

Chapter 5 Resilience in the new normality of work in front of home office activities

Capítulo 5 Resiliencia en la nueva normalidad laboral frente a las actividades de home office

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DOI: 10.35429/H.2023.4.50.62

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Abstract

Objectives

The research aims to analyze the impact and change in the face of the new normality of work in workers who perform home office activities; providing valuable information to help companies and organizations to create healthy and effective work environments, through the promotion of resilience and adaptation skills in difficult situations.

Methodology

For the development of the project, a qualitative research approach was used, which is represented by activities that serve to formulate the problem statement and the research questions in order to answer them.

Contribution

In recent years, remote or home-based work has become increasingly popular, especially in the wake of the global COVID-19 pandemic. While this mode of work offers many benefits, it can also present certain challenges, such as difficulty in maintaining work-life balance, lack of social interaction and a sense of isolation. To cope with these challenges and adapt to this new way of working, resilience has become an increasingly important skill for remote workers. Resilience refers to the ability to bounce back from adverse situations and maintain motivation and focus over the long term. In the context of working from home, resilience can help workers maintain a positive attitude and overcome difficulties, which can improve their productivity and job satisfaction.

Resilience, New normality of work, Home Office

Resumen

Objetivos

La investigación tiene como objetivo analizar el impacto y cambio ante la nueva normalidad laboral en los trabajadores que realizan actividades de home office; proporcionando información valiosa para ayudar a las empresas y organizaciones a crear entornos de trabajo saludables y efectivos, a través de la promoción de habilidades de resiliencia y adaptación ante situaciones difíciles.

Metodología

Para el desarrollo de proyecto se realizó una investigación con enfoque cualitativo, la cual se representa con actividades que sirven para formular el planteamiento de problema y las preguntas de investigación con la finalidad de responderlas.

Contribución

El trabajo remoto o desde casa se ha vuelto cada vez más popular, especialmente después de la pandemia mundial de COVID-19, aunque esta modalidad de trabajo ofrece muchos beneficios, también puede presentar ciertos desafíos, como la dificultad para mantener el equilibrio entre la vida laboral y personal, la falta de interacción social y la sensación de aislamiento. Para sobrellevar estos desafíos y adaptarse a esta nueva forma de trabajo, la resiliencia se ha convertido en una habilidad cada vez más importante para los trabajadores remotos. La resiliencia se refiere a la capacidad de recuperarse de situaciones adversas y mantener la motivación y el enfoque a largo plazo, en el contexto del trabajo desde casa, la resiliencia puede ayudar a los trabajadores a mantener una actitud positiva y a superar las dificultades, lo que puede mejorar su productividad y satisfacción laboral.

Resiliencia, Nueva normalidad laboral, Home Office

Introduction

The Covid-19 pandemic has led to a transformation in the way we work, the new normal has generated a widespread adaptation of remote work or home office by companies and organizations, which has required a reorganization of workspaces, greater investment in technology and greater flexibility in working hours. In this new normality, office workers have had to adapt to new ways of working and communicating, which has presented challenges and opportunities in equal measure.

Resilience can be a valuable tool for home office workers, helping them overcome challenges and stay productive and healthy in their daily work. It allows them to better manage the stress and uncertainty associated with remote work, as lack of social interaction and lack of structure can make some workers feel lonely or lost, and resilience can help them maintain a positive attitude and find ways to adapt to their environment.

Home office or remote work presents unique challenges, such as: distractions at home, difficulty disconnecting from work, and lack of face-to-face interaction with co-workers, and being resilient helps workers stay motivated and focused on their long-term goals, which can improve their productivity and job satisfaction.

Resilience is a key skill for coping with the new normal because of the global Covid-19 pandemic, many workers have been forced to adapt to significant changes in their work and personal environments. The new normal is characterized by increased uncertainty, changes in the way they work, interact, and relate to others, and a growing need to adapt to unforeseen and often challenging situations.

Problem definition

Recovery from covid-19 is not merely a health issue; the severe damage to economies and societies will also have to be overcome. Without a deliberate effort to accelerate job creation and help the most vulnerable members of society, and the recovery of the hardest-hit sectors of the economy, the effects of the pandemic could linger for years to come in the form of lost human and economic potential, and increased poverty and inequality, said Guy Ryder, director general of the ILO (International Labor Organization) (Morales, 2021)

For this reason, alternatives must be sought to counteract the great impact caused by the pandemic, which in turn is initiating a new labor normality, in which new ways of working are presented, so it is necessary to know what actions are being taken by companies so that their workforce is not harmed, considering resilience as a factor that can generate organizational success.

After the Covid19 pandemic, 10.6% of the companies are still in Home Office, from the workers' perception they have had many difficulties to continue with this work at home, that is why the resilience capacity of workers in a Home Office model is investigated. (Morales, 2021).

The International Labor Organization (ILO) estimates that one out of every five workers in the world have experienced this reality at some point during the 19 months that the pandemic has lasted. In Latin America, at least 23 million people have worked remotely in the last year. Currently the perception of workers in a Home Office model says "Those who have benefited from telework are mainly formal salaried people, with high educational level, with stable employment relationships, in professional, managerial and administrative occupations, and of course with access to the necessary technologies to carry out their tasks", (Suárez, 2021).

A characteristic of organizations and the current work context is that they are subject to continuous and significant changes that result in stressful environments. In this scenario, workers must make efforts to adapt to them and minimize their effect. From positive psychology, which focuses on the positive subjective experience that enables people to cope with adversity and improve their quality of life, there has been strong support for the idea that some people adjust better than others to stressful conditions and maintain their levels of well-being by using different psychological capacities. (Luthans, Vogelgesang, & Paul, 2006)

The interest arises to carry out a study of resilience and the new labour normality in home office activities, because workers will have to show their ability to adapt to new scenarios.

Therefore, the following research questions arise:

What is the workers' perception of a Home Office model?

How have employees adapted to the new normal?

What strategy to follow to achieve high levels of resilience?

Justification

The COVID-19 pandemic has forced many companies and workers to adopt telecommuting or working from home to keep their operations running. This situation has led to an increased need for research on labour resilience in home office activities.

Workplace resilience refers to the ability of workers to adapt and recover from stressful or adverse situations at work. In the case of teleworking, workers confront a number of challenges related to lack of social interaction, difficulty in separating work from personal life, work overload, among others.

In addition, work resilience can also have an impact on workers' productivity and well-being. Resilient workers can better manage stress, maintain a positive attitude and be more productive at work.

Therefore, the research addresses the need to understand how workers are coping with home office challenges and what factors may influence their job resilience. The findings of such research could be useful in developing policies and programs that promote job resilience and worker well-being in the context of telework.

The following objectives are proposed to support the research:

- To identify the main sources of stress and difficulties that people face when working from home and how they have managed to overcome them.
- To recognize the importance of resilience in the face of the new normality of work in Mexico.
- To analyse how people have developed resilience skills to face the challenges of working from home, such as time management, motivation, stress management and effective communication with colleagues and clients.

As well as for future work, adapt tools such as questionnaires and surveys to discover the perception of home office activities in workers.

Methodology

For the development of the project, a qualitative research approach was used, which is represented by activities that serve to formulate the problem statement and the most important research questions, with the purpose of refining and answering them.

It is relevant to mention that qualitative research is based more on an inductive logic and process (exploring and describing, and then generating theoretical perspectives), it goes from the general to the particular, the approach is based on non-standardized and not completely predetermined data collection methods, it consists of obtaining the perspectives and points of view of the participants (their emotions, priorities, experiences, meanings and other rather subjective aspects). Also of interest are the interactions between individuals, groups and collectivities using techniques to collect data, such as unstructured observation, open interviews, document review, group discussion, evaluation of personal experiences, recording of life stories, and interaction and introspection with groups or communities. (Hernández, 2014).

The development of the research was carried out as explained below:

- Use of various data collection techniques, according to the requirements of the research. Once the study problem had been posed, i.e., the research objectives and questions had been established and the relevance and feasibility of the project had been evaluated, the study was theoretically supported.
- Theoretical support implied exposing and analysing the theories, conceptualizations, previous research, and background in general that were considered valid to justify the study. It is also important to clarify that "theoretical framework" is not the same as "theory"; therefore, not all studies that include a theoretical framework must be based on a theory (Rojas, 2011).

The development of the theoretical underpinning was carried out in two stages:

- The analytical review of the corresponding literature: This involves detecting, consulting, and obtaining the bibliography (references) and other materials that are useful for the purposes of the study, from which relevant and necessary information is extracted and compiled to frame the research problem. This review is selective, since only the most important and recent information is considered and is directly related to the research problem.
- The construction of the theoretical framework: For this, the key words or search terms were selected, which are distinctive of the study problem and are extracted from the idea or theme and the problem statement. Therefore, some preliminary readings were made to complement, taken as some search engines.

The search in books, electronic books, scientific journal articles and papers, works presented in congresses, symposiums and similar events, are sources that systematize the information to a greater extent, go deeper into the developed topic and are highly specialized, besides the fact that they can be accessed through the Internet, providing a list of references linked to the key words to obtain truthful and reliable information, which is selected for the elaboration of the theoretical framework.

The construction of knowledge and organization of ideas is fundamental in conducting documentary research.

Research refers to obtaining (and constructing) knowledge; research can be conducted from very different perspectives, with different objectives, or considering different types of data, procedures, or methods to obtain them. Thus, there are many different criteria for classifying research.

Documentary research is, as its name indicates, that which is carried out based on information found in documents of any kind, such as bibliographic, hemerographic or archival sources.

Baena (2011) indicates that "documentary research is a technique that consists of the selection and compilation of information through the reading and critique of documents and bibliographic materials" (p. 72).

Finally, it is important to mention that, for the development of documentary research, a selected and delimited topic is required, justified, the result of documentation or personal reflection. Therefore, it is necessary to establish a preliminary frame of reference to guide the collection of information and the writing of the research project.

Once the research topic has been developed, the content of the project is defined and described through which the results of the research are made known.

In the last stage of the research process, the results obtained are communicated. These are the ideas provided as the result of the work carried out.

Development of the topic

Resilience

Resilience is a multifaceted concept that has been defined and studied by several writers in different fields. To understand the word resilience, it is necessary to understand the history of its trajectory. The term resilience comes from Latin, from *resilio* (re salio), which means to jump back, to bounce back, to reanimate. It is used in civil engineering and metallurgy to calculate the ability of certain materials to recover or return to their original position when they have withstood certain loads or impacts. By extension, resilience could be represented as the deformation suffered by a ball thrown against a wall and the ability to bounce back (Arciniega, 2005).

The beginning of the research on resilience does not arise from a theoretical academic base but from a phenomenological identification of the characteristics of survivors of high-risk situations. Richardson (2002) conducted fundamental studies for the development of the concept of resilience, which were carried out by Werner (1992) who helped with relevant studies on communities of multiracial children in designated high-risk populations for 30 years. In these studies, it was estimated that about 200 of the total 700 children were at risk due to stress, poverty, parental mental health problems, and the daily instability experienced in the area.

More recently, resilient qualities have been identified in the field of positive psychology. Seligman and Csikszentmihalyi (2000) have written articles describing the strengths, characteristics, and virtues indicative of states of mental health, vitality and resilience. For Arciniega (2005), the capacity for personal and social adjustment despite living in an unfavorable context and having had traumatic experiences is what defines the resilient personality, while expressing that the current concept of resilience and positive psychology have converged and provided a more complete and optimistic vision of human development.

Resilience comprises at least two levels. First, there is resistance or the capacity to remain intact in the face of the "blow"; furthermore, resilience comprises the capacity to build or to realize oneself positively in spite of difficulties (Vanistendael, 1995).

Pierre-André Michuad (1996), cited in Cyrulnik, Guenard, & Tomkiewicz, (2012) describes four areas of application of resilience:

- Biological domain: when despite congenital or acquired somatic handicaps because of accidents or diseases, subjects have been able to lead a dignified and creative life.
- Family environment: Successful development of children from dysfunctional and conflictive families, victims of abandonment, mistreatment and abuse.
- Micro-social sphere: When the survivors develop in neighborhoods or towns determined by misery, unemployment, shantytowns, lack of services, social danger and all those deficiencies and circumstances that force individuals to live in a state of continuous "social aggression".
- Macrosocial, historical or public sphere. Survival in situations of natural catastrophes, wars, terrorism, deportations, etc.

According to the American Psychological Association, (2022) resilience is "the process of adapting well in the face of adversity, trauma, tragedy, threats, or significant sources of stress." Resilience involves the ability to cope effectively with challenging situations, recover from setbacks, and maintain a sense of well-being despite difficult circumstances.

Some researchers in the field of organizational psychology define resilience as "the ability of individuals, teams, and organizations to adapt and thrive in the face of adversity" (Dale Carnegie, 2020). This definition highlights the importance of resilience in the workplace and the role of individual and collective resilience in promoting organizational success.

The World Health Organization (2019) defines resilience as "the capacity of individuals, communities, and systems to resist, adapt to, and recover from adversity or stress." This definition emphasizes the importance of resilience at different levels, from individual to societal, and the role of resilience in promoting well-being and sustainability.

In general, resilience can be understood as a complex and multifaceted concept that involves the ability to adapt, cope, and thrive in the face of adversity or stress. The precise definition of resilience may vary depending on the context, the field, and the perspective of the writer or researcher.

Although studies of resilience in the workplace are still very recent, some variables have been identified that have been shown to have a positive effect on its development: personal antecedents, organizationally related antecedents, and consequences for individuals and groups. (Herrera, 2018)

Within organizations, The Factor Humà Foundation (2010) expresses that the organization has resilience when it possesses the ability to resist uncertainty, crises, changes and conflictive situations and to learn from these experiences taking advantage of them as a path to progress and not only as a survival mechanism. The element that differentiates resistance from resilience is that in the latter concept the organization does not just weather the storm, but emerges transformed by the experiences of adversity. This term in terms of organizations refers to overcoming crises that they may have at some point and what is wanted is not only to get out of the problem but to get stronger to all the changes faced and whose purpose is to ensure the stability of the organizations. (Urrutia, 2018)

The three characteristics of resilient people and organizations as published by the Factor Humà Foundation (2010) are:

- They accept reality: there is a false belief that it is optimistic people who overcome difficulties. In reality, systematic optimism only leads to continuous reality shocks. Resilient organizations and people are those who know how to see reality as it is, often in all its harshness. In terms of leadership, it involves communicating with transparency, reporting the real situation.
- They find meaning: they know how to draw existential lessons from the most compromising situations. It is important for the organization to have a strong value system. Values generate meaning because they offer ways of interpreting and channeling events. The most resilient organizations are those with the most stable and shared value systems.
- They are able to improvise: knowing how to do the most with what is at hand. See possibilities where others only see confusion. However, the most effective improvisation is that which is developed on the basis of solidly established rules and routines.

For Mercado, Leal, and Núñez (2014) in organizational terms, having greater resilience is being able to successfully address the problems that arise in a crisis, therefore, resilience in an organization is a function of:

- Situational awareness.
- Vulnerability management.
- The ability to adapt in a complex, dynamic and interconnected environment.

Covid-19 Pandemic in Mexico

The Covid-19 pandemic has had a significant impact in Mexico, both in terms of public health and in terms of economic and social welfare. However, there have also been examples of resilience in the country in response to the pandemic. Below are some examples of resilience in Mexico following the Covid-19 pandemic:

- Community solidarity: the pandemic has generated a solidarity response from communities in Mexico, who have organized to support the most vulnerable during the crisis. For example, initiatives have been created to provide food, medicine and basic supplies to those in need.

- Business adaptation: Many businesses in Mexico have demonstrated their resilience in adapting to the pandemic. For example, they have implemented innovative business models, such as e-commerce, to maintain operations and comply with social distancing measures.
- Innovation in Health: The pandemic has also led to innovation in the health sector in Mexico. Technological solutions have been developed for the monitoring and treatment of patients with Covid-19, and the responsiveness of the health care system has been improved.
- Health System Strengthening: The pandemic has highlighted the importance of health system strengthening in Mexico. Steps have been taken to increase the capacity of hospitals and clinics, as well as to provide the necessary personal protective equipment for health care personnel.

While the pandemic has had a significant impact on Mexico, there have also been examples of resilience in the country's response to the crisis. Community solidarity, business adaptation, health innovation and health system strengthening are some examples of resilience in Mexico after the Covid-19 pandemic. (World Health Organisation, 2021)

New Normal

The "new normal" is a term that has been used in Mexico (and other countries) to describe the stage after the Covid-19 pandemic, when disease control and prevention measures have been implemented and processes of economic and social reactivation have begun. In the context of Mexico, the "new normal" implies the adoption of social distancing measures, the use of masks and other hygiene measures, and the gradual resumption of economic and social activities.

In Mexico, the federal government has established an epidemiological traffic light that indicates the risk level of each state based on the number of active Covid-19 cases. Each state has its own traffic light, and restrictions and prevention measures are adjusted according to the level of risk. In general, the "new normal" in Mexico involves measures such as limiting the capacity of public and private spaces, cancelling mass events, working remotely and promoting the use of digital technologies to reduce physical contact.

The "new normal" in Mexico refers to the adaptation of society and the economy to the context of the Covid-19 pandemic, with the implementation of disease prevention and control measures and the gradual reactivation of economic and social activities.

The Covid-19 pandemic has led to a widespread adoption of remote working around the world, mainly among office workers in Mexico. Below are some of the ways in which office workers have adapted to home office activities:

1. Use of technologies: Office workers have had to adapt to online communication and collaboration technologies to stay connected with colleagues and clients. This includes the use of video conferencing, instant messaging and email tools, among others.
2. Reorganisation of workspace: Office workers have had to create workspaces in their homes that allow them to concentrate and be productive. This may include setting up a dedicated work area and investing in appropriate equipment and furniture.
3. Time flexibility: By working from home, office workers have greater flexibility to organise their time to suit the needs of their home and family. This may include the possibility to work unconventional hours or to adapt their working hours to the needs of child or family care.
4. Greater autonomy: Remote work can also provide greater autonomy and responsibility for office workers. By not being closely supervised by their superiors, they can be more independent in organising their work and make decisions more freely.

Office workers in Mexico have adapted to remote work through the use of technologies, reorganisation of their workspaces, flexible hours and greater autonomy. While working from home can have its challenges, it can also provide opportunities for greater flexibility and autonomy at work. (Gálvez, 2021)

Figuroa (2021), states that Home Office "is a work practice that is increasingly being adopted by organisations because of the enormous benefits it brings to both the organisation and the employees" but that this was a forced modality due to the unexpected health crisis due to Covid-19.

Adapting to home office activities can present some challenges for workers and companies. Some of the most common problems include:

1. Lack of adequate space: Not all workers have adequate space in their home to work efficiently. This can affect worker productivity and comfort.
2. Difficulties separating work and personal life: When working from home, it can be difficult to separate work time from leisure time. This can lead to long working hours and a diminished quality of life.
3. Interruptions at home: the presence of other family members, noise and distractions at home can make it difficult to concentrate and focus on work.
4. Lack of social interaction: Working from home can be lonely and can lead to a lack of social interaction with colleagues, which can affect morale and emotional well-being.
5. Dependence on technology: Working from home requires a reliable internet connection and adequate technological tools, which can be a challenge for some workers.

Adapting to home office activities can be difficult due to issues such as lack of adequate space, difficulty in separating work and personal life, interruptions at home, lack of social interaction and dependence on technology. However, these difficulties can be overcome with the implementation of effective home working practices and adequate support from the company.

For the challenges employees face, Hernández (2021) refers to becoming synonymous with castaways trying to survive in the sea of modern hyper-connectivity. He explains that social interaction is an indispensable factor and should not be replaced so easily.

Figuroa (2021) comments that employees are generally satisfied and motivated working under this scheme, although some adjustments need to be made to the way Home Office is run so that its implementation does not have major disadvantages in the future. This indicates that there is a growing need to train leaders to manage their teams remotely.

Results and analysis

As a result of the analysis of information from various sources, the resilience of employees may vary depending on their ability to adapt to changes and stressful situations related to working from home, such as lack of social contact and difficulty in establishing clear boundaries between work and personal life.

- Most employees work from home several times a week and use tools such as laptops, desks and chairs to carry out their activities.
- The most common activities performed from home are working on projects, answering emails, attending virtual meetings and making phone calls.
- Most employees feel productive when working from home, although some may have difficulty separating work and personal life.

- Employees appreciate the greater flexibility in schedules and the savings on transportation and meal expenses when working from home, but some also feel isolated and experience communication problems with other team members.
- The level of emotional well-being when working from home varies, with some employees reporting feeling very good or good, while others feel average or bad. Some employees may feel that they do not receive enough emotional and psychological support from their employer.

These results allow us to identify areas for improvement and design strategies to address employees' concerns and improve their emotional well-being when working from home.

Importantly, employees who have adequate tools and a comfortable work environment at home may have greater resilience and adaptation to the new normal compared to those who do not have these resources.

Implementing strategies to foster employees' resilience and emotional well-being, such as team-based group activities or emotional support from organisational leaders, can improve employees' adjustment to the new normal. Support from organisational leaders, such as effective communication, constructive feedback and clarity on work expectations, can have a positive impact on employees' resilience and emotional well-being in the context of working from home.

Work-life balance is an important factor in employees' adjustment to the new normal of working from home. Employees who find it more difficult to establish clear boundaries between work and personal life may have higher levels of stress and lower resilience.

Strategies

The COVID-19 pandemic has forced many organisations and workers to adapt to the new normal of work, including the transition to remote working and the home office. Some adaptation strategies that can be implemented to ease this transition and improve productivity and well-being in the home office are:

1. **Establish a routine:** It is important to establish a clear and consistent daily routine to ensure that work tasks and objectives are met. This may include establishing regular work and break times and maintaining a daily task list.
2. **Create a suitable workspace:** It is important to create a comfortable and suitable workspace at home, preferably in a quiet place without distractions. This may include acquiring a comfortable desk and chair and eliminating any distractions in the work area.
3. **Maintain communication:** It is important to maintain clear and effective communication with co-workers and supervisors. This may include scheduling regular meetings and using online communication tools such as email, chat and video conferencing.
4. **Set boundaries:** It is important to set clear boundaries between work and personal life in the home office. This may include setting clear working hours, scheduling regular breaks and disconnecting from work devices outside working hours.
5. **Encourage physical activity:** It is important to encourage regular physical activity in the home office, as this can improve physical and mental health. This can include doing simple exercises at home or participating in online sports activities.
6. **Encourage mental wellbeing:** It is important to encourage mental wellbeing in the home office, as remote work can be lonely and stressful. This can include participating in online social activities, adopting relaxation techniques such as meditation and yoga, and seeking professional help if needed.

Strategies for adapting to the home office in the new normal of work can help improve productivity and well-being in remote work and can help workers and organisations to remain flexible and adapt to change.

Home office affects workers' resilience in both positive and negative terms, it can provide greater flexibility and autonomy, which can increase resilience. However, there may also be increased demands and stress associated with remote working, which can decrease resilience, so specific interventions can be developed to build resilience in this context.

For example, coping skills training programmes can be developed for workers, as well as workplace policies that foster resilience.

Conclusions

The COVID-19 pandemic has significantly changed the way people work, with a large number of people working from home. This has required employees to develop resilience and adaptive skills to cope with the unique challenges of working from an unconventional environment. Resilience in home office employees is critical to ensuring their long-term wellbeing and productivity, the ability to bounce back quickly from adversity, adapt to change and maintain a positive attitude is essential to managing stress and work demands.

Employees who have demonstrated the greatest resilience in remote work have been those who have been able to establish clear boundaries between their personal and professional lives, have maintained open and effective communication with co-workers, and have established healthy routines to maintain a work-life balance.

It is of utmost importance then, to have knowledge of the level of resilience that employees manage for companies, and this can be measured through data collection tools such as questionnaires and surveys, can generate valuable information for future work, therefore, to give continuity to the research a survey will be applied to know the perception of workers in the new normal work in home office activities, as it can significantly influence their performance, job satisfaction and emotional well-being. Some of the reasons why it is important to consider workers' perception of the home office are described below:

1. **Productivity:** The perception that workers have of the home office can directly affect their level of productivity. If workers perceive that the home office enables them to be more productive, they are more likely to be motivated and work harder to do their jobs effectively.
2. **Job satisfaction:** Workers' perception of the home office can also affect their job satisfaction. If workers perceive that the home office allows them to have a better work-life balance, they are more likely to be satisfied with their work.
3. **Emotional well-being:** Workers' perceptions of the home office can also affect their emotional well-being. If workers perceive that home office allows them to have more control over their work environment and reduces stress, they are more likely to have better emotional well-being.
4. **Talent retention:** Workers' perception of the home office can also influence their decision to stay with a company. If employees perceive that home office is an attractive option and allows them to work more effectively, they are more likely to be motivated to stay with the company in the long term.

Workers' perceptions of the home office are important because they can influence their productivity, job satisfaction, emotional well-being and talent retention. Therefore, it is important for employers to take workers' perceptions into account and work collaboratively with them to create policies and practices that meet the needs of both parties.

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