



**National
Capital Region**

Wired: Evaluating
Settlement Online (WESO)

Hybrid Work and Hybrid Services: Managerial and Gender Based Perceptions

Wired: Evaluating Settlement Online (WESO)

The WESO Program offers research, infographics, and practical recommendations to improve hybrid settlement service delivery.



The WESO staff survey reveals strong sentiments for staff towards hybrid work.

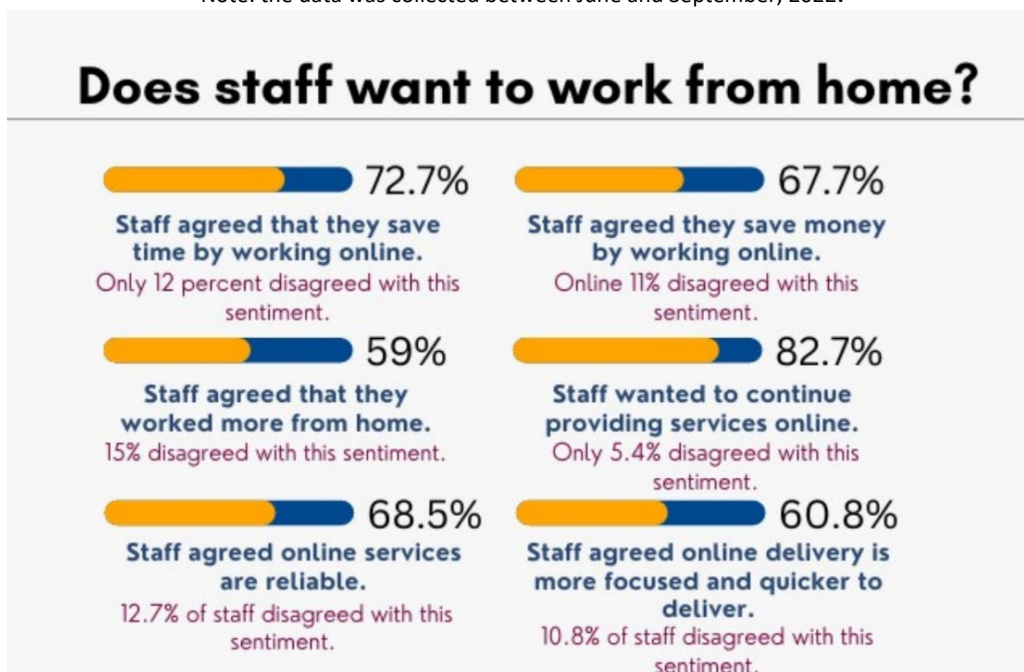
In a 2022 OCASI and York University study, researchers delved into the satisfaction levels of frontline settlement staff with remote work. The results paint an intriguing picture - 78.7% of respondents were satisfied or extremely satisfied with working from home. 18.93% reported being neutral. Only a mere 1.18% expressed their dissatisfaction (Souza et al., 2022).

According to a survey conducted by Canada Benefits in 2021, hybrid work arrangements provide various benefits for staff:

- 85% of hybrid workers said that commuting less has helped them save money,
- 84% of them confirmed that working from home allowed them to improve work-life balance, spend more time with family, exercise, and prepare more healthy meals.
- 64% of hybrid workers said that the hybrid mode of work increased their productivity,
- 29% of the workers said they would even search for another job if they did not have a current hybrid job.
- 77% of the employees surveyed reported that they are currently looking for hybrid work arrangements.

Both of these findings are not only revealing but also consistent with what we uncovered in WESO's research.

Note: the data was collected between June and September, 2022.



Sources:

- Souza, J.D, Ekra, M., Preston, V., Shields, J., (2022). Pandemic Response Survey Results OCASI Agency Frontline Workers. Report. York University. Retrieved on 19-04 from: [Microsoft Word - Executive Summary OCASI Management Report.docx \(yorku.ca\)](#)
- Wolfe, Blake (2021): Canadian employees want short commutes, flex work post-pandemic: survey. Benefits Canada. URL: Canadian employees want short commutes, flex work post-pandemic: survey | Benefits Canada.com

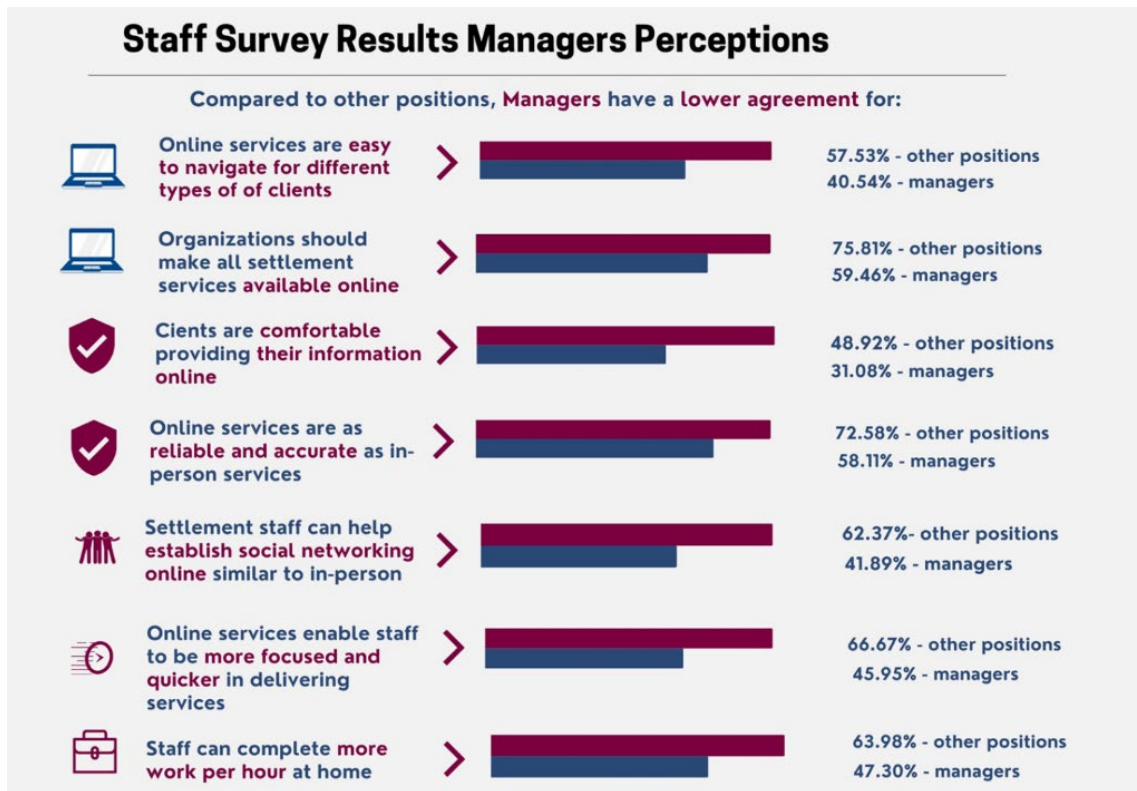


A study by Harvard Business Review found that many managers lack self-efficacy to manage remote workers, meaning that they do not feel that they have the ability to do so. Moreover, many managers reported having trust issues with remote work, which forces them to micromanage their staff (Sharon et al, 2020).

Does working from home increase productivity?

A study by Awada et al. (2021) suggests that the shift to remote work during the COVID-19 pandemic did not significantly alter workers' overall productivity. However, higher productivity was linked to better mental and physical health. Various factors, including worker characteristics, females, older staff and high paid staff were reported to have an increase in productivity (Awada et al., 2021).

This image below summarizes WESO survey responses from 260 settlement sector staff, with 186 in non-managerial and 74 in managerial roles. While many managers see online services as comparable to in-person, their overall agreement is lower for online work quality and remote productivity. The infographic compares agreement percentages between managers and non-managers, focusing on statistically significant differences identified through a t-test on agreement levels.

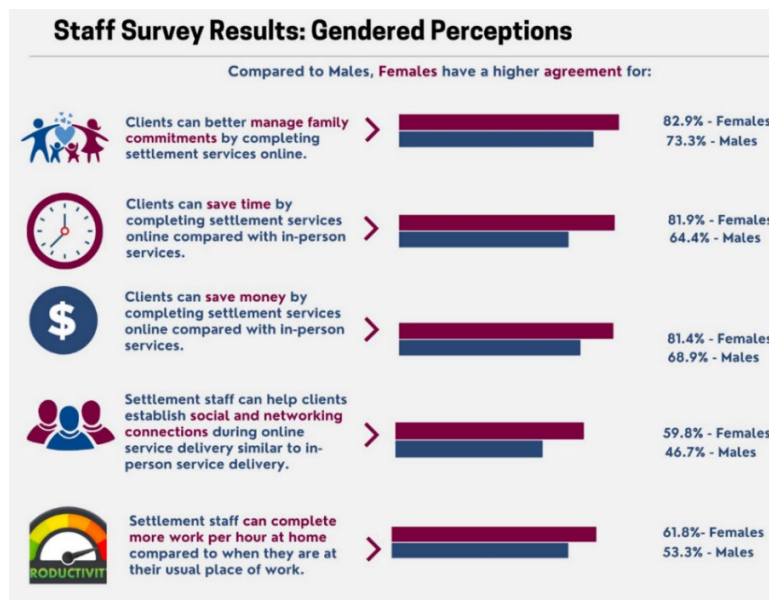


Note: the data was collected between June and September 2022

Sources:

- Parker, S. K., Knight, C., & Keller, A. (2020). Remote managers are having trust issues. Harvard Business Review, 30, 6-20.
- Awada, M., Lucas, G., Becerik-Gerber, B., & Roll, S. (2021). Working from home during the COVID-19 pandemic: Impact on office worker productivity and work experience. Work, 69(4), 1171-1189.





Note: The infographic is based on data collected between June and September 2022

76.5% of 260 staff survey respondents identified themselves as **female**. This is consistent with gender demographics in the sector. In 2018 the Canadian Immigrant Settlement Sector Alliance | Alliance canadienne du secteur de l'établissement des immigrants (CISSA-ACSEI), in partnership with Ontario Council of Agencies Serving Immigrants (OCASI) reported that 80% of settlement workers are female.

Our survey results revealed that while both groups generally agree on the productivity of remote work and the benefits of online services, women consistently had a higher level of agreement. The infographic compares agreement percentages between male and female staff, emphasizing statements that demonstrated a statistically significant difference in agreement levels between the two groups.

Achieving a balance between work and personal life is frequently regarded as a higher priority, particularly for women who still shoulder a significant share of domestic responsibilities. A 2008 study found that work cultures that support families were somewhat more crucial for women and parents in terms of satisfaction and commitment compared to men and non-parents (Parkes & Langford, 2008).

Women who have poor work life balance suffer job burnout, have high levels of stress and anxiety, struggle to achieve their maximum potential, and find it challenging to maintain a harmonious family life. Employed women who received support from their families and had the flexibility in their work schedules were able to attain a more satisfying work-life balance (Sundresan, 2014).

Sources:

- Sundresan, S. (2014). Work-life balance—implications for working women. OIDA International Journal of Sustainable Development, 7(7), 93-102.
- CISSA-ACSEI and OCASI (2018). Settlement sector National Compensation Survey Report: Where Next? URL: [CISSA-ACSEI-NationalCompensationSurvey-PRINT-Dec23-2019.pdf \(km4s.ca\)](https://www.ciassa-acsei.ca/NationalCompensationSurvey-PRINT-Dec23-2019.pdf)
- Parkes, L. P., & Langford, P. H. (2008). Work–life balance or work–life alignment? A test of the importance of work-life balance for employee engagement and intention to stay in organisations. Journal of management & organization, 14(3), 267-284.



Recommendations:

Promote Hybrid Work Arrangements:

- Acknowledge the strong positive sentiments towards hybrid work revealed in the surveys.
- Encourage organizations to adopt hybrid work arrangements based on the reported benefits, such as cost savings, improved work-life balance, and increased productivity.

Provide Managerial Training:

- Develop and implement training programs for managers to enhance their skills in managing hybrid teams, building trust, and avoiding micromanagement.

Shift Work Cultures:

- Tailor policies to address the specific needs and preferences of different gender groups within the organization.
- Recognize the higher percentage of women staff in the settlement sector.
- Encourage flexibility in work schedules and provide resources for employed women.
- Encourage and support flexibility in work schedules and provide resources for family support to help employees maintain a healthy work-life balance.

Focus on Mental and Physical Health:

- Acknowledge the link between better mental and physical health and higher productivity.
- Consider implementing wellness programs and initiatives that support the mental and physical well-being of employees, with a focus on characteristics such as age and gender.

Develop Feedback Mechanisms:

- Establish regular surveys and feedback mechanisms to continuously assess the satisfaction levels and preferences of staff.
- Use this feedback to adapt policies and practices to better suit the evolving needs and expectations of employees, especially in the context of remote and hybrid work.

