

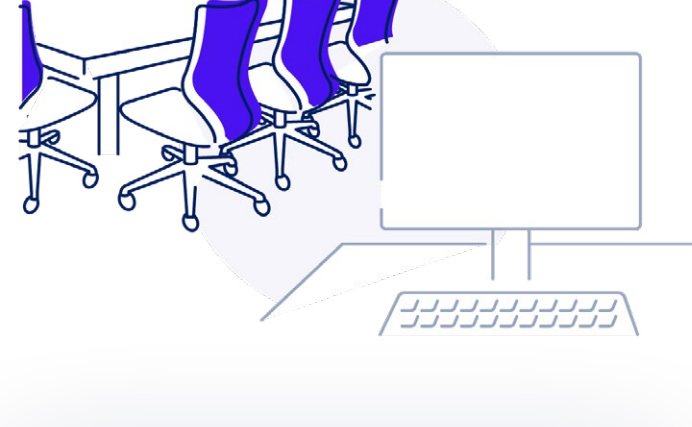
The culture-satisfaction dilemma

Insights from *The Business of Balance*, a global report analyzing trends in the distributed workforce

Conducted by Vanson Bourne, a new global survey of 2,960 HR, IT, and business decision-makers and employee-level respondents revealed a tension between efforts to improve company culture and elevate job satisfaction.¹ While many concede that culture would benefit from a return to in-person work, employees are hesitant to relinquish the increased satisfaction they've derived from the ability to work remotely. In fact, employees so cherish their hybrid work flexibility that many have begun to look for new jobs as a result of return-to-office policies.

Remote workers feel a lack of culture

Employees at organizations with remote work policies were nearly **three times** more likely to report that their company culture needs a complete overhaul compared to those with in-office policies.



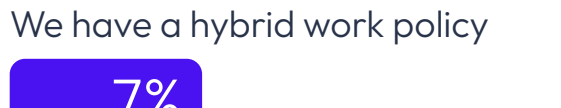


Frontline workers are unconvinced hybrid will help them

While those with a hybrid policy are least likely to see the need for massive change to company culture, this doesn't hold true from the perspective of frontline workers.

A complete culture overhaul is needed

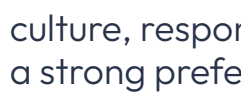
We have a remote work policy



We have a hybrid work policy



We have an onsite/in-person policy



Yet even with the blow to company culture, respondents demonstrated a strong preference for the ability to choose their working location.

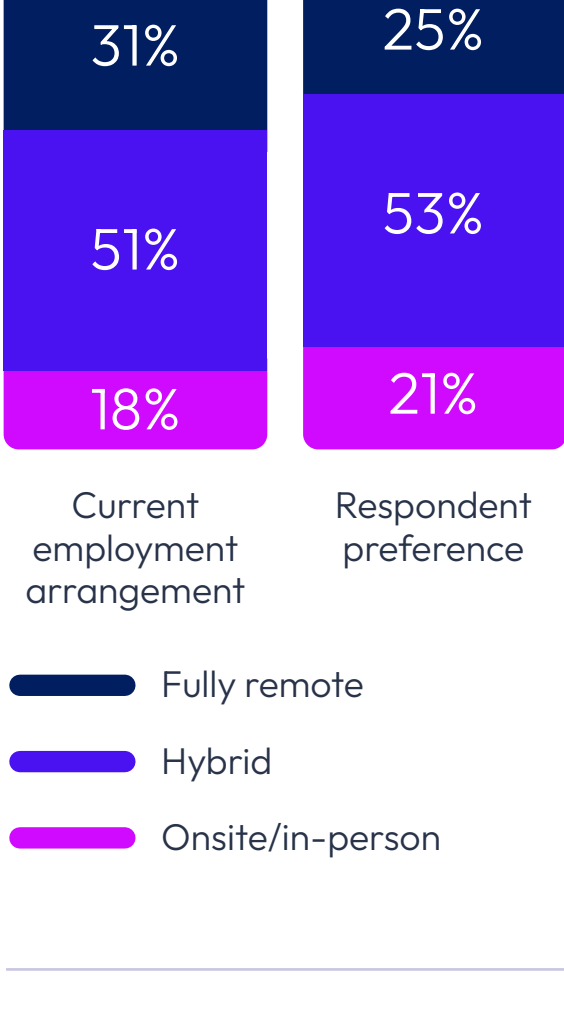


“My organization finds it difficult to create a unified culture in a hybrid environment”



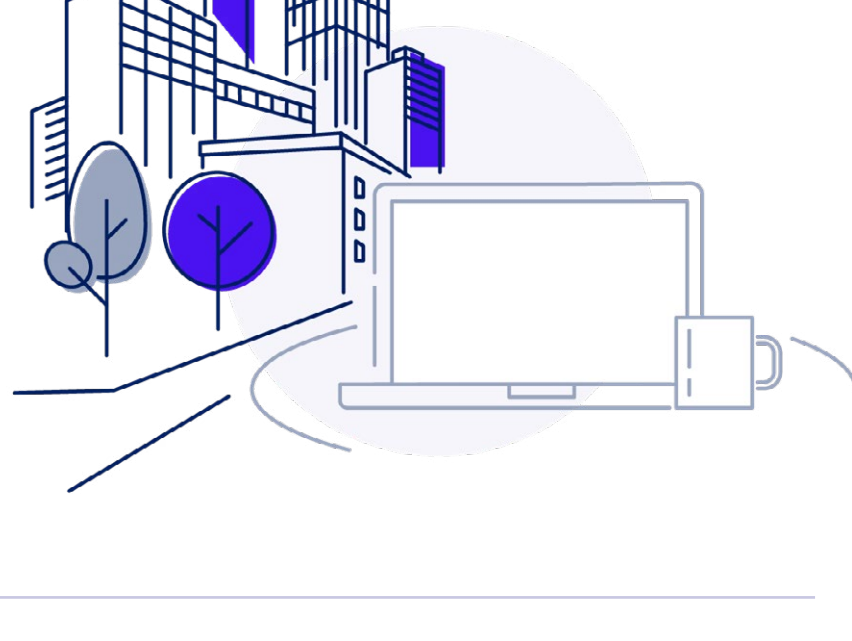
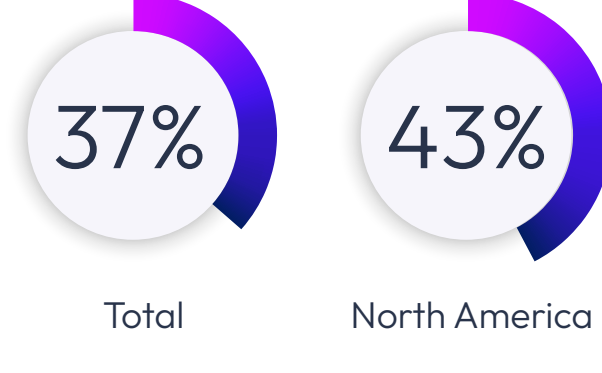
Flexibility is king

It's clear that workers covet the ability to choose where they work. Globally, **over 50%** of respondents said they **prefer hybrid policies**. This affinity runs deep: More than two in five respondents in North America said they were looking for a new job due at least in part to their organization's current policies.



Legend: Fully remote (dark blue), Hybrid (medium blue), Onsite/in-person (light blue)

Percentage of respondents actively looking for a new job due at least in part to their company's work policies



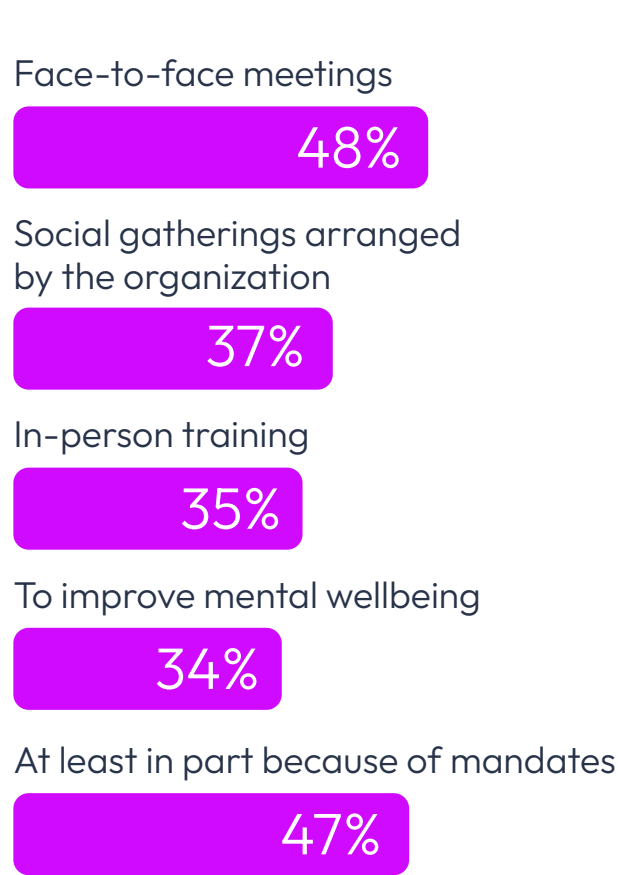
Justifying the return

Increased productivity, collaboration, and culture were the leading reasons respondents gave for why their company was moving to an in-office policy. These reasons are reflected in the motivators for employees to come into their offices. However, nearly half say they come in, at least in part, because their attendance is mandated.

Main reasons why organizations have moved from a remote work/hybrid work policy to an onsite policy



Motivators for why respondents go to their organization's office/physical space/shared workspaces

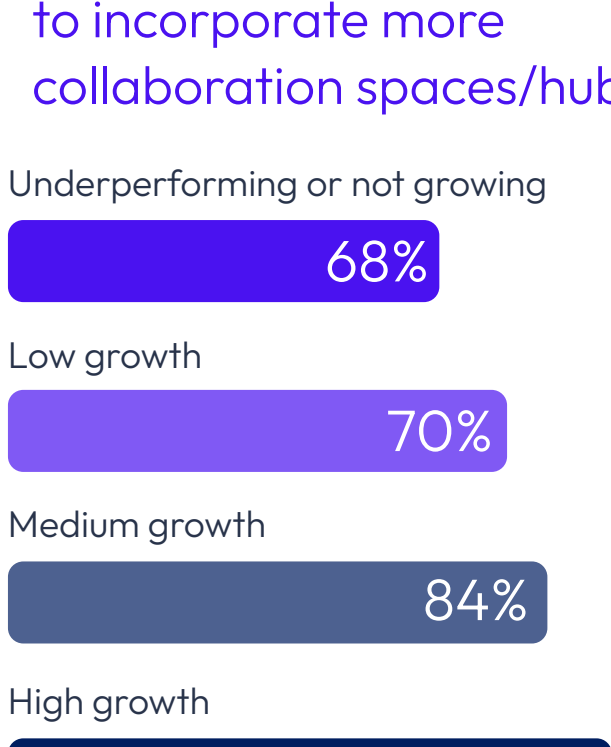


Catering to preferences

Recognizing the outspoken desire to retain flexibility for hybrid arrangements, many organizations have chosen to reconfigure their physical spaces to facilitate more collaborative work—one of the top reasons employees give for visiting their offices. This trend is especially prevalent among higher-growth organizations.



“We have reconfigured office/physical space to incorporate more collaboration spaces/hubs”



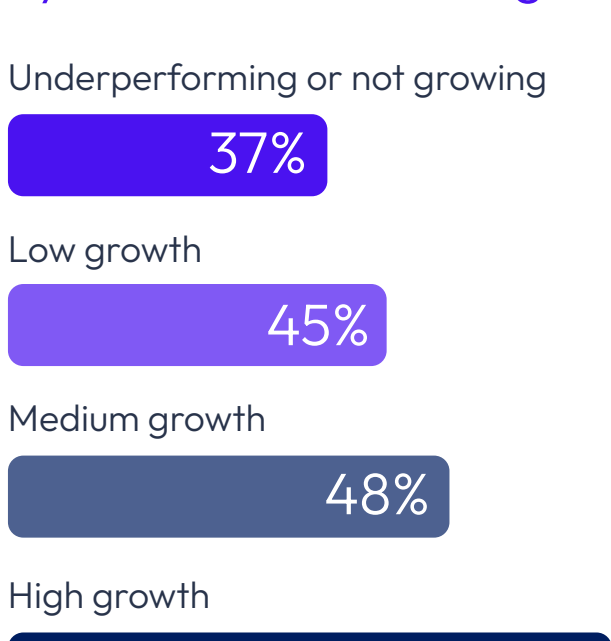
Efforts to improve

Overall, the most commonly reported practice organizations employ to develop a company culture is **team training (43%)**, whether in person or virtual. Higher-growth organizations reported higher percentages of culture-boosting methods in general.

Team training



Tools that provide access to applications anytime and anywhere to aid hybrid/remote working



Job satisfaction and company culture: Can they coexist?

Most knowledge workers want hybrid and remote work options to continue, while at the same time they're looking for their organizations to improve company culture. This can be a challenging balance to strike, but sufficient investment in tools that offer anywhere, anytime access and in-team activities like training can help to optimize both company culture and job satisfaction. In addition, reconfiguring physical space to facilitate more social and collaborative interactions—a top motivator for in-person attendance—can help workers make the most of their time in the office.

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