access to high-speed internet connections or reliable hardware devices.

Overall, hybrid and remote working come with both advantages and disadvantages which should be considered before making any permanent decisions about workplace arrangements (see Table 2).

Table 2. Strengths and Weaknesses of Hybrid and Remote Work

Strengths	Weaknesses
1. Increased Productivity	1. Logistical Challenges
2. More Flexible Hours	2. Distractions at Home
3. Cost Savings	3. Isolation and Loneliness
4. Better Work/Life Balance	4. Technical Difficulties

While increased productivity is always a major goal when transitioning away from traditional office setups towards hybrid or fully remote models of working, employers must ensure that all issues related to logistical challenges, distractions at home, isolation/loneliness or technical difficulties are adequately addressed first before making any changes so as not to cause any detrimental effects for workers' wellbeing or overall performance down the line.

8. Conclusion

A remote/hybrid work model contributes to developing the global career network that will allow employees to connect with others in their field, regardless of location. This can help overcome the challenges associated with working remotely and can also lead to increased levels of productivity. The benefit of allowing employees to work remotely is that it also has a positive impact on their personal lives. In the state of California alone Knudson estimated that remote work has saved taxpayers a projected $22.5 million in relinquished office leases, according to government data, and the savings will nearly quadruple to $85 million annually in coming years [11]. Knudson also mentions how remote work reduced the state's carbon footprint, benefiting the environment too [11]. With less time spent commuting, employees have more time to spend with family or pursue other interests outside of work. However, this study also identified the challenges that come with remote work, such as loneliness and isolation. It is important to promote an effective remote work model that takes these challenges into account when implementing a fully remote or hybrid work model.

Finally, remote work can support a better work-life balance, which can in-turn improve employee satisfaction and retention rates.

9. Future Research

Further research into the areas of improving the opportunities for vulnerable populations and minority groups in underserved areas of the United States and foreign countries could be explored. Information is needed on how these populations are being provided reliable and affordable access to internet and could be an area of research that has potential for case-studies and impact assessments.

Also growing the global career network and case-studies of foreign nationals residing in one country and working in one or multiple other countries and the implications of taxes and ease of employment would be another area of research that could provide insight into the prevalence of Digital Nomads living and working in foreign countries.

Knudson's article on the State of California's implementation of remote work should be considered valuable information and further case study research should be conducted on California's overall response to implementing remote and hybrid work.

Other notable companies that would be worth researching their responses to the COVID-19 pandemic and their actions for rolling out remote work should include Tata Consultancy Services (TCS), an Indian multinational corporation of more than 600,000 employees worldwide [18] who announced plans to have about 75% of its workforce working remotely by 2025 [10]. With other Indian multinational corporations like Infosys and HCL Technologies expecting 35-50% or fully half of their employees working remotely post pandemic [10].

Finally, some research into the area of work patterns of hybrid employees and the disruption of the traditional 9-to-5 work schedule could reveal interesting patterns and trends for how/when work is being performed in a hybrid model post pandemic.

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