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Exploring the Perceptions and Experiences of Remote Work Among Administrative Healthcare Personnel at an Academic Medical Center in the Southeastern United States: A Qualitative Investigation

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Qualitative Investigation

By

Jonathan E. Young, MBA, MHA

A doctoral project submitted to the faculty of the Medical University of South Carolina

in partial fulfillment of the requirements for the degree

Doctor of Health Administration

in the College of Health Professions

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ADMINISTRATIVE EMPLOYEES

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Zahi Jurdi, DHA Committee Chair	Date

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Jonathan E. Young, MBA, MHA

Chairperson: Zahi R. Jurdi, DHA
Committee: Jillian B. Harvey, PhD, MPH
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This qualitative study investigates the attitudes and experiences of administrative healthcare

employees toward remote work at an Academic Medical Center (AMC) in the Southeastern

United States. Amid the COVID-19 pandemic, healthcare organizations rapidly shifted toward

remote work to ensure safety, prompting questions regarding the sustainability of this model.

Through semi-structured interviews, participants expressed a preference for remote work, citing

increased productivity and job satisfaction. Flexibility emerged as a key benefit, allowing

employees to effectively integrate professional and personal responsibilities. However,

maintaining boundaries between work and personal life posed challenges, necessitating clear

policies and support structures. This project contributes to existing literature by exploring remote

work within a large-scale academic medical center, offering insights into its impact on

productivity, job satisfaction, and work-life integration. Findings indicate a favorable attitude

toward remote work among administrative healthcare employees, suggesting its potential as a

working model for administrative personnel in the healthcare space.

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CHAPTER I INTRODUCTION

1.1 Background and Need

The ability to effectively manage the daily operations of healthcare organizations and teams is crucial to organizational success (Dowling, 2022). This necessitates skilled administrative staff and administrative leaders to have the ability to navigate a complex and ever-changing landscape (Dowling, 2022). The emergence of the COVID-19 pandemic is one of those complexities and has catalyzed substantial transformations in healthcare organizations, prompting numerous organizations to adopt remote work arrangements (Dowling, 2022). Leading this model type requires a certain skill set for healthcare leaders. This includes taking on roles as project managers, coaches, mediators, and productivity measures (Bock, 2023). In the healthcare sector, the significance of consistently upholding excellent care and productivity is magnified because of the populations served are patients. Considering the unique characteristics of the patient population, the industry demands its workforce to operate with minimal room for errors or substandard service delivery. It is important to find ways to maximize one's team in a manner that is beneficial to leaders, staff, providers, and patients. To gain a deeper comprehension of the remote working model, it is crucial to analyze its history and the existing knowledge surrounding it.

Telework, refers to a flexible work arrangement in which a person performs job obligations and other allowed activities from a location other than their regular workplace (U.S. Office of Personnel Management, 2023). In essence, telework allows employees to work on a defined schedule, with certain days committed to working remotely. This agreement includes any

scenario in which the employee performs job duties during regular pay hours from an agreed-upon alternate location, such as their home (U.S. Office of Personnel Management, 2023). The practice of telework has a long history. Its beginnings can be seen in the 1970s when technological advancements made it possible for satellite offices to link to mainframes through telephone lines (Joice, 2000). Due to the development of internet technology throughout the 1990s, it allowed for distance cooperation and communication, contributing to telework's growth and popularity (Joice, 2000).

The practice of teleworking in the workplace persisted into the early 2000s as its popularity increased due to the more frequent utilization and greater availability of technology to workers (Waters, 2022). Additionally, the expansion of telework in the 2000s can be attributed to national events and crises (Waters, 2022). The terrorist attacks in New York City, Washington, D.C., and Pennsylvania on September 11th, 2001, resulted in millions of square feet of office space being damaged or rendered unusable, forcing people to work from home (Waters, 2022). Beginning in 2005, fuel prices rapidly increased, reaching as high as four dollars per gallon in 2008 (Waters, 2022). This compelled employers to start implementing telework as a strategy to reduce fuel consumption and overall employee expenses, to provide relief to their employees (Waters, 2022). Furthermore, the growth of high-speed and broadband internet, and other wireless access, allowed for enhanced remote work access to the office. Legislative support for telework was evident in former President Barack Obama's signing of the 2010 Telework Enhancement Act. This act mandated that federal agencies develop teleworking strategies aimed at reducing federal government expenditures while enhancing benefits for both employees and employers (Waters, 2022). Terrorist attacks, rising gas prices, and the

introduction of high-speed internet all contributed to an increase in teleworking in the early

2000s.

The COVID-19 pandemic in 2020, however, saw a substantial increase in remote work as

businesses, including healthcare organizations, adopted this working model as a safety measure

(Kifor et al., 2022). These safety measures were in accordance with recommendations from

health organizations, including the World Health Organization (WHO). The WHO consistently

emphasized the importance of practicing 'safety behaviors,' which encompassed activities such

as handwashing, wearing face masks, and maintaining physical distance (Blanken et al., 2021).

Ultimately, physical distancing was regarded as one of the most critical among the

recommended safety behaviors (Blanken et al., 2021). As intricate as the virus might be, its

transmission necessitates the presence of an infectious person in close physical proximity to

others. Therefore, it was imperative to minimize the interactions between individuals in such

close physical proximity (Blanken et al., 2021). In the United States, this was also echoed by

the Center for Disease Control and Prevention (CDC). In early April 2020, the United States

was dealing with a grave COVID-19 crisis, with over 500,000 cases reported and a death toll

over 30,000 (Fridman et al., 2020). In response to the crisis, the CDC issued recommendations,

advising people to wear masks, sanitize surfaces, and, most importantly, keep a minimum 6-

foot physical distance from others, while also urging a nationwide reduction in social

interactions (Fridman et al., 2020). Stay-at-home orders were issued in 42 states, three counties,

and ten cities nationwide, underscoring the importance of limiting viral transmission (Fridman

et al., 2020). Furthermore, individuals were encouraged to reduce unnecessary travel, social

gatherings, and, where possible, shift to remote work arrangements, indicating a holistic

attempt to alleviate the growing public health crisis (Fridman et al., 2020). Even after government limitations were loosened, remote work has remained popular (Kifor et al., 2022). It is worth noting that the term "remote work" gained popularity during the pandemic, although it was previously referred to as telecommuting (Kifor et al., 2022). Various terms like telework, work from home (WFH), and hybrid work have been used interchangeably, but the term remote work has remained popular (Kifor et al., 2022).

The impact of transitioning to remote work on both the work itself (productivity standards) and employees is critical, particularly in terms of performance, health, and overall well-being. The World Health Organization (WHO) defines health as a complete state of physical, mental, and social well-being, rather than simply the absence of disease or disability (Sartorius, 2006). Furthermore, the WHO emphasizes that governments have a duty for their citizens' health, which can only be met by providing adequate health and social measures (Sartorius, 2006). Well-being is defined by Ruggeri et al. (2020) as the combination of feeling good and working well. It includes feelings of satisfaction and fulfillment, as well as the development of one's potential, having some control over one's life, a sense of purpose, and positive connections (Ruggeri et al., 2020). Well-being is a long-term state that allows individuals or populations to grow and thrive (Ruggeri et al., 2020). Under ideal circumstances, several prior studies have concluded that WFH is associated with productivity levels similar to typical office work (Awada et al., 2021). The WFH circumstance brought about by the pandemic gives a unique chance to research a wide range of aspects linked to work, the workplace, and the workforce that have not previously been investigated under idyllic circumstances. For example, working parents whose children attend a distant school or employees with other caregiving duties are

more likely than persons who live alone or do not have children to adjust their typical work hours or organize their working hours around others' needs (Awada et al., 2021). Similarly, variations in the home workspace, such as uncontrollable noise, loss of privacy, and comfort and proxemics, can all have an impact on workers' engagement, performance, health, and well-being, particularly when organizational practices and policies to facilitate the WFH transition are lacking (Awada et al., 2021). Despite the modest progress achieved in understanding the repercussions of remote work, there are still gaps in understanding the major elements that influence worker performance and overall well-being (Awada et al., 2021). As remote work became a necessity for working professionals during the COVID-19 pandemic and beyond, it has provided an opportunity to explore the benefits and consequences of this working model across a wide range of characteristics.

1.2 Problem Statement

The COVID-19 pandemic prompted health services delivery organizations to swiftly transition to remote work. A knowledge gap exists in comprehending administrative employees' experiences and perceptions related to remote work and this project aims to investigate and address this gap.

Healthcare systems nationwide are currently facing an unprecedented challenge, as they are increasingly pressured to formulate policies that emphasize the health and welfare of their employees. Traditionally, patient care has been the foremost concern for healthcare organizations. However, the emergence of COVID-19 has underscored the importance of

addressing the well-being of the personnel critical to its operations. This includes ensuring the

welfare of administrative employees who play a key role in maintaining smooth operations.

Healthcare organizations have proactively addressed this problem by expanding the options

for teams to work remotely. This change was initially implemented in response to COVID-19

safety precautions, particularly for those healthcare employees who were not considered

essential, such as administrative personnel or non-patient facing team members. However, for

organizational leadership, the question now revolves around whether this working framework

should become permanent. This project aims to investigate the viability and desirability of a

remote work framework for healthcare employees, with a focus on understanding the

perceptions and attitudes of administrative personnel, as healthcare organizations grapple with

the need to prioritize the well-being of their workforce in the face of unprecedented challenges,

particularly highlighted by the ongoing impact of COVID-19. One approach in determining

whether remote work should hold permanence for healthcare employees is to understand the

perceptions and attitudes of those who are doing the work, the employees.

1.3 Research Question

The purpose of this project is to conduct a qualitative investigation that explores the

attitudes and beliefs of administrative healthcare employees toward remote work at an

Academic Medical Center (AMC) in the Southeastern United States. More specifically,

1. What are the attitudes, beliefs, perceived work-life integration, and perceived job

    satisfaction regarding remote work?

Examining one AMC will allow for the sampling of a wide range of administrative roles. This

diversity allows for a more comprehensive exploration of the attitudes and experiences of

administrative healthcare employees in different roles within the organization. By gathering

insights into the challenges and opportunities associated with the remote work model for

administrative staff, healthcare organizations can begin to identify best practices and policies to

implement when managing staff in this environment. This will help to ensure that these

employees can work effectively in a remote work model, increasing their engagement, and

ultimately improving the quality of care provided to patients.

1.4 The Organization Under Study

Established in 1824, the organization under study serves as the sole comprehensive

academic health system within its state. Operating in conjunction with this academic medical

center, the organization is committed to providing patient care, as well as educating and

training healthcare professionals and leaders, not only for its home state but also for broader

regions. Patient care is administered across a network of 16 hospitals, boasting around 2,700

beds, with four additional hospital locations currently under development. The institution

manages a total annual operating budget of $5.9 billion, encompassing approximately 26,000

members comprised of faculty, physicians, scientists, students, affiliates, and care team

members, all dedicated to the pursuit of education, research, and patient care.

2   CHAPTER II SCOPING LITERATURE REVIEW

2.1 Scope

In this project, a comprehensive search was conducted utilizing various search engines and academic libraries, including PubMed, Google Scholar, the University of North Carolina at Chapel Hill online Library, The Medical University of South Carolina online library, and Duke University Library. The search terms employed encompassed variations such as "telework," "remote work," "telecommunication," and "work from home." Following the initial search, a total of 17 articles were identified that met the specified inclusion criteria. Subsequently, 13 of these articles were chosen for an in-depth literature review, forming the basis for the subsequent analysis and discussion forthcoming.

2.2 Literature Review

The advent of remote work has ushered in a disruptive period across various businesses, with healthcare administration emerging as one domain where the shift to this working model is becoming increasingly common. Administrative healthcare employees, who play a critical role in the effective operation of healthcare organizations, have learned to navigate this working model, in part because of the standards imposed by the COVID-19 epidemic (Shih et al., 2022). This shift in the workplace has enabled administrative professionals to carry out their duties and make critical contributions from the comfort of their homes or other remote locations.

The rise of remote work in healthcare administration can be linked to several causes, including the rapid improvement of technology and the growing perceived acknowledgment of the work-life balance it provides employees (Shih et al., 2022). Furthermore, the global

COVID-19 pandemic, served as a catalyst for remote work, prompting healthcare organizations

to rethink their old working models (Shih et al., 2022). Due to social distance regulations and

health safety standards, a considerable number of administrative healthcare staff were required

to adapt to remote work, often on short notice. This unexpected shift highlighted the

significance of comprehending and adjusting to the changing landscape of remote work in

healthcare administration (Shih et al., 2022).

To fully understand the consequences, complexities, and issues involved with remote work

for administrative healthcare employees, it is necessary to explore the history of this working

arrangement. Examining its historical evolution contexts, and the various variables that have

impacted it can provide significant insights into its current function within healthcare

organizations. Understanding this historical perspective not only allows one to grasp the

enormous changes in work dynamics, but also equips one with the knowledge needed to

properly navigate the current and future implications of remote work in healthcare

administration.

The workforce has undergone enormous shifts throughout American history as a result of

societal, economic, and technological shifts (Waters, 2022). During the pre-industrial era, a

substantial portion of the population worked primarily in or around their houses, such as in

artisan workshops and on local lands. During the Industrial Revolution, work began to move

away from homes, necessitating centralized locations for efficient production, often in the form

of factories and assembly plants located near raw material sources and production workers'

homes. However, in recent decades, the information revolution has compelled businesses to

decouple work from specific locations, a concept known as telecommuting (Waters, 2022).

This shift was made possible by the advent of digital technologies, which allowed for the

distribution of various work activities, including synchronous tasks, among employees working

remotely (Waters, 2022). This idea of remote work emerged shortly after the 1950s when

advancements in communication and computer technologies paved the way for telecommuting,

enabling employees to perform their tasks outside the traditional office environment (Waters,

2022).

Throughout the 1970s, small pilot programs within the federal government gained little

traction (Waters, 2022). However, in reaction to energy crises, transportation issues, and

environmental concerns, the concept of teleworking began to gain traction across the country in

the 1980s. First, legislation particularly targeted commuting to reduce pollution (and traffic

congestion) (Waters, 2022). Second, the US Department of Labor expected a downturn in the

job market over this time-period and investigated ways for mitigating this predicted loss

(Waters, 2022). Third, technological breakthroughs were available in the workplace, making it

easier to do work remotely (Waters, 2022). In the 1990s, teleworking was high on the national

agenda. With worries about fossil fuel emissions, work-life balance, and technological

improvements, former President Bill Clinton launched a series of actions aimed at increasing

federal telework by emphasizing the need to create a family-friendly work environment and

taking advantage of new technology and internet services, leading to the 1996 National

Teleworking Initiative (Waters, 2022). In 1999, the federal government gave tax breaks and

financial credits to various states for creating teleworking programs, including institutions of

higher education (Waters, 2022). During the 1990s, much of the focus on teleworking was on

lowering pollution, obtaining funding, or earning tax benefits (Waters, 2022).

Teleworking remained popular in the workplace as the 2000s unfolded and became

increasingly popular and as technology advanced and became more accessible to employees

(Waters, 2022). The growth of high-speed and broadband internet, as well as other wireless

modalities, allowed for more distant access to the office (Waters, 2022). It is important to note

that before the onset of the COVID-19 pandemic in early 2020, remote work was available but

not widely practiced (Wang et al., 2020). According to a 2017 American Community Survey,

the number of US employees who worked from home at least half of the time increased from

1.8 million in 2005 to 3.9 million in 2017 (Wang et al., 2020). However, at that time, remote

work accounted for only 2.9 percent of the total US workforce. As a result, prior to the onset of

COVID-19 in 2020, most workers had limited experience with remote work, and neither they

nor their organizations were adequately prepared to support this practice (Wang et al., 2020).

Current literature regarding remote work primarily stems from situations where remote

work was an occasional or infrequent practice, practiced by only some, rather than all or most,

employees in an organization (Wang et al., 2020). Consequently, significant differences in

individual perceptions of remote work may exist between those who extensively engage in

remote work and those who do so infrequently, thereby impacting the results of those

investigating this working model in the past (Wang et al., 2020). Furthermore, prior findings on

remote work have been influenced by selection bias due to its predominantly voluntary nature

in the past, wherein individuals worked remotely at their discretion (Wang et al., 2020). As a

result, the advantages previously associated with remote work may apply primarily to those who are interested in or capable of remote work (Wang et al., 2020). In exceptional circumstances where remote work transitions from a discretionary choice to a mandatory requirement, as displayed during the Covid-19 pandemic in 2020, it becomes imperative to shift research focus from whether to implement remote work to understanding how to optimize remote work outcomes. To do this, it becomes increasingly necessary to examine the perceptions of those engaged in remote work.

The literature on individuals engaged in remote work has pointed out both benefits and drawbacks. In a study completed by Feldman and Gainey (1997), the impact of telework on job design was considered (Feldman & Gainey, 1997). The study authors investigated how working away from a central office changes the motivational qualities of work, as well as employee attitudes and organizational perceptions (Feldman & Gainey, 1997). Feldman and Gainey (1997) suggested that telework had positive implications for employee motivation and attitudes because working away from the traditional office permits greater autonomy, allowing workers to control how and when work is performed. Some drawbacks of telework were also noted. Virtual workers are physically separated from the central office location, limiting their face-to-face interaction with co-workers, supervisors, and clients (Feldman & Gainey, 1997). Consequently, the authors argued that telework reduces task interdependence (Feldman & Gainey, 1997). Worker task interdependence can be a motivator in the workplace for a variety of reasons. Members of a work group rely on one another not merely to complete their tasks but also to attain higher-level goals and intended outcomes (Van Der Vegt et al., 2001). Employees gain a sense of purpose and job satisfaction when they understand how their duties are

interconnected and contribute to a bigger goal (Van Der Vegt et al., 2001). Interdependence

frequently encourages collaboration and teamwork, which leads to improved motivation as

individuals recognize how their efforts affect their colleagues and the entire project (Van Der

Vegt et al., 2001). Therefore, Feldman & Gainey (1997) argued that telework may impede the

motivating factor associated with task interdependence, increasing employees feeling of social

isolation.

In another study conducted by Hayes et al. (2021), the authors investigated the impact of

involuntary remote work during the early stages of the COVID-19 pandemic on

perceived stress and job-related burnout for workers with and without prior experience with

remote work. From March 23rd to May 19th, 2020, the authors developed a questionnaire that

included the Perceived Stress Scale, Copenhagen Burnout Inventory, demographic, and work-

related questions (Hayes et al., 2021). Their sample included 256 professionals who self-

identified as working from home during the pandemic. Pandemic restrictions increased all

participants' perceived stress, but age and gender had substantial effects on stress and burnout

(Hayes et al., 2021). Burnout was most prevalent among respondents who had previously

worked remotely prior to COVID-19. Communication, collaboration, and time management

with colleagues via technology were the most significant challenges reported (Hayes et al.,

2021). While some of the results in this study may be influenced by the pandemic restrictions,

the study reveals the impact of technology-facilitated work on individuals, as well as how

remote work introduces a distinct (and possibly more significant) array of stress and burnout

factors (Hayes et al., 2021).

When attempting to understand the implication of remote work for administrative

employees, an illustrative example of this can be found in a study conducted at the University

of Texas MD Anderson Cancer Center. In 2019, researchers at the University of Texas MD

Anderson Cancer Center conducted a study that examined the effects of a virtual working

model (Shih et al., 2022). Researchers wanted to know how personnel in the Palliative

Rehabilitation and Integrative Medicine (PRIM) department felt about working remotely 16

months after the COVID-19 pandemic began (Shih et al., 2022). A survey with questions

regarding overall remote work experience, emotional response, productivity, and characteristics

linked with pleasant experience was completed by 115 employees. The findings revealed that

most administrative personnel continued to support remote work for two or more days per week

permanently since they had a favorable overall experience and emotional reaction to it (Shih et

al., 2022). The favorable attitude from administrative personnel was linked to the belief that

remote work led to higher productivity and a more pleasant emotional state during work hours.

However, clinicians who had used a remote work arrangement had reported lower productivity

and experienced the most significant stress levels, with a statistically significant correlation (p

= 0.026; Shih et al., 2022). The level of stress among clinicians was linked to factors such as

having adequate resources and equipment, workload both pre-pandemic and in the past year,

and emotional exhaustion (Shih et al., 2022). The study offers an understanding of aspects that

contribute to stress and emotional tiredness as well as favorable experiences this virtual

working model provides.

The current literature reveals the evolving landscape of remote work. As healthcare

organizations continue to undergo profound transformations, especially in the wake of global

events such as COVID-19, which have accelerated the adoption of remote work, it is

increasingly clear that a comprehensive understanding of remote work is essential. The

compelling insights from existing studies emphasize the urgent need for further research to

explore the intricate dynamics of remote work within healthcare, specifically among

administrative healthcare employees. Healthcare organizations are now at a critical juncture,

where they must decide whether to continue allowing administrative healthcare employees to

work remotely or bring them back to the office. As a result, an investigation into the

perceptions of administrative employees working remotely is imperative. Such research will

not only have policy implications for organizations but can also empower healthcare

organizations to optimize the well-being of their administrative workforce, ultimately

contributing to the overall value and efficiency of healthcare services provided.

3   CHAPTER III METHODOLOGY

3.1 RESEARCH METHOD

This project utilized a qualitative research approach employing purposeful sampling of

administrative employees at one academic medical center in the Southeastern United States.

Through semi-structured key informant interviews with administrative employees, this project

aimed to answer specific questions about their attitudes, beliefs, perceived work-life

integration, and job satisfaction. Specifically, the following research questions were

considered:

1. Compared to on-site work, is there a difference in the *attitudes* of administrative

    healthcare employees regarding remote work at the AMC under study?

2. Compared to on-site work, is there a difference in the *beliefs* of administrative healthcare employees regarding remote work at the AMC under study?

3. Compared to on-site work, is there a difference in the *perceived work-life integration* of administrative healthcare employees regarding remote work at the AMC under study?

4. Compared to on-site work, is there a difference in the *perceived job satisfaction* of administrative healthcare employees regarding remote work at the AMC under study?

The Academic Medical Center selected for examination provides a wide range of administrative roles and departments; however, this project was limited to sampling one department. The department did have some diversity in role types, which enables an adequate examination of the views and experiences of administrative healthcare personnel in various roles within the organization, as well as an understanding of the demographics of individuals surveyed.

3.1a Defining Attitudes, Beliefs, Perceived Work-Life Integration and Perceived Job Satisfaction

Attitude

An attitude is a behavior that is based on conscious or unconscious beliefs that have formed over time (Altmann, 2008b). Beliefs can include a wide range of ideas, opinions, and principles, and they play an important part in defining an individual's vision of the world, affecting behavior, decision-making, and values (Altmann, 2008b).

Belief

Belief can be defined as the mental acceptance or conviction in the truth or actuality of some idea (Connors & Halligan, 2015).

Work- Life Integration

Work-Life Integration is an approach that creates synergies between all areas that define "life": work, home/family, community, personal well-being, and health (UC Berkeley, 2023).

Job Satisfaction

Schermerhorn and McCarthy (2004) define job satisfaction as the degree to which individuals feel positive or negative about their jobs. It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace (Schermerhorn & McCarthy, 2004).

Raziq and Maula-Bakhsh (2015) describe job satisfaction as an orientation of emotions that employees possess toward the role they are performing at the workplace. Furthermore, job satisfaction is an integrated set of psychological, physiological, and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs (Raziq & Maula-Bakhsh, 2015). Job Satisfaction is the essential component for employee motivation and encouragement toward better performance (Raziq & Maula-Bakhsh, 2015). The role of employees at the workplace is emphasized as there is an influence of various elements on an employee within the organization.

3.2 Data Collection

During the month of March 2024, two researchers conducted semi-structured interviews

with administrative employees affiliated with the academic medical center under study.

Employing a purposeful sampling approach, participants were recruited via email, resulting in

responses from seven (7) out of nine (9) potential respondents. Out of the seven (7), six (6)

respondents were interviewed, with one opting out from being interviewed. Prior to each

interview, participants were administered an online survey using RedCap (research electronic

data capture) to gather comprehensive demographic data. The information collected was de-

identified to ensure anonymity. After RedCap deployment, six interviews were conducted using

the Zoom Video Communication platform, with transcription facilitated by an AI companion.

Verbal consent was obtained from participants before the start of each interview, and all data

were de-identified to safeguard participants' identities. The two researchers also documented

their findings from each interview using Microsoft Word.

3.3 Survey Instrument

Six (6) sections made up the survey instrument. The survey questions were designed to

gain insights into demographics, attitudes, beliefs, perceived work-life integration, perceived

job satisfaction, and any other insights concerning remote work. In the demographics section,

participants were asked to provide details about their roles, tenure, gender, age, education level

and employment status. In Section 2, participants are asked about the frequency of remote

work, reasons for working remotely, tools and resources provided, and how accessibility to

these resources affects productivity and job satisfaction. Section 3 focuses on attitudes and

beliefs regarding the effectiveness of remote work for both individuals and colleagues, along

with its influence on job performance and challenges faced. Section 4 explores the impact of

remote work on work-life integration, emphasizing the concept of synergies between work,

home, community, and personal well-being. Job satisfaction is addressed in Section 5, inviting

participants to share factors contributing to satisfaction or dissatisfaction and their preference

for remote, office-based, or hybrid work setups. Lastly, Section 6 gathers additional comments

and advice on developing remote work policies, allowing participants to provide further

insights and reflections on their remote work experiences.

3.4 Qualitative Analysis

Inductive qualitative analysis methods were utilized to identify recurring themes.

Employing this approach, a team of two researchers systematically reviewed the data to discern

patterns and variations among survey participants. Through a process of peer-to-peer validation,

central themes emerged. Once data saturation was attained, major themes were identified based

on their frequency and significance as reflected by the conducted interviews with the

administrative employees of the academic medical center.

4   CHAPTER IV RESULTS

4.1 RESULTS/FINDINGS

On average, the interviews lasted 20 minutes and 49 seconds. Participation was voluntary,

and participants did not receive compensation for their involvement. Participants were

exclusively female, ranging in age from 24 to 62 years, with an average age of 37 years. Five

participants held a professional degree or doctorate, while one participant held a 4-year degree.

Lengths of employment varied from 1 to 6 years, with an average tenure of 2.74 years at the

organization under study. All participants were full-time employees, working 35 hours or more

per week. On average, participants worked 3.75 days remotely per week, Monday through

Friday during normal business hours (i.e., 8:00am – 5:00pm EST). Respondents' characteristics

are presented in Table. 1. Five major categories were discussed throughout each of the

individual interviews. These categories included (1) remote work experience, (2) attitudes and

beliefs, (3) work-life integration, (4) job satisfaction, and (5) advice for developing remote

work policies. Within the five (5) categories, 12 themes emerged and are presented in Table. 2.

Table. 1 Respondent Characteristics

Demographic	Interviewees
N	6
Gender	
Female	6 (100%)
Employment Status	
Full-Time (35 hours or more per week)	6 (100%)
Current Role	
Manager/Coordinator	5 (83%)
Administrator/Director	1 (17%)
Education Level	
Professional Degree/Doctorate*	5 (83%)
4-year Degree	1 (17%)
Age in Years (mean(range))	37 (24-62)
Years of Employment (mean(range))	2.74 (1-6)
Days Worked Remotely (mean(range))	3.75 (2.5-5)

*At least master's level

Table. 2 Summary of Themes

	Remote Work Experience	**Attitudes and Beliefs**	**Work-Life Integration**	**Job Satisfaction**	**Advice for Developing Remote Work Policies**
Theme 1	Geographically Dispersed	Decreased Distractions and Increased Productivity	Improved Mood	Ability to work in Multiple Settings	Clear Policies and Procedures
Theme 2	Positive Impact for employee (flexibility) and Organization	Access to Proper Equipment and Technology	Can Attend to Personal Tasks	Less Commute and Lower Costs	Need for self-discipline
Theme 3	-	-	-	Better Health	-
Theme 4	-	-	-	Working Model Preference	-

4.2 Remote Work Experience

Geographically Dispersed

All interviews yielded insights into interacting with teammates in their administrative roles.

Participants emphasized the logistical challenges of covering large territories, such as an entire

state, and how the remote working model facilitated these interactions. One participant noted,

> "So, my job covers the whole State. So being able to meet with team members virtually
>
> is more cost effective and time effective for being remote."

In response to navigating the expanse of the state's geography, another participant noted:

> "The team is actually fully remote, and I believe it's mostly because we cover such a
>
> huge region in our state. You know, some of my team members live about 2 or 3 hours
>
> away. So, it's kind of hard for us to have just one central physical location, like an
>
> office, where we can work out of."

Positive Impact for Employee (flexibility) and Organization

The interviews conducted illustrated the positive impacts of remote work arrangements on both

employees and organizations. One participant highlighted the value of the "balance" afforded

by remote work:

"So, it helps a lot to have that balance. I do love being able to get out a few times a week

seeing other employees, coworkers care team members. But I also like the option to be able

to work from home."

Another participant emphasized the significance of remote work in attracting and retaining

talent. They noted that the availability of remote work options enhances the appeal of their

team, making it more desirable for potential employees:

"I think it is also lot of people want to be on our team because it has the remote option. So,

it helps a little bit, I think, with our retention and interest in working on our team versus

other teams."

4.3 Attitudes and Beliefs

Decreased Distractions and Increased Productivity

Participants provided insights into their attitudes and beliefs surrounding their remote work

experience, with participants highlighting various factors that contribute to their perceived

productivity and effectiveness while working from home. Multiple participants emphasized the

reduction in workplace distractions as a key advantage of remote work, contrasting the constant

interruptions and social interactions experienced in an in-office setting.

"I feel like I'm more productive at home because I don't have coworkers just coming up

to me and chitchatting, whereas on-site, you know, everybody wanted to chitchat, and it

did not help that my office is right next to a common exit or entry where everybody saw

me. So, everybody had to, you know, stop and chitchat. So, I feel that working from home
does kind of make me feel more productive in that sense."

Another participant emphasized the value of being able to work in a quiet, distraction-free
environment, where they could dedicate their full attention to their responsibilities without the
need to navigate constant interruptions,

"In this office, you can find yourself having conversations, lengthy conversations,
catching up, stopping by each other's offices, chit-chatting. So, when you're home, it's
just you, and when you're honing in on that task, you are getting it done because there's
no outside noise, there are no distractions, there are no other people talking in the
background. It's just you and your space. So, to me, I'm more productive that way
(remotely) because I don't have people stepping into my office wanting to chitchat. You're
more accessible in the office if people need you so you kind of get pulled a little more
when people have that direct access to you at that time."

Additionally, participants expressed a sense of accountability and responsiveness to their
managers, driven by the perception of being more readily accessible and available while working
remotely. This commitment to responsiveness was attributed to the absence of external
distractions and the ability to promptly attend to tasks and requests without the constraints of an
in- office environment:

"My managers are like, you know, they always mention that I'm always available to them.
I'm always helpful and provide quality information. So that motivates me to stay
responsive. Like I said, when they email me, I'm on it, right? And again, there are no real

distractions for me at home. I don't have any small children. So, I'm able to respond

quickly and provide updates promptly or even complete projects quickly because I don't

have any distractions."

Access to Proper Equipment and Technology

Participants provided insights into the equipment and technology provided by their organization

to facilitate remote work, with participants highlighting the importance of having a functional

and efficient setup. One participant described the standard equipment provided and its effect on

work productivity:

> "We all get laptops, of course, and we are provided two monitors for an at-home setup
>
> and a docking station. So, you essentially have three screens if you want them, which is
>
> nice. That's really it. We don't get anything that special. We don't have work phones; we
>
> use our personal cell phones. I think it would be helpful if we did have work phones, but
>
> just laptop-to-monitor docking station. I think that our setup with having multiple screens
>
> and being able to use that as opposed to just a laptop or something like that definitely
>
> increases productivity, particularly when you're working on spreadsheets or PowerPoints
>
> and things like that, which we do a lot."

Another participant emphasized the crucial role of having adequate equipment and resources in

fostering their motivation to work from home:

> "Heavily, I would say that if I didn't have the proper resources, I wouldn't be motivated
>
> to work from home, and I think having the proper resources motivates me to get up. You

know, get up, and I have a standing desk and a walking pad. So, I've gotten really into the

work from home. I just try to be as productive as can be. So, I feel like without those

resources, I would not be satisfied, and I would not want to do it."

Conversely, one participant described the feeling of being tethered to their devices, highlighting

the difficulty in delineating boundaries between work and personal time:

"I do feel like very tied to my devices like sometimes it's hard to know where that break

is. My phone goes off at 8 pm."

4.4 Work-Life Integration

Improved Mood

Participants highlighted various experiences related to work-life integration, shedding light on

the complexities individuals face in integrating professional responsibilities with personal well-

being. One participant reflected on the transformative nature of achieving work-life integration

as a result of working remotely, likening their previous experience of work-related stress working

in the office to a cycle of anticipation and dread:

"You get so excited because Fridays are here. You squeeze your life into Saturday, and

then part of your life remaining for the weekend stops at like 6 o'clock. On Sunday at

6:01 your stomach starts turning like, 'Oh, I got to deal with this, that, and the other,' and

you dread getting up the next morning because you don't know what you're going to face.

But now that I have experienced work-life balance or integration (working remotely), I

don't have that anymore because I make the choice of whether I'm going in. It gives me a

sense of taking the reins. I don't skip a beat because I can balance my life much better, and I use the word balance because my spirit, soul, body have to line up, and if they are out of balance then I'm not going to be effective."

Conversely, participants admitted grappling with the blurred boundaries between work and personal life, exacerbated by the remote work setup:

"I honestly struggle with this because I have really bad anxiety sometimes. So, when people are messaging me and I'm working from home, and it's 6 PM, I'm like, 'Oh, well, I'm home, like I can just do it. So, I've tried to get better about setting hours and not going outside of those hours to maintain that work-life integration and balance. So, I would just say, working from home, it's really hard for me to disconnect because I'm right here with all of my stuff. So, if someone's messaging me after hours, or even on a weekend, sometimes I'm like, 'Oh, I'll just handle it, so I don't have to wait and do it.' But I try to stray away from that. It's been my New Year's resolution. So that's something that has been a struggle for me: just implementing boundaries as far as time and people texting my personal phone and different things like that, that have come up."

Another participant reflected on past habits of overextending work into personal time, describing a pattern of working late nights and even weekends to manage workload pressures when working remotely which eventually prompted a deliberate effort to establish boundaries between work and personal time:

"It was terrible when I would work late at night. I would stay up, even on weekends. I'll hop on the computer, and I'll, you know, try to get stuff done that I couldn't finish that

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week, so it won't go into the next week. But I've learned that you have to make time for

yourself. Whether or not you do the job, it will still be here, you know. So, with making

time for myself and putting myself first, making sure that when I'm at work, I know it's

work."

Another participant recounted their initial struggle with managing breaks and meals, highlighting

the absence of a structured lunchtime common in traditional in-office settings:

"When I first started getting adjusted to remote work, we didn't have a set lunch break. I

would have trouble where I just worked all the way through the day on my laptop and

forgot, like, 'Oh' I probably should have eaten something. So that was something I had to

manage myself."

Can attend to Personal Tasks

Participants expressed the impact of being able to attend to personal tasks during breaks on

their overall well-being and productivity on days in which remote work occurred. One

participant expressed the importance of managing household chores during breaks:

"Being able to handle tasks around the house during my breaks means that when my

work is done, I'm not feeling overwhelmed with other tasks that I have to do around the

house. That helps a whole lot. It allows me to focus on other things that bring me peace

and kind of helps me to wind down for the day."

Similarly, another participant highlighted the advantage of utilizing lulls in work to complete

personal errands, such as doing laundry or exercising.

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"When there's a lull, I feel like I'm good to go throw in a load of laundry or something, and get some things done. Or I know a lot of people will take a lunch break, but they'll go to the gym or something like that. They can take time to do those things, and you can eat at your desk or something while you're working remotely. So, I think there's a lot of good in-between times to do personal things for me."

3.3 Job Satisfaction

Ability to Work in Multiple Settings

In expressing their job satisfaction surrounding remote work, one participant notably underscored the pivotal role of flexibility in shaping their overall contentment:

"So obviously, my satisfaction, like I said, is being able to do what I want when I want. Basically, when I don't have a pending task, or I can work from my pajamas. I love being comfortable. I can work from my couch, I can work from my desk, I can work from my kitchen. I love that I can work from my porch, I can work from Starbucks. I love the flexibility. I think that's the biggest thing with remote work: being flexible. So that has increased my job satisfaction a lot."

Despite the absence of daily face-to-face interactions with colleagues, another participant noted that they can still seek out social interactions when needed by working from local coffee shops or restaurants:

"I have literally everything. I have a printer which I don't need a printer for what I'm doing. I have literally all my tools and resources here. So, it just works for me. The only

difference is that interaction with someone coming in my office all day every day. But of

course, if I do need that face-to-face interaction with the human, I can go to a local coffee

shop or go to a local restaurant and just sit there and work."

Another participant reflected on the necessity of actively engaging in activities beyond the

confines of their home office, shedding insight on the intricate balance required when working

remote,

"You have to be a lot more conscious about participating in things so that you're not so

stuck at your desk because you could just sit in your house all day."

Less Commute and Lower Costs

One participant emphasized the tangible benefits of a flexible work arrangement, highlighting

the relief of not having to endure a lengthy daily commute which previously consumed significant

time and energy. This newfound freedom from the constraints of traditional commuting allows

them to start their day at a more relaxed pace, fostering a sense of control over their schedule:

"I don't have to wake up early. I'm able to wake up at a decent time, and I don't feel rushed

to start my day. If it's pouring down outside, I don't have to worry about getting out in

nasty weather or fighting afternoon traffic to get home. My commute used to be about a

45-minute commute, so 45 minutes in the morning, 45 minutes in the afternoon, and it

could be longer depending on traffic or weather conditions."

Another interviewee shared a personal story illustrating the benefits of remote work in enhancing

their ability to integrate professional commitments with family life:

"I have a son who takes Karate, and we need to leave the house by 5 in order to get there
on time. But if my shift ends at 5 and I'm on-site, we're going to be late. But if my shift
ends at 5 and I'm at home, we're going to be on time all the time because it's just around
the corner, whereas if I was commuting, it would be an hour away. So, I think it really is
great."

Better Health

In examining the intersection of improved health - physical, mental, and social, and its
connections with job satisfaction, participants' insights revealed a common perspective of
improved health. One participant reflected on the alleviation of health concerns triggered by
environmental factors, such as pollen, through remote work:

"So, with all the pollen outside, I didn't know that I had asthma up until a few years ago.
Being inside the house, I don't have to deal with the outside world and all that's going on
right now. I'm pretty satisfied with my job."

Similarly, another participant articulates the significance of remote work in facilitating mental
rejuvenation:

"Sometimes there is a mental block, and that gives me an opportunity to reset, so I can
feel refreshed. So, it's very helpful to be able to work remotely and do both."

Working Model Preference

All participants expressed a strong desire for the inclusion of some form of remote work due to a better balance between professional responsibilities and personal life. The flexibility associated with remote work emerged as a significant factor driving preference, with three participants preferring to work completely remotely and three preferring to adopt a hybrid approach (a combination of remote and office work) in their administrative roles. Regarding their preference for working completely remote, one participant said:

"I don't ever want to go back to the office with everybody 5 days a week. I would be sad. That's part of what keeps me in my job, I think. and I get paid."

3.4 Advice for Developing Remote Work Policy

Clear Policy and Procedures

Participants expressed the need for clear and comprehensive policies and procedures for those working remotely. One participant emphasized the importance of formalizing essential aspects such as breaks and communication guidelines within remote work policies:

"I think if there's a remote work policy, you're legally required to give people a lunch break. So, I think having something in there that notes all employees are entitled to a 30-minute lunch break is important, and it generally depends on the manager. But as I noted previously, that's something that can be challenging for remote employees to remember."

Regarding communication guidelines within remote work policies:

"I would probably add something about communication. What's considered appropriate

or we have a policy called 'Standards of Professional Behavior,' which goes over all of

our values and how to act appropriately. And I'd probably say that for communication

and remote work as well, whether it be on video or chat, there needs to be expectations

for employees. Should your video be turned on all the time? Should you be wearing

business casual? Does it matter? Proper communication, you know, not being vulgar or

rude via instant message or email. You know, things like that."

Need for Self-Discipline

The necessity for employee self-discipline emerged as a cornerstone of productivity and

success for all participants when creating policies and recruiting for positions in which

administrative employees work remotely. As expressed by one participant:

"To work from home, it takes a lot; you have to be efficient. Just because you're

working from home and depending on what you do, you may be on the phone, or you

may not be on the phone. You have to make sure that your job is done. You have to

ensure that whatever task you have is completed because you don't want anything to

linger onto the next day, even if it's something small, like sending an email. You don't

want that to linger until the next day because everything will pile up one day."

Regarding one's ability to uphold discipline and maintaining focus while working remotely:

"So, if discipline, knowing, staying on task, and consistency, being efficient, are not
within you, then this is not for you. However, if they are, then I would recommend it
100%."

5   CHAPTER V DISCUSSION

5.1 DISCUSSION OF RESULTS

The results of this project offer valuable insights into the experiences and perceptions of
healthcare administrative employees regarding remote work. Existing literature on remote work
predominantly originates from scenarios where remote work was an occasional or infrequent
practice, adopted by only some employees rather than the majority within an organization
(Wang et al., 2020). Thus, this project contributes to the remote work literature by illustrating
how a department within a large-scale academic medical center has successfully transitioned to
a permanent remote working model. Through interviews, several themes emerged, shedding
light on both the benefits and challenges of this transition.

Geographically Dispersed Workforce:

Participants highlighted the logistical advantages of remote work in overcoming the
obstacles posed by covering large territories. Remote work (coupled with the proper
technological resources) facilitated interactions among team members spread across vast
regions, eliminating the need for a central physical location. This suggests that remote work
effectively addresses the needs of geographically dispersed teams, offering efficiency in terms
of cost and time. Additionally, this aligns with the literature as the growth of high-speed and

broadband internet, as well as other wireless modalities, has allowed for more distant access to

the office and greater reach to colleagues (Waters, 2022).

Attitudes and Beliefs Toward Remote Work:

Participants expressed a distinct preference for remote work compared to on-site work,

citing its potential to reduce distractions and notably increase productivity levels. This

sentiment resonates with the literature (Shih et al., 2022), wherein a positive attitude among

administrative personnel was perceived to be linked to the belief that remote work not only

enhances productivity but also fosters a more pleasant emotional state during work hours (Shih

et al., 2022). This alignment with existing literature underscores the positive impact remote

work can have on both employee productivity and satisfaction.

The flexibility inherent in remote work arrangements emerged as a particularly valued

aspect among the administrative employees interviewed. This flexibility allowed administrative

employees to create a work environment tailored to their needs, enabling them to effectively

manage tasks and responsibilities while maintaining a healthy work-life integration.

Work-Life Integration:

While remote work provides opportunities for a better work-life integration, participants also

acknowledge the challenges of maintaining boundaries between work and personal life. Blurred

boundaries and difficulty disconnecting from work emerge as common concerns, emphasizing

the importance of establishing clear boundaries and practicing self-discipline when working

remotely. Remote work introduces a distinct (and possibly more significant) array of stress, as

revealed in the literature (Hayes et al., 2021). As a result, finding pathways to mitigate the

challenges of maintaining boundaries between work and personal life will be critical in

minimizing burnout and enhancing retention among administrative employees working in

remote models.

Job Satisfaction:

Remote work was associated with increased job satisfaction, primarily driven by flexibility,

reduced commute times, and improved health outcomes. Participants appreciated the ability to

work from diverse settings and balance professional commitments with personal

responsibilities, leading to greater overall satisfaction with their jobs. This project revealed

unanimous satisfaction with remote work, accelerating the desire to continue to work remotely.

All interviewees desired some type of remote work, with three (3) participants desiring a hybrid

approach (a combination of remote work and in-office work) and three (3) participants desiring

to work completely remote. This aligns with the literature (Shih et al., 2022) as it was revealed

that administrative personnel favored remote work since they had a favorable overall

experience and emotional reaction to it (Shih et al., 2022).

Recommendations for Remote Work Policy:

Participants emphasized the necessity for clear policies and procedures to support remote work,

including guidelines for breaks, communication, response times, professional behavior, and

employee self-discipline. For interviewees, clear expectations and support structures were

pivotal in ensuring the success of remote work arrangements and optimizing employee

productivity and well-being.

5.2 Implication for Policy and Practice

The findings in this project provide practical implications for healthcare organizations that

have recently shifted to remote work or are planning to do so. As organizations prepare for

policies that will address remote and hybrid work arrangements, it becomes imperative to

understand the perceptions of administrative employees who are presently engaged in this

model. An understanding of the viewpoints, experiences, success stories, and challenges faced

by administrative staff working remotely, can inform the development of effective strategies,

policies, and procedures. Key considerations from this project when formulating policy

surrounding remote work include: (1) recognizing the positive impact of remote work on

employee satisfaction and organizational productivity; healthcare organizations should consider

policies that encourage the implementation of flexible work arrangements that allow employees

to work remotely either full-time or through hybrid models. This flexibility can attract talent

and enhance employee retention, particularly in roles that cover large geographic territories. (2)

If remote work is implemented, establishing clear and comprehensive remote work policies and

procedures is essential. These policies should address issues such as communication guidelines,

expectations for availability, professional behavior standards, and procedures for breaks.

Formalizing essential aspects of remote work can help mitigate potential challenges and ensure

consistency across the organization. (3) Remote work policies that aim to invest in the proper

infrastructure necessary to effectively support remote work, including providing appropriate

equipment such as laptops, monitors, and docking stations, are essential for maintaining

productivity and job satisfaction among administrative employees working remotely. By

implementing thoughtful policies and providing necessary support, healthcare organizations

can effectively leverage remote work to enhance employee satisfaction, organizational

efficiency, and the delivery of high-quality healthcare services.

5.3 Limitations and Future Research

There are several limitations of this project that necessitate consideration. This research

focused exclusively on administrative employees from a single department within the academic

medical center under study. Consequently, this decreases the generalizability of the results. It is

conceivable that attitudes, beliefs, work-life integration, and job satisfaction may vary

significantly among administrative staff in other departments, depending on the nature of the

work. To mitigate this limitation, future research should aim to include a more diverse sample

encompassing multiple departments and role types, thus enhancing the applicability of the

findings across broader contexts. The project also consisted of a small sample size (n=6) and

exclusively female. This limited participant pool and gender type may not fully capture the

breadth of attitudes, beliefs, and experiences within the administrative workforce. To address

this, future studies should strive to recruit larger and more demographically diverse samples to

ensure the robustness and generalizability of the findings. Additionally, the study interviewed

participants from an ancillary department only. Consequently, the applicability of the findings

to departments directly involved in patient care is unknown. Future research efforts should aim

to include a broader range of departments, including those directly engaged in patient care, to

provide a more comprehensive understanding of the attitudes, beliefs, work-life integration, and job satisfaction of administrative employees across various healthcare settings. Lastly, longitudinal studies could offer insights into the long-term effects of remote work on administrative employees.

5.4 Conclusion

The ever evolving and changing landscape of healthcare administration, particularly in the context of remote work, underscores the importance of having a comprehensive understanding of its implications. One of the catalysts for these changes included the COVID-19 pandemic, which led to a significant increase in remote work as healthcare organizations and National healthcare agencies (i.e., CMS) prioritized safety measures. The impact of COVID-19 on the patient population was significant; however, healthcare workers, including administrative employees, were also required to adapt to the challenges of the pandemic and continue to meet the needs of the healthcare organization they worked for. Remote work has remained pervasive even today, and with that, healthcare organizations are now at a critical juncture where they must decide whether to continue allowing administrative healthcare employees to work remotely or bring them back to the office. This project highlights the need to incorporate the voices and opinions of administrative employees as healthcare organizations design and implement programs to support various working models for their employees. Furthermore, this project contributes to the understanding of the remote work landscape for healthcare organizations, highlighting its multifaceted implications for individuals, teams, organizations, and work-life dynamics.

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Appendices

Title: Perceptions of Administrative Employees Surrounding Remote Work in Healthcare
Administration at an Academic Medical Center.

Introduction:

Thank you for participating in this interview. I am a student in the Doctor of Health
Administration program at the Medical University of South Carolina, and I am interested in
administrative employee perceptions surrounding remote work arrangements in healthcare
administration. Your feedback is crucial to my project. This interview will take less than 30
minutes to complete, and your responses will remain confidential and anonymous. Do you have
any questions before we begin? Is it alright if I record to help facilitate note taking and ensure
we capture accurate information?

Section 1: Demographics

1.1.   What is your current role/job title at the academic medical center?

    Examples below:

- Executive
- Administrator
- Manager
- Supervisor
- Human Resources (e.g., Human Resource Manager, Human Resource Coordinator, MCP
  Recruiter)
- Technical Services (e.g., information systems business analyst, business analyst, data
  analyst, application analyst, field engineer, program developer, etc.)
- Quality Improvement and Compliance (e.g., Performance Improvement Coordinator,
  Compliance officer)
- Education and Training (e.g., Education Manager, Nursing Education Coordinator)
- Research Administration
- Allied Health Professional
- Non-clinical Support Service
- Business Operations
- Other (please specify): _____

1.2. How long have you been employed at the academic medical center?

[Enter Years]

1.3. Gender

- Male
- Female
- Non-binary
- Prefer not to say

1.4. Age

[Enter Age]

1.5. Education level

- <4-year degree
- 4-year degree
- Professional degree/doctorate

1.6. Please select the option that best describes your current employment status:

- Full- Time (35 hours or more per week)
- Part-Time (Less than 35 hours per week)

Section 2: Remote Work Experience

2.1. How often do you work remotely in a typical week?

- 0 days
- 1 days
- 2 days
- 3 days
- 4 days
- 5 days

2.2. What are the reasons for working remotely?

    Prompts below, if not mentioned

- Convenience
- Improved work-life integration
- Commute reduction
- Childcare or family needs
- Health concerns
- Financial concerns

- Employer mandate
- Remote role

2.3. What tools and resources are provided by your organization to work remotely?

[Open-ended question]

2.4. How does accessibility to the proper resources and equipment influence your productivity surrounding remote work?

[Open-ended question]

2.5. How does accessibility to the proper resources and equipment influence your job satisfaction surrounding remote work?

[Open-ended question]

2.6. Which administrative tasks work better remotely, and which ones need (if any) to be in person?

[Open-ended question]

Section 3: Attitudes and Beliefs

3.1. Is remote work an effective way to accomplish healthcare administration for you? Why/why not.

[Open-ended question]

3.2. Is remote work an effective way to accomplish healthcare administration for your colleagues? Why/why not.

[Open-ended question]

3.3.a. How has remote work positively influenced your job performance?

[Open-ended question]

3.3.b. How has remote work posed challenges for you?

[Open-ended question]

Section 4: Work-Life Integration

We use the term Work-Life Integration instead of Work-Life Balance because balance suggests a binary opposition between work and life. In fact, the traditional image of a scale associated with work-life balance creates a sense of competition between the two elements. Instead, ***Work-Life Integration is an approach that creates synergies between all areas that define "life": work, home/family, community, personal well-being, and health (UC Berkeley, 2023).***

University of California, Berkeley. (2023, Nov. 28). Work-Life Integration. UC Berkeley Haas School of Business. Retrieved from https://haas.berkeley.edu/human-resources/work-life-integration/

4.1. How does remote work impact your work-life integration?

[Open-ended question]

Section 5: Job Satisfaction

Job satisfaction is ***defined as the degree to which individuals feel positive or negative about their jobs (Schermerhorn & McCarthy, 2004). It is an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace.***

Schermerhorn, J. R., & McCarthy, A. (2004). Enhancing performance capacity in the workplace: a reflection on the significance of the individual. *Irish Journal of Management, 25(2), 45.* https://www.questia.com/library/journal/1P3-886737431/enhancing-performance-capacity-in-the-workplace-a

5.1. Please share any factors that contribute to your job satisfaction or dissatisfaction related to remote work.

[Open-ended question]

5.1.a. Going forward, would you prefer working remotely, return to the office, or adopt a hybrid approach (a combination of remote and office work) in your administrative role? And why?

Section 6: Additional Comments

6.1. What advice would you give others who are developing remote work policies?

6.2. Is there anything else you would like to add or any other comments you have regarding your remote work experiences in healthcare administration at the academic medical center?

[Open-ended question]

Thank you for participating in this survey. Your feedback is valuable to our research.