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The impact of remote working on communication

Bachelor thesis

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The study explores the impact of remote working on workplace communication, focusing on trust and relationship building, non-verbal communication, and the use of digital tools. Through quantitative surveys and qualitative interviews, a group of remote working employees were studied to understand the challenges and opportunities they face in a virtual work environment. The study found that trust building plays a key role in remote working by facilitating more open and honest communication and reducing misunderstandings and conflicts. The effective use of non-verbal communication helps to convey emotions and information and enhances the quality of work exchanges. In addition, the use of digital tools has a positive impact on work communication, but requires appropriate training and support.

Whilst the findings provide important insights into remote working environments, there are some limitations, including sample limitations, subjectivity and environmental factors. Future research could provide insight into the impact of industry-specific needs and emerging technologies on work communication to provide a more comprehensive understanding and solutions.

Keywords: Remote working, Communication, opportunities, Challenges
Table of Contents

1 INTRODUCTION ............................................................................................................................................. 1
  1.1 Research Area ........................................................................................................................................ 1
  1.2 Earlier Researches .................................................................................................................................. 2
  1.3 Purpose of this Study ............................................................................................................................... 3
  1.4 Research Questions ............................................................................................................................... 4
  1.5 Contents of Research ............................................................................................................................ 4

2 LITERATURE REVIEW ...................................................................................................................................... 6
  2.1 Communication ...................................................................................................................................... 6
    2.1.1 Organisational Communication .......................................................................................................... 6
    2.1.2 Workplace Communication ................................................................................................................... 6
    2.1.3 Changes in Communication with Technology ....................................................................................... 7
  2.2 Non-Verbal Communication ..................................................................................................................... 7
    2.2.1 Challenges of Non-Verbal Communication .......................................................................................... 8
  2.3 Remote working ....................................................................................................................................... 12
    2.3.1 The Rise of Remote working ................................................................................................................. 12
    2.3.2 The Use of Electronic Communication Tools ........................................................................................ 14
    2.3.3 Efficiency of Work Communication ..................................................................................................... 15
    2.3.4 Intercultural Work Exchanges .............................................................................................................. 17
    2.3.5 Managing Remote Teams ..................................................................................................................... 18

3 RESEARCH METHODOLOGY .......................................................................................................................... 20
  3.1 Research Method ..................................................................................................................................... 20
  3.2 Sample Selection ..................................................................................................................................... 21
  3.3 Data Collection Approach ......................................................................................................................... 21
  3.4 Data Analysis .......................................................................................................................................... 22
  3.5 Ethical Considerations ............................................................................................................................. 23
  3.6 Influences on Study Design ...................................................................................................................... 23

4 RESEARCH FINDINGS ...................................................................................................................................... 25
  4.1 Qualitative Findings ............................................................................................................................... 25
4.1 Trust and Relationship Building ................................................................. 25
4.1.2 Nonverbal Communication ................................................................. 26
4.1.3 Use of Digital Tools ............................................................................. 27
4.2 Quantitative Findings .............................................................................. 30
4.2.1 Demographic analysis .......................................................................... 30
4.2.2 Descriptive statistics ........................................................................... 31
4.3 Discussion ................................................................................................. 33
5.1 Research Limitations and Future Research Direction ............................ 34
5.2 Conclusion ............................................................................................... 34
5.3 Recommendations .................................................................................... 35
REFERENCES .................................................................................................... 37
APPENDIX A: Interview Questions ............................................................... 43
APPENDIX B: Survey Questionnaire ............................................................. 44
1 INTRODUCTION

1.1 Research Area

Since the rapid spread of the COVID-19 pandemic, remote working went from being a luxury to a norm. Countries around the world took a series of lockdown and social distancing measures to contain the spread of the virus in order to preserve the health of communities and employees, as well as the opportunity to work (Balasa, 2020). As technology continues to evolve, more and more businesses and organisations are adopting a remote work (RW) model, which offers employees greater work flexibility and autonomy. COVID-19 has shown these leading-edge technology companies that their workers can be just as productive, or in some cases, even more so, when they stay at home (Johnson and Suskewicz, 2020). RW has both positive and negative effects on work communication. RW has increased the popularity of online communication technology tools, such as Zoom, Microsoft Teams, etc. (Willcocks, 2020).

The increasing prevalence of remote work and its impact on interpersonal and group communication is going to be one of the primary focuses of this conversation. It comprises shifting away from interactions that take place in person and toward ones that are mostly digital and virtual. The use of communication tools such as e-mail, instant messaging (IM), video conferencing, and online project management systems have all become indispensable for workers who perform their jobs remotely. Because we are in less frequent touch with one another in person, written communication has become increasingly crucial (Elshaiekh, Hassan and Abdallah, 2018). As a result, it is more vital than ever to be able to describe oneself in writing in a way that is both clear and concise. When working remotely, it is possible that the nuances and context of conversations are misunderstood due to a lack of non-verbal indicators such as body language and facial expressions.

Work communication has always been a crucial aspect of organisations, involving the transfer of information, expression of opinions, collaboration and problem-solving. In a traditional office environment, work communication is usually face-to-
face and encompasses both verbal communication and a great deal of non-verbal communication, such as facial expressions, body language and vocal tone (Fayard, Weeks and Khan, 2021). These nonverbal elements play a vital role in communication, as they help convey emotions, build trust, and explain information. However, in remote work environments, work communication has to rely on electronic media and digital tools such as e-mail, video conferencing, and instant messaging for information transfer and teamwork. According to Al-Habaibeh et al. (2021), this shift raises a number of important issues that are challenging not only for organisations but also for individual employees.

The relevance of this research topic indicates that the global development of the COVID-19 virus has contributed to the rise of telecommuting and other forms of distant work in the professional sector. Many businesses in the modern world are mulling over the possibility of implementing hybrid and remote work arrangements. Understanding the effects that working remotely has on communication is necessary if a distributed workforce is to either keep the same level of productivity or increase it. Because of our increasing reliance on digital communication tools, it is imperative that we are well-versed in how to make the most of these tools and ensure that communication is not hampered in any way (Yang et al., 2022). The knowledge on the part of a company's leadership of the difficulties presented by distant workers in terms of communication can help reinforce the company's commitment to diversity and inclusion. The effects of remote work on workplace communication are an important topic because it covers how people and teams are changing their methods of communication to the modern workplace (Wang et al., 2021). In conclusion, the topic of the effects of remote work on workplace communication is an important topic. It is helpful for firms, managers, and employees who wish to improve the ways in which they communicate with one another while working remotely or in a hybrid situation.

1.2 Earlier Researches

Earlier research has already shown that effective work communication is one of the key factors in organisational success. Given the increasing prevalence or remote work, it is crucial to understand the impact of remote working on work
communication. This is not just a change in the workplace but involves fundamental changes in the way work is done, communication patterns and teamwork (Kłopotek, 2017). Telework involves not only how to communicate information effectively but also how to build and maintain teamwork, how to solve problems that arise, and how to build personal relationships. The use of remote workers has grown increasingly common in contemporary enterprises as a direct result of advances in technology as well as global phenomena such as the COVID-19 epidemic (Jämsen Sivunen and Blomqvist, 2022). The professional contacts that take place between individuals and groups have been substantially altered as a result of this transformation.

The growing dependence on digital communication tools in settings where people do remote work is one of the most important findings in the relevant research. According to the findings of a study that was conducted by Cekuls (2020), Slack, Zoom, and Microsoft Teams are all vital components of the communication process for remote workers. Through the use of chat, video conferencing, and file sharing, these resources make it possible for members of the team to communicate with one another in real-time. Experts such as Elshaiekh, Hassan and Abdallah (2018) warn that the increased ability to keep in touch that comes with the use of digital communication technologies may come at the expense of an increase in the amount of information that is available to us as well as shallower relationships. However, there is a significant gap in the existing literature as it did not highlight the information about the role of electronic communication tools in responding to changes brought about by the impact of remote working on work communication (Whillans et al., 2021). Therefore, the researcher determined the need to explore how remote working impacts work communication and how electronic communication tools can respond to these impacts.

1.3 Purpose of this Study

The purpose of this study is to provide insight into the impact of remote work on work communication, to examine the role that electronic communication tools play in this process, and to better respond to the opportunities and challenges presented by these changes. By investigating and analysing work communication practices in telework environments, the aim is to provide insights into how communication
strategies for telework can be improved and contribute to a more efficient implementation of telework. The research paper will first review the literature related to previous studies and analyse their perspectives, then describe the research methodology and data collection process, followed by a detailed discussion of the findings and recommendations. Finally, it will summarise the key findings of this study and directions for future research. In the digital age, remote work has become an irreversible trend, so it is crucial to understand its impact on work communication (Aloisi and De Stefano, 2022). It is hoped that this study will provide valuable insights for teleworkers, organisational managers, and researchers to promote more effective work exchanges and more productive work environments.

1.4 Research Questions

- How does working remotely affect the quality and efficiency of work communication with the loss of in-person presence?
- Can electronic communication tools compensate for the loss of non-verbal communication in face-to-face interactions?
- Do cultural differences have an impact on work communication in multinational remote teams?

1.5 Contents of Research

Introduction

It is the first chapter in the research work that is based on the research background, the relevance of the research topic, the purpose of this study and the research question that will be explored in the research work.

Literature Review

It is the second chapter in the research work that reviews the previously existing research studies and identifies the research gaps in them.

Methodology
This chapter provided detailed information about the research methods that were utilised to collect and analyse the data in this research work.

Results and Findings

This chapter provided insightful information about the research results that are generated from the interpretation of collected data.

Conclusion

In this section, the key findings of the research are discussed, along with the conclusions surrounding the findings.
2 LITERATURE REVIEW

2.1 Communication

2.1.1 Organisational Communication

The movement of information, ideas, and messages among employees inside a corporation or other group is referred to as "organisational communication," and the term "organisational communication" is used as a noun (Cacciattolo, 2015). It encompasses not only the official but also the unofficial channels via which information is transmitted between employees working at various levels of an organisation's hierarchy. Effective organisational communication can help achieve a wide variety of goals, including clarity in roles and responsibilities, alignment with organisational goals, problem-solving, decision-making, conflict resolution, and the establishment of a positive corporate culture (Verčič, 2021). These are just a few of the many goals that can be achieved. Ineffective communication within a company can lead to a variety of undesirable outcomes, including misunderstandings, disputes, and decreased productivity, to name just a few of these undesirable effects.

2.1.2 Workplace Communication

The exchange of words that takes place between employees in an office setting is referred to as "workplace communication," and it is covered under this umbrella phrase (Yates, 2022). Communication is essential to the success of any company and encompasses not just verbal but also written forms. The absence of face-to-face interaction that comes with working remotely can make it more challenging to read nonverbal clues, which in turn can impede communication (Sivunen and Laitinen, 2019). Working remotely also makes it more difficult to build rapport with co-workers. Working remotely comes with a number of benefits, but it also brings with it new challenges that must be overcome in order to ensure effective communication (Yates, 2022). Being able to adapt to these adjustments and develop techniques of effective remote communication is very necessary in order to be successful in today's highly competitive employment market.
2.1.3 Changes in Communication with Technology

The progression of technology has impacted many dimensions of human interaction, including both personal and professional connections. This is both positive and negative. The use of technologies such as instant messaging, video calling, and social networking are just a few instances of how technology enables continuous and instantaneous communication (Wang et al., 2020). Instant messaging enables swift interaction and allows the making of decisions more rapidly. Through the use of the internet and other forms of digital communication, individuals and groups now have the ability to contact people in every region of the world (Putri and Irwansyah, 2020). As a direct consequence of this, additional opportunities have arisen for people from different parts of the world to collaborate, form new relationships, and expand their respective enterprises. The development of technologies such as real-time translation services is just one illustration of how technical improvements have made it simpler to overcome linguistic hurdles in communication (Yates, 2022). As a direct consequence of this, the opportunities for international co-operation and commerce have been increased. The use of social media has completely changed the way people communicate, as well as the way businesses do it. Maintaining a positive attitude within these online communities is possible through the utilisation of efficient networking, branding, marketing, and information-sharing strategies.

2.2 Non-Verbal Communication

The term "non-verbal communication" refers to the process of conveying information, feelings, attitudes, and intentions not through the use of spoken or written words but rather by bodily cues such as gestures, facial expressions, body language, postures, and eye contact, as well as other physical indicators (Bull and Frederikson, 2019). It is an essential component of social contact as well as a potent instrument for communicating nuance.
2.2.1 Challenges of Non-Verbal Communication

Non-verbal communication faces a range of challenges in remote working environments that can have an impact on work communication and teamwork. The following are challenges related to non-verbal communication:

2.2.1.1 Lack of Face-to-Face Contact

Lack of face-to-face contact is a significant challenge in remote work environments, affecting multiple aspects of non-verbal communication and teamwork. For instance, Al-Habaibeh et al. (2021) argue that due to lost opportunities for emotional and affective expression in face-to-face contact, people are not able to convey emotional and affective states. It is difficult to build trust and relationships; face-to-face contact helps to build trust and establish strong working relationships. In the office, interactions between co-workers help to reduce tension, and remote work deprives these interactions of opportunities, which may lead to colder relationships between employees. Furthermore, losing non-verbal signals, face-to-face communication allows people to quickly catch and respond to non-verbal signals such as smiles, waves and nods, as also held by Cook et al. (2020). These signals help to indicate that communication is taking place and feedback is being given, but they are often unavailable when working remotely, resulting in messages being conveyed less easily and naturally than with face-to-face communication. Furthermore, enhancing the difficulty of resolving conflicts and problems, face-to-face contact makes it easier for employees to resolve conflicts and problems because both parties can communicate directly and quickly understand each other's positions. In remote work, issues may need to be communicated via e-mail or messaging apps, which can lead to misunderstandings and escalation of conflict. Reduced team cohesion also serves as an aspect where face-to-face contact helps build team cohesion and culture. Employees in a remote work environment may miss out on company events, celebrations and team-building opportunities, which can lead to less cohesion between teams.
2.2.1.2 Limitations of Technical Tools

Videoconferencing and instant messaging tools, while making progress in simulating face-to-face communication, still have limitations. Videoconferencing can be disrupted by unstable network connections and video quality issues, while instant messaging may not be able to convey rich non-verbal messages.

Unstable network connections: employees need a stable Internet connection to access e-mail, participate in videoconferences and use online tools. However, unstable network connections can lead to interrupted meetings, failed file uploads and downloads, and delayed communications, which can affect productivity (Nunes and Ozog, 2021). Secondly, Bleakley et al. (2022) advocate that there is the issue of video quality; video conferencing is crucial in remote work, but video quality issues can become a limitation. Low resolution, blurry images and video delays can degrade the participant's experience, making it difficult to accurately recognise facial expressions and non-verbal signals. There are also compatibility issues, where different technology tools and applications may not be compatible, leading to file formatting issues and confusing workflows. Employees may need to spend extra time to resolve these compatibility issues, which may reduce productivity (Morrison-Smith and Ruiz, 2020). Additionally, the presence of technology glitches can be a major problem; hardware and software failures may prevent employees from accessing work files, attending meetings or completing tasks. Technical support and troubleshooting can be time-consuming and lead to work interruptions.

2.2.1.3 Time Difference and Cultural Differences

The challenges of time difference include team coordination difficulties, reduced real-time communication and conflicting work schedules. Difficulty in team coordination jet lag means that employees work in different time zones, which can complicate coordination and planning between teams across time zones. Finding a suitable time for meetings or collaboration that works for all members can be challenging. Reduced real-time communication: the time difference makes it more difficult to communicate in real-time as it may be work time in some time zones and break time in others. This can lead to delays in the transfer of information and affect the
immediacy of work (Feitosa and Salas, 2021). Fatigue and conflicting work schedules, working across time zones, can lead to employee fatigue as they need to attend meetings or complete tasks very early in the morning or very late at night. This can have a negative impact on work-life balance.

Challenges of cultural differences include differences in communication styles, decision-making styles and work values. Employees from different cultures may have different communication styles and habits. Some cultures are more outspoken, while others may be more cautious and polite. Such differences may lead to misunderstandings and communication problems. Different cultures may have different decision-making styles and authority structures. Presbitero (2021) also argues that how decisions are made in cross-cultural teams may cause conflict and confusion. Differences in work values and cultural differences may be reflected in employees' work values, such as work ethic, perception of time and teamwork. This can lead to inconsistencies in expectations and standards that need to be coordinated and communicated.

2.2.1.4 Multitasking

Multitasking in remote work environments creates multiple challenges to workplace communication and has a negative impact on effective communication and collaboration (Cao et al., 2021).

**Distraction:** When multitasking, employees' attention is divided between different work and communication tools. This can lead to employees not being able to focus when communicating with colleagues in real-time, thus reducing the quality of the dialogue.

**Delayed Response:** Due to multitasking, employees may not be able to respond to e-mails, instant messages or meeting invitations in a timely manner. This can lead to delays in the delivery of information, affecting the smooth flow of workflow.
**Missing Information:** When multitasking, employees may miss or ignore certain information. This can lead to important information or tasks being missed, which can affect the integrity of work communication (Whillans et al., 2021).

2.2.1.5 **Loss of Non-Verbal Signals**

Limitations on the expression of feelings and emotions: face-to-face interactions allow employees to express feelings and emotions through facial expressions, voice pitch, and body posture. In remote work, these key non-verbal signals are lost, making it difficult for employees to understand the emotional states and moods of their colleagues, which can lead to misunderstandings and communication problems.

**Incompleteness of the Message:** Non-verbal signals are often used to complement and enrich verbal communication. With the loss of these signals, the message becomes thinner and more incomplete. Employees may need more explanation and clarification to ensure they have correctly understood their colleague's intentions.

**Loss of Feedback Opportunity:** In face-to-face interactions, employees can get immediate feedback from their co-workers' facial expressions and body language. This helps determine if the message has been communicated and if further explanation is needed. In remote work, this opportunity for feedback is reduced (Raišienė et al., 2020).

**Problems with Voice and Tone:** In written communication, employees lose the advantage of voice pitch and tone. This can lead to inappropriate interpretation of the message as the employee is unable to determine the emotional state of the sender.

2.2.1.6 **Reduced Social Interaction**

Decreased social interaction is a common challenge in remote work environments, as employees are no longer able to interact with their colleagues as easily as they would in a traditional office (Wang et al., 2021).

**Increased Isolation:** Working remotely can lead to employees feeling more isolated as they miss out on face-to-face interactions with their colleagues. This sense of
isolation can have a negative impact on an employee's mental health (Abarca et al., 2020).

**Reduced Informal Interactions:** In the office, informal interactions, such as small talk during break moments and lunchtime conversations, contribute to team building and relationship building. Working remotely reduces these informal interactions and may reduce team cohesion (Chamakiotis, Panteli and Davison, 2021).

**Reduced Social Support:** remote working employees may not have easy access to social support from colleagues. They may feel more alone and helpless when faced with problems or challenges at work (Garro-Abarca et al., 2021).

2.3 Remote working

2.3.1 The Rise of Remote working

With the rapid development of digital technology and the rise of globalisation, remote working has become common and indispensable. This trend has affected a wide range of industries, covering a broad spectrum from startups to large multinational organisations. Here are some key aspects of the rise of remote working:

**Driven by Digital Technologies:** The rise of remote working is closely linked to the widespread use of digital technologies. The development of high-speed Internet connections, smart mobile devices, and cloud computing and collaboration tools has enabled employees to access work and work with colleagues remotely (Mukherjee and Narang, 2023). The spread of this digital infrastructure has made it possible for work to no longer be confined to the traditional office environment. High-speed internet connectivity is the key to remote working. It allows employees to remotely access company networks, cloud storage and collaboration tools without waiting for long download or upload times. The increasing availability and stability of this connectivity allow employees to work efficiently with their teams. Meanwhile, Li and Lin (2019) argue that the proliferation of smart mobile devices has provided employees with convenient tools for work. These devices allow employees to access work files, e-mails, and apps anytime, anywhere. Apps on mobile devices offer a
variety of collaboration and communication tools that enable employees to stay connected and get things done. Cloud computing technology has changed the way data is stored and shared. According to Schleier-Smith et al. (2021), employees can store files and data in the cloud, making them accessible on other devices. This cloud infrastructure not only simplifies data management but also provides data backup and security, thus increasing the feasibility of working remotely. The digital age has seen the emergence of a plethora of collaboration tools such as Slack, Microsoft Teams, Zoom, etc. These tools allow employees to use instant messaging, video conferencing, file sharing and team collaboration. They offer a variety of ways to communicate at work. The push towards digital technology has changed not only the way employees communicate at work but also the business models of organisations (Bouncken, Kraus and Roig-Tierno, 2021). Organisations are actively adopting digital tools to increase productivity, reduce costs and attract global talent to provide greater flexibility and efficiency in the future work environment.

The need for globalisation: Multinational enterprises and globalised business models are driving the need for remote working. In a globalised economy spanning different time zones and geographical locations, organisations need to be able to co-ordinate and co-operate regardless of the location of employees. This makes remote working an effective way to manage globally distributed teams. Some of the key aspects of remote working that are driven by the demands of globalisation are: multinational companies have branches and offices in different countries and must co-ordinate operations on a global scale. Langley et al. (2021) concur that working remotely in this way helps to reduce costs, increase efficiency and speed up the decision-making process. The globalised economy also involves complex supply chains that require collaboration between suppliers, manufacturers and distributors in different geographical locations. Waizenegger et al. (2020) also support the notion that remote working allows for smoother collaboration between these different stakeholders, with digital tools allowing for real-time coordination of production and delivery. Furthermore, organisations recruit internationally and need to recruit people with specific skills and expertise. Remote working provides a way for global talent to work with the organisation without having to relocate to the location of the company's headquarters. This approach can attract more talent and provide organisations with more options. In addition, global issues such as pandemics, climate change and
social unrest require organisations to be able to act quickly. Working remotely ensures the safety of employees while maintaining business continuity to better meet global challenges.

2.3.2 The Use of Electronic Communication Tools

In the ever-evolving landscape of remote work, electronic communication tools have emerged as crucial components that shape the way employees interact, collaborate, and conduct business. These tools encompass a wide array of applications, such as email, instant messaging, video conferencing, and collaborative platforms. They play a pivotal role not only in remote work but also in traditional office settings, revolutionizing the dynamics of workplace communication.

Email, the age-old but enduring pillar of electronic communication, remains an indispensable tool for business correspondence. It acts as the backbone of written communication, facilitating the exchange of formal documents, reports, and updates. While email's significance persists, its role in the broader context of communication technology deserves attention. Beyond remote work, email remains a cornerstone of business communication, serving as a platform for official communication, project updates, and document sharing (Aull and Aull, 2021). This dynamic interaction between email and other communication tools shapes the modern workplace.

In addition to emails, instant messaging applications have experienced significant integration into professional environments. Platforms like Slack, Microsoft Teams, and the enterprise version of WhatsApp provide real-time communication, file sharing, collaborative problem-solving, and connection with team members across different time zones. These applications offer a streamlined means of information delivery and enhance the efficiency of team collaboration (Lei et al., 2020). However, the increased accessibility to instant communication can lead to information overload and employee distraction, demanding thoughtful management strategies.

Besides this, video conferencing tools have experienced exponential growth, driven in large part by the rise of remote work. Zoom, Microsoft Teams, and Skype have become essential for virtual meetings, enabling face-to-face interactions in remote
environments (Bleakley et al., 2022). BBC (2021) reports Zoom to attain more than 40% revenue growth in the ‘unprecedented’ 2020, which paved the way towards digitalization in workplace communication. These tools transcend geographical boundaries, fostering relationships, enhancing communication intimacy, and mimicking in-person interactions. Nevertheless, they are not without challenges, including technical issues and network instability.

The adoption of these electronic communication tools has indeed facilitated remote work, expediting the flow of information and boosting productivity. However, the digital age presents a new set of challenges. Information overload, virtual fatigue, and technical disruptions are among the issues that organizations must address (Dharmasena and Jayathilaka, 2021). To maximize the potential of these tools and drive organizational success, effective management, customization to task-specific needs, and investment in employee digital literacy are imperative. Beyond their role in remote work, these tools have reshaped the broader landscape of workplace communication, altering how employees interact, connect with clients and partners, and exchange critical information. The rise of these technologies goes beyond the realm of remote work and has profound implications for the world of business communication in general, as they become more deeply ingrained in everyday operations.

2.3.3 Efficiency of Work Communication

The impact of telework is dual in nature for work communication efficiency. Employees are freer to organise meetings and share documents in remote working environments, thus increasing productivity (Brucks and Levav, 2022). However, Eichberger and Zacher (2021) suggest that electronic communication may lead to an unclear presentation of information and the opacity of tasks, which in turn reduces the efficiency of work communication.

2.3.3.1 Benefits

**Freedom to manage time:** remote working gives employees greater freedom to organise their working hours more flexibly. Commuting usually takes up a large
portion of an employee’s workday, especially in high-traffic urban areas (Whitsel et al., 2023). Remote working eliminates commuting and frees up time and energy from commuting, allowing employees to focus more on their work tasks. Remote work encourages employees to develop self-management skills (Garro-Abarca et al., 2021). They need to learn to set goals, make plans, set priorities and manage their time to ensure work gets done (Brucks and Levav, 2022). Free time management provides employees with greater autonomy, enabling them to have a better work-life balance, be more productive, reduce stress and achieve better performance (Lojeski and Reilly, 2020). This not only benefits the employee but also helps organisations improve employee satisfaction and productivity.

**Removes Geographic Constraints:** Remote working removes geographic constraints and allows employees to communicate with colleagues and customers from all over the world, anytime, anywhere (Brucks and Levav, 2022). This promotes collaboration across geographical locations and globalised business. Organisations can recruit the best talent from across the globe without geographical constraints (Seshadri and Elangovan, 2021). This helps in attracting top professionals from various industries and improves team diversity and performance. Removing geographic restrictions allows teams to be more diverse, attracting employees from different regions and cultural backgrounds (Lojeski and Reilly, 2020). This promotes multicultural exchange and contributes to intercultural understanding and respect.

**Support for Digital Tools:** Remote working relies on a variety of digital tools such as online meeting platforms, document-sharing tools and instant messaging applications. Digital tools such as Zoom, Microsoft Teams and Skype offer online meetings and video calls (Lojeski and Reilly, 2020). This allows employees to communicate in real-time, interacting face-to-face through visual and audio means, helping to reduce geographic distance. Instant messaging applications such as Slack, Microsoft Teams and WhatsApp enable employees to message each other in real-time, solving problems and passing on information quickly, facilitating real-time collaboration (Chang et al. 2021). Document-sharing platforms such as Google Docs and OneDrive make it easy for employees to collaborate on writing, editing and sharing documents. This reduces the difficulty of file sharing. The support of digital
tools enables employees to communicate and collaborate more effectively at work in remote work environments.

2.3.3.2 Challenges

Limitations of e-communication: e-communication often lacks non-verbal signals such as facial expressions and voice tones, which may result in unclear messages. Employees may find it difficult to accurately understand the intentions of their colleagues, thus increasing misunderstanding and ambiguity (Chang et al. 2021). Electronic communication is prone to communication conflicts due to unclear messages and difficulties in expressing emotions.

Information Overload: Employees working remotely are often subjected to a flood of e-mails, messages and notifications. Information overload can lead to a flood of important information and make it difficult for employees to sift through and process large amounts of information (Chamakiotis et al., 2021). The constant flow of information may lead to distractions and distractions for employees. They may be constantly switching between tasks, reducing productivity. Information overload may make it difficult for employees to make decisions (Saura Ribeiro-Soriano and Saldana, 2022). A large amount of information may make them feel uncertain and difficult to sift through to find the important information to support decision-making.

Task Transparency Issues: In remote work, the progress and status of tasks may not be sufficiently transparent, as employees are unable to visually observe the work of their colleagues. This can lead to difficulties in project management and task assignment. Remote teams may have difficulty tracking the progress of tasks (Saura et al., 2022). Without proper task transparency, teams may not know which tasks have been completed and which are still in progress.

2.3.4 Intercultural Work Exchanges

Intercultural work communication is becoming increasingly important in remote work environments in the age of globalisation, covering interactions and communication between employees, customers and partners from different cultural backgrounds.
Stratone et al. (2022) advocate that this has made cultural diversity the norm in the work environment, but it also presents a number of challenges and opportunities. Previous studies (Stahl and Maznevski, 2021; Brown et al., 2019) have pointed out that cultural differences may lead to different communication styles and expectations.

Firstly, intercultural workplace communication emphasises the importance of cultural sensitivity. Employees need to understand and respect the values and social norms of different cultures in order to avoid offending others and build trust. Therefore, cultural sensitivity, cultural education and diversity awareness become core skills that organisations and individuals must possess (Chmielecki, 2021). Secondly, the challenge of verbal and non-verbal communication is a key factor in intercultural workplace communication. Linguistic differences can lead to communication misunderstandings, so organisations need to provide language training and translation services to ensure that messages are conveyed accurately (Saura et al., 2022). In addition, understanding the non-verbal signals of different cultures, such as body language, facial expressions, and intonation, helps to better understand the intentions and emotions of others.

Cross-cultural workplace communication also highlights the advantages of diversity. Diverse teams can bring new perspectives and ways of thinking to problem-solving and innovation (Mahadevan and Steinmann, 2023). Therefore, organisations need to encourage employees to share their cultural backgrounds and experiences to promote a more open, understanding and inclusive work environment. Finally, cross-cultural work exchanges are critical to global business relationships. Organisations must build international strategic partnerships and work with customers and suppliers from different cultures (Saura et al., 2022). This requires business leaders with cross-cultural leadership skills who can guide their teams to adapt to multicultural challenges and build a global business presence.

2.3.5 Managing Remote Teams

Effectively managing remote teams is one of the key challenges. Previous research has provided many management strategies and best practices, including
establishing clear lines of communication, setting clear goals, providing support and feedback, and monitoring the team's progress (Saura et al., 2022). Firstly, remote team management relies on efficient remote communication. According to Bilotta et al. (2021), leaders need to choose the right communication tools, such as video conferencing, instant messaging and e-mail, to ensure messaging and interaction among team members (Chai and Park, 2022). In addition, clear communication plans and scheduled virtual meetings help establish transparency and consistency in communication.

Finally, managing remote teams requires an emphasis on results orientation. The focus should be on performance and results, not on where employees work. This helps ensure that remote work teams are as productive and contributing as teams working in the same location. Overall, managing remote teams requires adapting to new environments and approaches, but successful management still relies on the leader's leadership skills, communication skills, task assignment and supervision, team building, and an emphasis on results orientation. With these strategies, organisations can effectively manage remote teams, achieve superior performance and respond to the changing business environment.
3 RESEARCH METHODOLOGY

3.1 Research Method

In terms of research design, a mixed research methodology is used, combining quantitative and qualitative research to gain a comprehensive understanding. Quantitative methods will be used to quantify some of the key variables of remote working on job communication, such as frequency of communication, productivity and employee satisfaction. For this purpose, online questionnaires have been designed covering multiple organisations and industries to collect data on a large scale, as also accorded by Sürücü and Maslakci (2020). The data provides quantitative insights into work communication in remote working environments. A web-based survey application has been used to disseminate the questionnaires. The target audience for the questionnaires is likely individuals who are currently involved in remote work inside various businesses. These people include employees, managers, or anyone else with relevant experience in the field who has worked from afar before. Individuals who fall into the aforementioned target audience have filled out the questionnaires (Newman and Gough, 2020).

In order to gain insight into the complexity of remote working on work communication, qualitative research methods will be used, including interviews and content analysis. Through in-depth interviews with teleworkers and managers, their experiences and perspectives will be gathered to explore subjective perceptions of non-verbal communication, digital tool use and challenges (Vindrola-Padros and Johnson, 2020). In order to fully understand the impact of remote working on communication at work, the researcher is using qualitative research methodologies, specifically in-depth interviews (Dodds and Hess, 2020). The study has collected subjective experiences and opinions on nonverbal communication, digital tool utilisation, and associated issues from the viewpoints of teleworkers and supervisors through in-depth interviews.
3.2 Sample Selection

A notable strategy is the selection of a diverse sample that includes remote workers from a variety of locations and organisations. This technique holds the potential to discover useful insights into the intricate intricacies of work interactions across diverse cultures, industries, and professional environments (Budianto, 2020). Adopting convenience sampling in line with Andrade’s (2021) proposal is prudent since it tries to protect against any biases and ensure the attainment of a well-rounded and representative cohort for the study. This careful attention to sample methodology improves the study’s credibility and validity in capturing the multidimensional nature of remote working’s impact on workplace communication.

3.3 Data Collection Approach

In order to get quantitative information, an online questionnaire has been used. This tool consists of a series of questions about the telework environment, frequency of work-related interactions, use of digital technologies, and self-reported work productivity levels (Budianto, 2020). To ensure a representative sample of work environments, the questionnaire has been disseminated to a diverse group of organisations. The goal was to strike a reasonable compromise between sufficient and manageable by setting the sample size at 100 people. This sample size is optimal for maximising statistical power without jeopardising the practicability of data gathering and processing (Dzwigol, 2022). An online survey tool was used to handle and analyse the data collected from the questionnaire, allowing for a thorough study of the quantitative responses.

Interviews, a reliable technique for obtaining in-depth qualitative insights, were also among the primary data collection tools. Depending on the available resources, face-to-face or remote interviews were conducted with a carefully selected sample of participants, including both teleworkers and managers (Zhou et al. 2022). A diverse range of viewpoints and experiences are captured thanks to this representative selection. Using a small sample size of five people, this study took a concentrated approach to guarantee thorough and comprehensive information is gathered. To provide participants the opportunity to express their opinions and describe their
experiences in their own terms, open-ended questions were used during the interviews (Urcia, 2021). Taking this approach allowed for a more thorough comprehension of the complex dynamics at play in telework and how they impact communication at work. The table below shows the demographic features of the participants sourced for this study.

Table 1. The demographic features of the participants sourced.

<table>
<thead>
<tr>
<th>Factor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>25-45 years</td>
</tr>
<tr>
<td>Gender</td>
<td>Males and females</td>
</tr>
<tr>
<td>Profession</td>
<td>Front line employees; departmental managers; team leaders; organizational managers and executive personnel</td>
</tr>
<tr>
<td>Organisational department</td>
<td>Marketing; HR; Operations; Management; Administration; Human Resource; Finance etc.</td>
</tr>
<tr>
<td>Industry</td>
<td>Retail sector</td>
</tr>
</tbody>
</table>

3.4 Data Analysis

Using a descriptive analysis of the questionnaire results is a smart move. This strategy involves synthesising the information and presenting it in a way that is straightforward and easy to digest (Urcia, 2021). The respondents' viewpoints on the telework environment, work interactions, digital tool use, and productivity can be gleaned through the computation of central tendencies like mean and median. Further, the standard deviation and other measures of variability will shed light on the spread of responses (Zhou et al. 2022). The use of descriptive statistics provided for a condensed but thorough review of the quantitative data, making it possible to spot trends and patterns in remote workers' experiences across different companies.
Applying content analysis to qualitative data is a methodical and illuminating move. This approach permits the methodical analysis of text data, such as interview transcripts, allowing for the extraction of recurrent themes and patterns (Dzwigol, 2022). A greater comprehension of the intricacies in participants' experiences and perspectives is made possible by content analysis, which classifies and organises the data. It provides a methodical framework for the work of finding common threads and gaining insightful qualitative data. The fact that Lindgren et al. (2020) support this method furthers its credibility in the academic community. In order to better understand complicated phenomena like remote work communication, content analysis is a powerful method for extracting insightful conclusions from qualitative data.

3.5 Ethical Considerations

The researcher shows admirable concern for ethical issues in this work. Fairness and representation are ensured by the use of diverse sampling techniques, such as convenience and deliberate sampling. The fact that interviews will be conducted either in-person or remotely shows that the researcher values participants' time and convenience. Informed permission is mentioned, which is a crucial ethical step in protecting participants' rights and privacy. These indicators collectively indicate a serious effort to perform the research in an ethically sound manner.

3.6 Influences on Study Design

The impact of remote working on work communication is a complex issue that is influenced by a variety of factors, including digital tools, cultural differences, and the nature of the task. The research design needs to be able to capture these diversity factors, so a mixed research approach may be more appropriate. Time and resource constraints of the study: the availability of time and resources for the study are also factors that influence the choice of methodology. Quantitative studies usually require larger samples and time, while qualitative studies may require more in-depth analyses (Issa and Tu, 2020). Influences of diversity: remote working is influenced by a variety of factors, including organisational culture, work tasks, digital tools, cultural
differences, etc. Therefore, a mixed research approach can capture these factors more comprehensively.
4 RESEARCH FINDINGS

4.1 Qualitative Findings

4.1.1 Trust and Relationship Building

Findings on trust and relationship building are critical to the importance of work communication. Research shows that trust plays a key role in work exchanges. The level of trust between employees directly affects their co-operation and information sharing. High levels of trust contribute to an open and transparent communication environment. Employees believe that trust is the foundation on which effective work communication is built, as also supported by Dinh et al. (2021). This statement was also indicated by the interviewee during the interview;

"Co-operation and information sharing are influenced by trust, which is essential to work interactions. In order to be effective, communication must be open and honest, and high levels of trust facilitate this (Participant-A)."

Studies have found that employees in remote work teams that have built mutual trust are more inclined to communicate openly and honestly. They are more willing to share ideas, suggestions and feedback because they believe their contributions will be respected and recognised, which is also consistent with Li et al. (2021). This statement was also highlighted by one of the participants during the interview;

"I think that when people in a remote team trust one another, it leads to more honest and open communication. When workers believe their thoughts and input are important, they are more likely to volunteer them (Participant-C)."

Building effective working relationships is critical in a remote work environment. In harmony with Waizenegger et al. (2020), research shows that when team members have strong working relationships, they are more likely to work together to solve problems and achieve common goals. This statement was also demonstrated by an interviewee in the following way;
"Relationship building is very important in remote work. Coordination, issue resolution, and success are all aided by solid interpersonal bonds (Participant-B)."

Leaders play a key role in building trust and relationships. Research has found that effective remote team leaders foster trust, build positive working relationships, and promote better workplace communication, as also held by Chamakiotis et al. (2021). This statement was also indicated by one of the participants in the following way;

"I believe that effective remote team leaders play a critical role in fostering a climate of trust and positive connections that facilitates open lines of communication in the workplace (Participant-D)."

4.1.2 Nonverbal Communication

Non-verbal communication often provides information-rich context, such as facial expressions, body language, and tone of voice. In remote work, the absence of these elements can lead to a lack of information, making work exchanges more susceptible to misunderstandings, which is also in line with the study of Bleakley et al. (2022). One of the participants also indicated that;

"Nonverbal clues, such as body language and facial expressions, might provide helpful background information. When working remotely, it's very important to have open lines of communication to avoid any misinterpretations that could arise from their absence (Participant-A)."

Non-verbal communication is one of the primary ways in which emotions are expressed. Respondents indicated that it is difficult to effectively communicate emotions and emotional states while working remotely. In virtual environments, employees may have difficulty conveying emotions such as joy, anger, and sadness, which reduces the intimacy of work interactions and relationship building (Morrison-Smith and Ruiz, 2020). One of the participants also demonstrated that
"For emotional expressiveness, non-verbal clues are essential. Working remotely offers difficulty in transmitting emotions like joy, rage, or grief, hurting intimacy in work relationships (Participant-B)."

Non-verbal signals help clarify messages and reduce misunderstandings. Respondents have experienced communication barriers or misunderstandings due to non-verbal communication limitations. Presbitero (2021) also affirms that in remote work environments, the lack of these signals makes employees more susceptible to misunderstandings and requires more time and effort to clarify issues. One of the participants also demonstrated that.

"Oh, that's right. It's easy for meaning to be lost in translation when non-verbal clues aren't included. There have been times when I felt like that (Participant-C)."

Due to the limitations of non-verbal communication in remote work, respondents feel that it takes more time to understand and respond to messages, resulting in reduced efficiency of work communication (Wang et al., 2021). One of the participants also demonstrated that

"Yes, I have also noticed that. It can take more time to find common ground when there are no in-person hints to speed up the process. It causes a slight delay (Participant-D)."

4.1.3 Use of Digital Tools

Digital tools can make workplace communication easier and more flexible; employees say they can use e-mail, instant messaging apps and collaboration platforms to communicate with colleagues anytime, anywhere, without being constrained by time or location, as also remarked by Abarca et al. (2020). This statement was also indicated by one of the participants in the following way;

"Oh, completely! Technology like that is a godsend. I am always within range of sending a message or making a phone call. It's a huge time saver (Participant-E)."
Widespread use of digital tools may result in fewer face-to-face interactions between employees. While digital tools provide an alternative, the lack of face-to-face interaction can affect teamwork and social interactions. This statement was also indicated by one of the participants in the following manners;

"Actually, I have realised that. While the internet has brought us closer together, it cannot replace actual human interaction. The human touch is missed at times (Participant-A)."

Digital tools often have logging and tracking capabilities that allow employees to save and view records of previous communications. This is useful for tracking project progress, resolving disputes and managing tasks. This statement was also demonstrated by one of the participants;

"Absolutely! The equipment is useful. To ensure projects stay on pace and problems are solved, it is helpful to be able to look back and review previous conversations (Participant-D)."

Remote work often involves teamwork across geographic regions, and digital tools can facilitate communication and collaboration between employees in different locations (Stahl and Maznevski, 2021). One of the participants also demonstrated that

"Without a doubt! Because of the dispersed nature of the group, those internet resources are invaluable. They make it possible for us to keep in touch and finish tasks no matter where we are (Participant-B)."

In a globalised environment, employees may speak different languages and follow different cultural practices. Digital tools can facilitate cross-cultural communication, but they can also lead to language and cultural barriers, as also said by Chmielecki (2021). This statement was also demonstrated by one of the participants in the following way;
"That's exactly right. While digital tools can be useful when dealing with linguistic and cultural barriers, there is still sometimes a disconnect. You need to be aware of that (Participant-C)."

Digital tools often lack non-verbal signals, such as facial expressions and body language, which can lead to inadequate messaging and misunderstandings. This statement was also demonstrated by one of the participants in the following way;

"Absolutely! You just can't gauge the atmosphere. When certain indicators are missing, communication breaks down. It's a difficult task (Participant-B)."

Widespread use of digital tools can lead to information overload. Employees say they are likely to be distracted by large volumes of e-mails, messages and notifications, which reduces productivity. This statement was also demonstrated by one of the participants in the following way;

"Oh yeah, I get it. All this information seems to be coming at you at once. All the buzzing from my alerts makes it difficult to concentrate at times. Negatively impacts efficiency (Participant-A)."
4.2 Quantitative Findings

4.2.1 Demographic analysis

The demographic analysis revealed insightful findings about the participants in this study. In terms of age, a diverse representation was observed, with the majority falling in the age group of 31-35 years (43%), followed by those in the 25-30 age group (27%). Additionally, there were participants between the ages of 36-40 (22%) and a smaller percentage of respondents who were more than 40 years old (8%). This diversity in age groups reflects the inclusion of a broad spectrum of individuals, as also discussed in the sample selection. Regarding gender, the study's participants were predominantly male (65%), while 35% were female. This gender distribution indicates a gender imbalance in the sample but still offers an opportunity to explore potential variations in responses between different gender groups.

Lastly, when considering job designations, the study included employees, managers, and executives. The highest percentage of participants held employee-level positions (81%), followed by managers (13%). Executives constituted a smaller portion of the sample at 6%. This variation in job designations allows for a comprehensive examination of how individuals in different roles perceive and experience remote work and its impact on communication. In order to attain the most relevant results, the researcher made sure to collect data only from employees which
have worked remotely for 2 months. This time was selected so that participants could demonstrate a fair understanding of the topic and their perceptions about it. These findings set the stage for a more nuanced analysis of the study's research questions and their implications across different demographic groups.

![Designation of respondents](image)

**Figure 2 – Designation of respondents**

4.2.2 Descriptive statistics

The analysis of the survey data provides insightful findings regarding participants' perspectives on the core study themes: trust and relationship building, nonverbal communication, use of digital tools, and cultural differences in the remote work context.

Firstly, in terms of trust, the data reveals an average trust score of approximately 2.995 on a scale from 1.25 to 4.25. This signifies a moderate level of trust among participants in the efficacy of remote work for communication. The relatively low standard deviation of 0.59244 suggests a degree of consensus among respondents, with most falling within a similar trust range.

However, in the nonverbal communication, the average score is notably higher, standing at around 3.3825 on a scale of 1.50 to 4.75. This indicates that, on the whole, participants perceive remote work as a conducive setting for nonverbal
communication. However, there is a wider dispersion in responses, reflected in the standard deviation of 0.83519, which conveys that there do exist some underlying factors which indirectly impact this relationship.

When examining digital tools, the data unveils an average score of about 3.3400 on a scale of 1.25 to 5.00. This suggests that participants generally find digital tools moderately effective for communication in remote work settings. Lastly, in relation to cultural differences, the data displays an average score of roughly 3.2575 on a scale of 1.25 to 4.25, highlighting that, on average, participants perceive a moderate influence of cultural differences on work communication in remote teams. The standard deviation of 0.59295 indicates a level of consistency in responses, with most participants falling within a similar perception range.

In summary, these findings collectively convey that participants in the study tend to hold moderately positive views regarding trust, nonverbal communication, and digital tools within the context of remote work. Nonetheless, they also acknowledge a moderate impact of cultural differences on work communication. The variation in responses for nonverbal communication and digital tools implies that while some participants have highly positive perspectives, others may have reservations. These results provide a foundation for a comprehensive and nuanced analysis of the study’s research questions, offering insights into the implications of remote work on communication across diverse demographic groups.

Table 2. Descriptive statistics of key themes.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust and relationship building</td>
<td>2.9950</td>
<td>0.59244</td>
</tr>
<tr>
<td>Non-verbal communication</td>
<td>3.3825</td>
<td>0.83519</td>
</tr>
<tr>
<td>Use of digital tools</td>
<td>3.3400</td>
<td>0.83297</td>
</tr>
<tr>
<td>Cultural Differences</td>
<td>3.2575</td>
<td>0.59295</td>
</tr>
</tbody>
</table>
4.3 Discussion

The demographic analysis of the study participants revealed a diverse representation across age groups, with the majority falling within the 31-35 age range – the young adults. Job designations also varied, with 81% being employees, 13% managers, and 6% executives. These demographics convey that the positive perception of remote work is more common among young adults, which is also accorded by Harrington and Dillahunt (2021).

The descriptive statistics related to key themes provide valuable insights. Participants express a moderate level of trust in the efficacy of remote work for communication, as reflected in the mean score of approximately 2.995. Dinh et al. (2021) support this finding and argue about the challenges of building trust in remote work environments. Additionally, nonverbal communication in remote work receives a higher average score of around 3.3825, suggesting that while some participants perceive remote work as conducive to nonverbal communication, there do exist such employees who find the communication to be challenging in the remote working landscape. Digital tools for communication in remote work also receive a moderately positive rating, which indicates that participants find these tools moderately effective, in line with the notion that digital tools enhance communication while introducing challenges (Abarca et al., 2020). Moreover, cultural differences in remote work are perceived to have a moderate influence. This finding, in harmony with the study of Chmielecki (2021), highlights the need for cross-cultural awareness in remote teams, which is deemed as an essential component in this post-pandemic era.

To sum up, the study's findings collectively suggest that participants tend to hold moderately positive views regarding trust, nonverbal communication, and use of digital tools in the context of remote work. However, they also recognize the moderate influence of cultural differences, indicating the need for a balanced approach to address the challenges and advantages of remote work communication. These results provide a foundation for understanding the complex dynamics of remote work communication and its implications for both organizations and employees.
5 CONCLUSION AND RECOMMENDATIONS

5.1 Research Limitations and Future Research Direction

There are some caveats to be aware of, even if this study offers important insights into the impact of remote work on communication. The sample size of 100 individuals may not accurately represent the complete range of experiences associated with remote work situations. The use of questionnaires to collect this information also raises the possibility of answer bias and memory recall problems. The study also relies heavily on numbers and may gloss over more nuanced qualitative details. The capacity to draw conclusions about cause and effect may also be hindered by the study’s cross-sectional design. Finally, the study does not address specific industry or sectoral disparities in remote work experiences, which could be a focus for further exploration.

Future studies could use mixed-method approaches, including qualitative interviews and quantitative surveys, to gain a more complete picture. Understanding the specifics of remote work in your sector through the lens of the mechanics of communication is important. Studying how remote workers’ communication habits have changed over time could shed light on how this sector has developed. It would also be useful to look more closely at the impact of remote work on team dynamics and collaboration. In conclusion, businesses that want to improve their virtual communication could benefit from studies examining the efficacy of various communication technologies and tactics in remote work settings.

5.2 Conclusion

Overall, the study provides insights into work communication in remote working environments, emphasising the importance of the use of digital tools, non-verbal communication and trust building. The results help organisations and employees to better adapt to the requirements of remote working in order to achieve more efficient work communication and collaboration. Remote working environments provide greater work flexibility, facilitate collaboration across geographies, and allow employees to have a better work-life balance. The use of digital tools has increased
productivity and task management. At the same time, research has identified a number of negative impacts, including information overload, lack of non-verbal signals and reduced face-to-face interaction. These issues can lead to misunderstandings and reduced effectiveness of work communication. The thesis also emphasises the importance of non-verbal communication in remote working. It is essential for building trust, reducing misunderstandings and facilitating effective communication. The impact of trust and relationship-building on work communication cannot be ignored. They help to increase open communication, reduce conflict and promote better teamwork. Based on the results of the study, a number of recommendations are made, including training and educating employees, establishing regular communication and social interaction, adopting a hybrid work model and further research in this area.

5.3 Recommendations

Effective communication is crucial in a remote work scenario. Organisations would benefit from investing in high-quality digital means of communication and cooperation. Video conferencing, instant messaging, project management software, and file-sharing platforms are all critical tools for modern businesses. Make sure the staff has received adequate training on how to use these tools effectively. Consistently updating and fine-tuning the technology stack can further facilitate remote communication. Moreover, to accommodate various time zones and work schedules, it may be useful to implement asynchronous communication methods. This allows team members to contribute and answer at their own leisure, lessening the burden of real-time interactions.

Successful remote work is built on a foundation of trust. It is more effective for leaders to focus on the end goal rather than micromanaging their staff’s every move. Instruct team members on what is expected of them and give them the autonomy they need to handle their own tasks. Facilitate open lines of communication and give workers a chance to raise issues and get answers. The use of key performance indicators and other performance metrics allows for the monitoring of progress and the establishment of responsibility. In addition, a culture of openness and trust can be bolstered by providing regular check-ins, status updates, and progress reports.
Working from home can make it harder to distinguish between work and personal life, which may increase the risk of burnout and overwork. Encourage staff to set clear boundaries between work and leisure time. Schedule breaks and prevent excessive overtime. Give people the tools and encouragement they need to maintain their mental and physical health. Included in this category could be things like mental health aids and stress-reduction courses. Also, think about allowing for varying work schedules and shift lengths to cater to employees' unique preferences. Employees' health and happiness are bolstered by a company's commitment to their well-being, and this, in turn, boosts productivity and job satisfaction.
REFERENCES


Klopotek, M., 2017. The Advantages and Disadvantages of Working Remotely from the Perspective of Young Employees. In *Management Challenges in a Network*


APPENDIX A: Interview Questions

- How does working remotely affect the quality and efficiency of work communication with the loss of in-person presence?
  o Can you relate specific situations where you've noticed changes in the quality of work communication while working remotely compared to in-person interactions?
  o In your experience, how has the absence of in-person presence influenced the clarity and efficacy of communication within your team or organization?
  o Which online resources or methods of communication have you found to be particularly useful in making up for the absence of face-to-face contact?

- Can electronic communication tools compensate for the loss of non-verbal communication in face-to-face interactions?
  o When working remotely, how effective have you found electronic communication tools like video conferencing and messaging platforms to be in transmitting non-verbal signs and emotions?
  o Have you found that internet communication methods fall short when it comes to expressing nuanced emotions?
  o From your opinion, do certain technological communication tools perform better than others in compensating for the loss of non-verbal communication?

- Do cultural differences have an impact on work communication in multinational remote teams?
  o Please include examples of how you've seen cultural variations affect the flow of communication on global remote teams.
  o Have you ever worked remotely with a diverse team and found that communication was difficult or misunderstood because of cultural differences?
  o Do you have any tried-and-true methods for improving cross-cultural understanding and communication on remote teams comprised of people from different countries?
APPENDIX B: Survey Questionnaire

Thank you for participating in our study on remote work communication. Your input is valuable in understanding how remote work impacts communication. Please answer the following questions honestly by indicating the extent to which you agree or disagree with each statement.

Gender:
- [ ] Male
- [ ] Female
- [ ] Prefer not to say

Age:
- [ ] 25-30
- [ ] 31-35
- [ ] 36-40
- [ ] More than 40

Designation:
- [ ] Employee
- [ ] Manager
- [ ] Executive

Please indicate your agreement with the terms below, with the options being Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD)

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trust and Relationship Building</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remote work has positively impacted trust among team members.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remote work has enhanced my professional relationships.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remote work has made it more difficult to build trust.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Remote work has strained my professional relationships.</td>
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<td></td>
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<tr>
<td><strong>Nonverbal Communication</strong></td>
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</tbody>
</table>
Electronic communication tools effectively compensate for the loss of non-verbal communication.

I often miss non-verbal cues in remote work interactions.

Remote work interactions are as effective as face-to-face interactions in conveying non-verbal cues.

Non-verbal communication is very important in remote work.

**Use of Digital Tools**

I am comfortable using digital tools for remote work.

Digital tools enhance the efficiency of remote work.

Overuse of digital tools leads to information overload.

I feel distracted by digital tools during remote work.

**Cultural Differences**

Cultural differences enrich remote team communication.

Multinational remote teams require special communication strategies.

Cultural differences create communication challenges in remote teams.

Cultural sensitivity is essential for effective remote team communication.