

Factors That Affect Telework Adoption: A Multidisciplinary Approach

Elena Mădălina GHERGHINA

Bucharest University of Economic Studies, Bucharest, Romania

madalina_gherghina@yahoo.com

Abstract. *Teleworking, this flexible way of working, has become possible for an increasing number of employed people as technologies have evolved and their use has become increasingly accessible. The need for businesses to digitize, coupled with a workforce familiar with the use of information and communication technologies, has led to the expansion of work tasks that can be performed in a different place from the traditional office. Teleworking has increased in the context of the COVID-19 pandemic, with almost 1 in 4 employed people teleworking in the European Union in 2021. Even if the trend in terms of the evolution of teleworking adoption is similar in the case of EU member states, there are significant disparities between states, in 2022, teleworkers accounting for between 4% and 40% of all employed people. In this paper, some of the factors that could explain these variations between EU member states are briefly presented. Therefore, using descriptive statistics and the results of specialized studies, correlations are highlighted between the adoption of teleworking and structural factors of the employed workforce, on the one hand, and the degree of digitization of the population, on the other. Cultural influences could also explain the management strategies adopted, how employees and employers relate to work, and the degree of autonomy employees have and feel at work. As a result, following cultural influences, it is proposed that the characteristic of the management model of different regions is proposed to be analysed in future research, to verify its impact on the adoption of teleworking.*

Keywords: teleworking, labor market, digital skills, telework management, cultural values.

Introduction

According to Eurofound (2019), “telework is a work arrangement in which work is performed outside a default place of work, normally the employer's premises, by means of information and communication technologies (ICT)”. Teleworking, although adopted and analyzed since the second half of the 20th century, is still considered a novelty, especially in certain countries, where a small percentage of the employed workforce teleworks.

Despite the fact that there is an increasing interest in teleworking among employees, teleworking was actually adopted to a limited extent until 2020. In the context of the COVID-19 pandemic, when many states encouraged by different policies and rules the reduction of physical contact between people to prevent the spread of the virus, teleworking was a form of compromise work. In this way, the activity of companies could continue during the quarantine period, while respecting the isolation measures. As a result, there was an average increase in the adoption of telework between states during that period.

However, even if the trend recorded before, during and after the pandemic is similar for economies in general, the degree of adoption of teleworking has significant variations from one state to another. This paper highlights possible causes of this disparity.

The purpose of this paper is to highlight disparities in the adoption of teleworking across EU member states and to highlight possible causes, but without claiming to arrive at an exhaustive series of factors for which teleworking is used in different measures across economies. This paper is intended to be a first step in addressing the issue of disparities in the adoption of teleworking,

based on a multidisciplinary approach. Thus, the paper brings a new breath in approaching the theme, containing both determinants from the economic sphere and especially from the labor economy, as well as from the social sphere, reaching one of the common sides of disciplines: organizational culture, business models, and their specificities. Descriptive statistics are used to carry out the research, corroborated with the results highlighted in the specialized literature. The paper ends with a series of proposals for future studies and new research hypotheses.

Teleworking in literature

In the literature, differences can be identified between the ways in which the concept of teleworking is understood, from the place where the teleworker performs his tasks, to the owner of the digital technologies used, to the working hours and frequency in which teleworking takes place (Madsen, 2003; Garrett & Danziger, 2007).

Allen et al. (2015) define telecommuting as "a work practice that involves members of an organization substituting a portion of their typical work hours (ranging from a few hours per week to nearly full-time) to work away from a central workplace, typically principally from home, using technology to interact with others as needed to conduct work tasks." This definition is consistent with Eurofound (2019) and, moreover, provides details on how often and where the worker teleworks. Because the definition is broad enough that different remote work agreements can be included in teleworking, but at the same time, through the need to use technology, a distinction is made between teleworking and other types of work that take place at home, I consider the definition of Allen et al. (2015) the benchmark in understanding the term telework.

Thanks to technological progress and individuals' access to technologies such as mobile phone and computer, but also to the internet, teleworking has become possible for an increasing number of people. Furthermore, especially in the context of the development of the digital economy, in order to cope with competition on the labor market, employers have started to offer employees the possibility to telework, which has been a benefit in certain sectors since before the pandemic (Belanger et al., 2013; Allen et al., 2015).

This new flexible way of working was not only considered a solution in the context of increasing demand for specialized work. Over time, economic, social, and environmental effects associated with the adoption of teleworking have been reported, such as better traffic management during peak hours (Suzuki Goshima et al., 2023; Elldér, 2020; Hu & He, 2016) and inclusion of people with disabilities and careers of persons with disabilities in the labor market (Schur et al., 2020; Allen et al., 2015).

Therefore, telework can be considered a form of work that can play an important role in the sustainable growth, having the potential to contribute to the achievement of some of the Sustainable Development Goals of the 2030 Agenda, generating effects in terms of reducing pollution, promoting decent work, and reducing inequality.

Teleworking has gained popularity during the pandemic, with teleworking rates significantly increasing. But even so, the share of teleworkers, especially in developing and less digitalized countries, has remained very low, signaling that the differences between economies are becoming wider. In order to understand the implications of teleworking and to identify the factors that determine countries' ability to adapt to teleworking, Bălăcescu et al. (2021) clasified 30 European countries according to digital performance. The research concluded that adapting to teleworking is linked to digital skills.

Another factor that could explain the disparities in the adoption of teleworking across economies is suggested in the literature, namely employees' preference for teleworking and office work (Suciu & Petre, 2022). Thus, the authors argue that, along with the level of education of the workforce that is directly related to teleworking, employees' willingness to telework could influence the rate of adoption of teleworking, explaining disparities between states. However, the research of Georgescu (Cretan), et al. (2021) conducted in Bucharest highlights that the tendency of Romanians to continue with remote work after the COVID-19 pandemic depends significantly on three factors: the field of activity, the age of the employee, and the personal experience with teleworking during the period when this way of working was imposed by physical isolation measures. Thus, it seems that there is no general lack of interest among Romanians in teleworking, but this desire may differ from one case to another, having subjective causes.

Given the specificity of teleworking and its implications for employees' ability to be autonomous, to work in a team remotely, to manage their time, etc., corroborated with personal experience with teleworking, it is observed that there are certain psychological factors that influence the desire to telework (Luse, et al., 2013).

The effects of personality, even if they should not be underestimated, are nevertheless applicable at the microlevel. Regarding the disparities in the adoption of teleworking in different states, a different approach is needed, starting from micro to macro, but also vice versa. In this way, it is observed that there may be determining factors in the sphere of national culture, which could affect the management and relationship model at business level, determining on the one hand a certain generalized perception of teleworking and, on the other hand, a certain work environment, which, in turn, can influence the rate of use of teleworking at macro level (e.g., Qiu & Dauth, 2022; Sousa-Uva, et al., 2021).

After a critical review of the literature, it can be concluded that teleworking is still a subject with many unknowns and that approaches and methods of analysis differ from one study to another. In order to understand the determinants of teleworking adoption, its effects, and how the benefits of teleworking can be amplified, it is necessary to adopt a multidisciplinary vision on this topic, taking into account both results based on economic theories and theories of other humanities.

Methodology

In order to highlight determinants of teleworking adoption, literature from several humanities specialties was used and correlations were verified between the rate of teleworking use and significant indicators for analyzing the structure of the employed workforce, on the one hand, and the basic digital skills at the level of total population, on the other hand. The correlations were checked at the level of the 27 Member States of the European Union for the most recent period, 2021 or 2022, depending on the availability of the data.

The teleworking utilization rate is calculated as the share of the number of employed persons who telework at least one day in 4 weeks out of the total number of employed persons. This indicator was chosen to measure the adoption of teleworking because it is analyzed in the reports dedicated to teleworking, being considered the correspondent of teleworking in official reports (e.g., European Commission, 2020a; European Commission, 2020b; Eurofound, 2022).

The following data series were exported from the Eurostat database, processed, and analyzed: *Work from home (lfsa_ehomp)*, *At least basic digital skills (desi_1a2)* and *ICT specialists (desi_1b1)* – subcomponents of the Digital Economy and Society Index (DESI), and *Employed persons by detailed occupation (lfsa_egai2d)*.

To verify the correlation between indicators, the Pearson correlation coefficient (denoted r) was calculated using Excel (the Office suite). This is a statistical measure used to verify the linear relationship between two variables and is calculated by the formula:

$$r = \frac{\sum (x - \bar{x})(y - \bar{y})}{\sqrt{\sum (x - \bar{x})^2 \sum (y - \bar{y})^2}}$$

where x and y are the two variables. The Pearson correlation coefficient can range from -1 to 1. A coefficient of +1 indicates a perfect positive correlation, and a coefficient of -1 indicates a perfect negative correlation. The value of the Pearson coefficient tending to 0 indicates the lack of a linear correlation between variables.

The evolution of the adoption of teleworking at European Union level

Even though it was not a popular way of working in the early 2000s, at the European Union level, the use of teleworking among the employed workforce has seen a positive trend, with low growth rates. In the prepandemic period, teleworking was a rare way of working and was usually regarded as a way of working characteristic of employees in the ICT sector.

The situation changed in the context of the pandemic when, in order to comply with social distancing measures and reduce the risk of infection with the Sars-Cov-2 virus, companies and employed people had to make the sudden transition from traditional work to telework. As a result, in 2020 and 2021, the use of teleworking increased significantly, with around 1 in 5 employed people teleworking at least occasionally across the European Union (Figure 1).

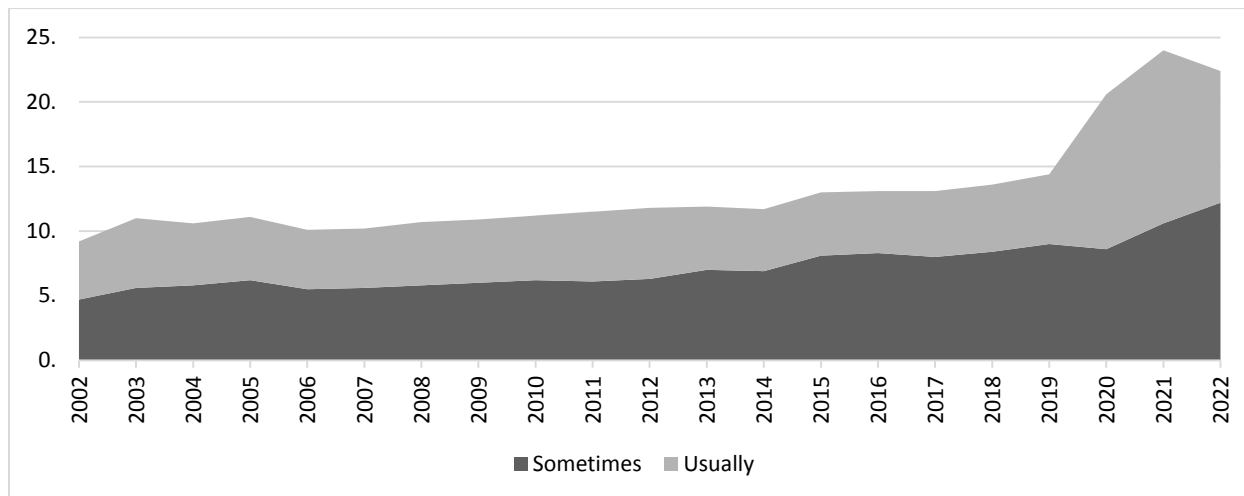


Figure 1. Work from home sometimes and usually, age 15-64, EU-27 (% of total employment)

Source: Eurostat.

Thus, teleworking has become popular with other sectors of activity, within different economies and cultures. For example, it has been demonstrated that tasks of employees in sectors such as the financial sector or the general government sector can be successfully performed from the employee's home or from a location other than the office (e.g., European Commission, 2020b; OECD, 2021).

In some cases, the transition from office work to telework has been difficult due to lack of experience and prior preparation (Singh & Verma, 2020). However, statistics show that some companies and employees continued to use this type of work in the period after giving up the social distancing measures imposed during the pandemic, the share of employees who telework at least sometimes remaining at a higher value than in the prepandemic period. However, in 2022 there is a decrease in the share of teleworkers compared to the previous year, which could signal the nonadaptation of some executive employees or supervisors to telework, or the decision of some employers to resume work with the presence of employees in the office, teleworking being used in their case sometimes or not at all.

Regarding the frequency of telework among teleworkers, an interesting development is observed. The share of women who usually worked from home exceeded the share of men for the entire analyzed period, but the values remained close, the largest difference of approximately 2 percentage points being recorded during the COVID-19 pandemic. This difference can be explained by the specificity of workplaces, as there are sectors of activity where teleworking cannot be applied, involving direct interaction between workers and the use of heavy equipment, and employing predominantly men (e.g., construction, metallurgy, or mining).

Teleworking could be in demand for women than for men and teleworking could provide the flexibility needed to improve the balance between work and family. Thus, teleworking can contribute to women's inclusion in the labour market (Dima et al., 2019), but there is a risk of maintaining traditional gender roles in this way (Rodríguez-Modroño & López-Igual, 2021; Beckel & Fisher, 2022).

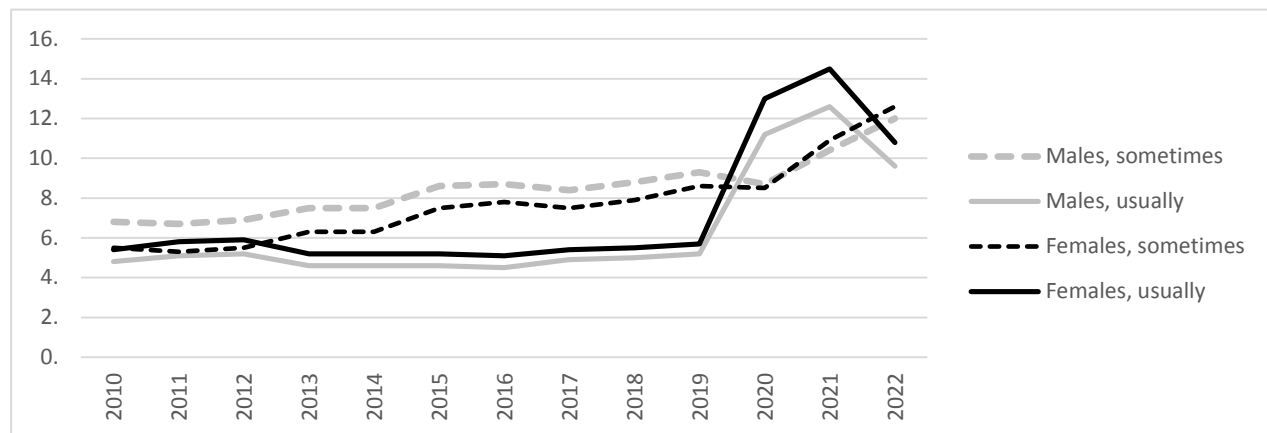


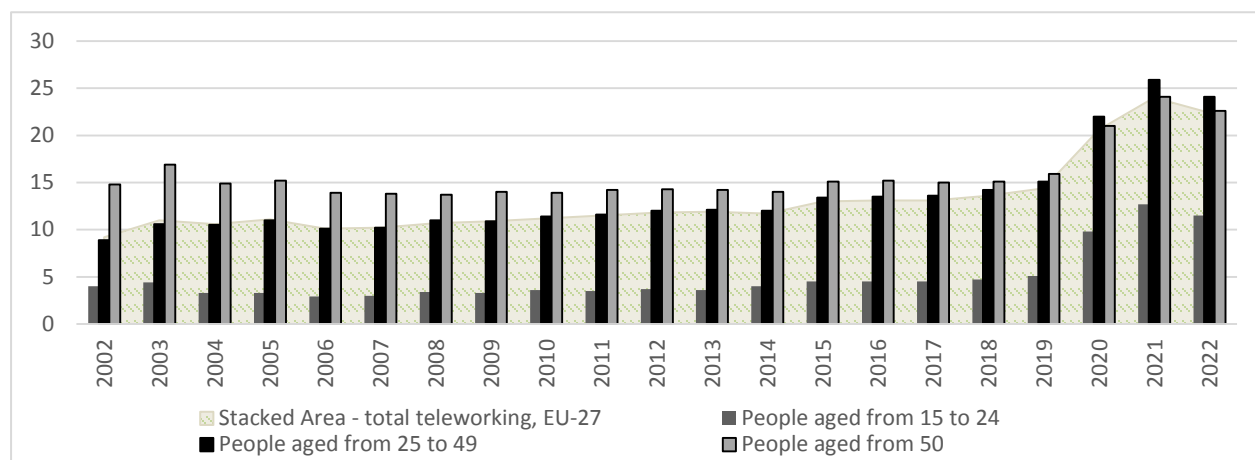
Figure 2. Work from home sometimes and usually by sex, EU-27 (% of total employment)

Source: Eurostat.

From the perspective of the age of teleworkers, it can be stated that employed people up to 24 years of age do not work in teleworkable sectors of activity, or telework experience on the labor market is required, in teleworking employed people have greater autonomy and skills such as time management and work-related stress levels being important in teleworking (Lange & Kayser, 2022).

During the pre-pandemic period, teleworking was more common for employed people over 50 years old, on average 15% of them teleworking at EU level. Over time, the share of teleworkers among employed people aged 25-49 has increased, reaching close values on average. In the context of the pandemic, the use of telework had higher growth rates for employed people aged

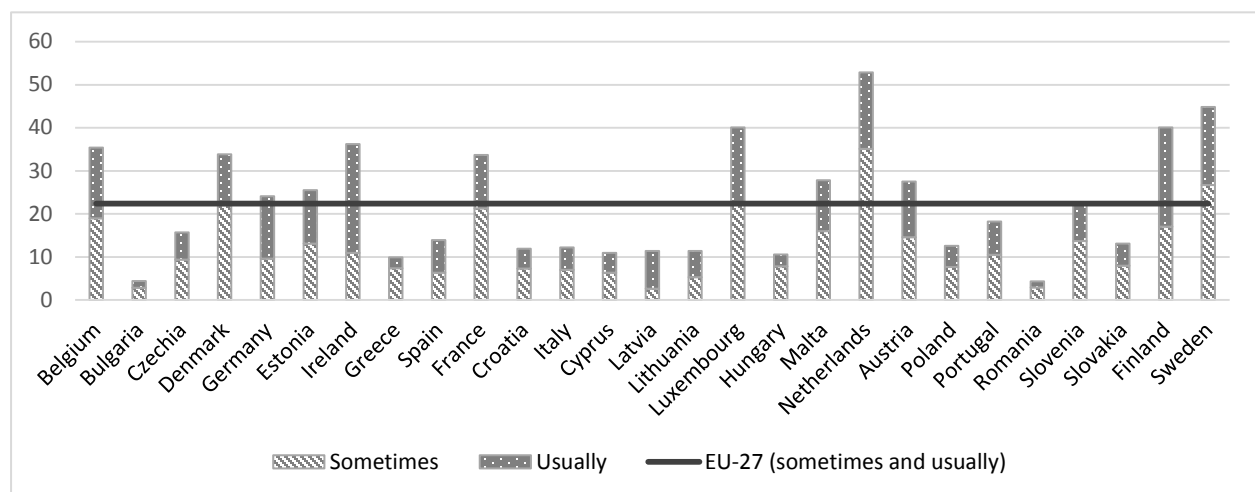
25-49 years. One possible explanation could be the need for employees with children to telework, given that in many European countries online learning has been applied to limit the transmission of the virus.



**Figure 3. Work from home sometimes and usually by age, EU-27
(% of the total employment)**

Source: Eurostat.

Analyzing the use of teleworking, both in the pre-pandemic period and after, significant disparities are observed at national level in the case of EU member countries. The Nordic countries are among the top European countries in terms of adopting teleworking, followed by western countries such as Luxembourg, Belgium, and France. Thus, in Finland and Sweden about 40% of the employed people telework. The highest share of teleworking is recorded in the Netherlands, where more than half of employed people telework at least sometimes. At the opposite end, the eastern countries of the European Union register the lowest values: in 2022, in Romania only 4.3% of the employed people telework at least sometimes, followed by Bulgaria with a rate of 4.4%.



**Figure 4. Work from home sometimes and usually in 27 MS (EU), 2022
(% of the total employment, age 15-64)**

Source: Eurostat.

The adoption of teleworking can be influenced by various factors, such as the specificity of economies, structural factors of the workforce, technological factors, legislative or cultural factors. Next, some of them will be presented.

Determinants of teleworking adoption

Structure of the employed workforce

Not all tasks can be accomplished by teleworking. Moreover, if some areas of economic activity are teleworkable, such as ICT or accounting, in the case of other fields teleworking cannot be adopted, as it happens in the construction or hospitality industry. Thus, it is found that the level of adoption of teleworking in a state is influenced by the specificity of that economy. In this regard, a relationship is observed between the telework rate and the share of employees in the most teleworkable economic sectors in the case of European countries (Șerban & Gherghina, 2023). If a country's economy is production-based, for example, teleworking is expected to be less utilized compared to an economy based on services that can be provided remotely.

The IT&C sector is known for its adaptability to teleworking, ICT specialists from different fields often adopting this way of working due to tasks that can be done mainly remotely, access to the latest technologies, and the need to work in mixed teams, sometimes made up of members from different countries of the world.

According to Figure 5, there is a correlation between the share of ICT specialists and the share of teleworkers in the total number of employed people. The value of the Pearson coefficient of 0.866, indicating a strong positive correlation between the two variables.

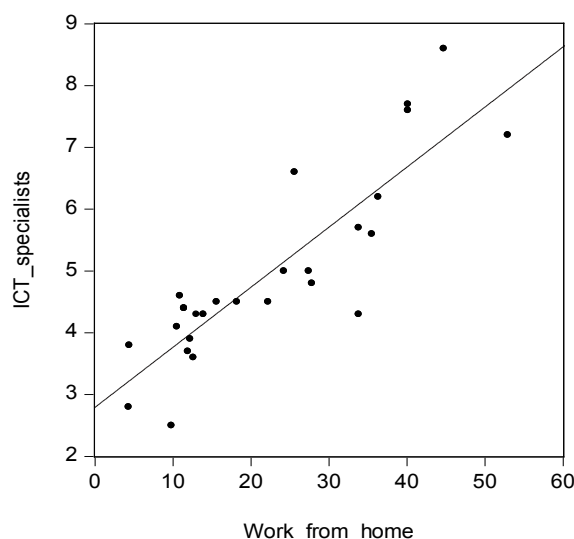


Figure 5. ICT specialists and work from home sometimes and usually in 27 MS (EU), 2022 (% of total employment, age 15-64)

Source: Eurostat.

Employment can be analyzed at the structural level and by occupation. The classification according to the major groups of occupations is implicitly a classification according to the complexity of the tasks at work and the studies necessary to perform these tasks. In terms of teleworking, the most teleworkable jobs are those that fall into the top four major groups of occupations, namely (1) managers, (2) professionals, (3) technicians and associate professionals,

and (4) clerical support workers (European Commission, 2020b; Sostero et al., 2020). Therefore, in the figure below the existence of a correlation between the share of the number of employed people in the four major groups of occupations in total employed peoples and the share of teleworkers in total workers for the 27 Member States of the European Union in 2022 is highlighted. The Pearson coefficient value of 0.859 indicates a strong positive correlation between the two variables.

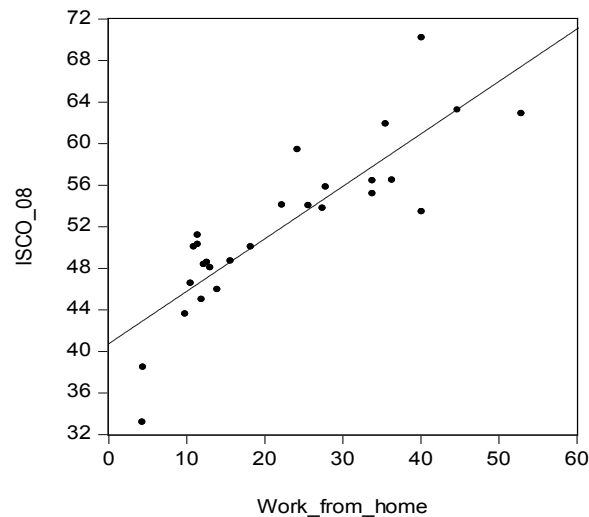


Figure 6. The first 4 major occupational groups and work from home sometimes and usually in 27 MS (EU), 2022 (% of the total employment, age 15-64)

Source: Own computation using data from Eurostat.

The structure of the workforce employed according to the major groups of occupations may differ from one country to another, being able to provide details about the level of economic development and information on the specifics of the respective economy, as well as the structure according to the field of activity. Suzuki Goshima et al. (2023), in a research conducted at the regional level in Brazil, demonstrated that economic development is positively associated with remote work, which supports the existence of the link between the structure of the employed workforce and the adaptability to telework.

Digital skills

Another condition for adopting telework is the digital skills of the workforce. Moreover, Bălăcescu et al., 2021, in their paper suggest that the success of adapting to teleworking is related to the level of digital skills held by employees. In other words, the more developed digital skills workers have, the easier the transition to teleworking is made, digital technology having a double role in teleworking: on the one hand, it is a tool through which tasks are performed at work, and, on the other hand, it represents the binder between the employee and work colleagues, superiors or customers, who facilitate collaboration, conversations, exchange of documents, and knowhow.

Although we are in the information age, there are huge discrepancies between the degree of digitalization of European populations. If populations in northern Europe have almost 80% at least basic digital skills, about populations in the eastern countries of the European Union, namely Romania and Bulgaria, the same cannot be mentioned, about a quarter of people aged 16-74 having digital skills in 2021.

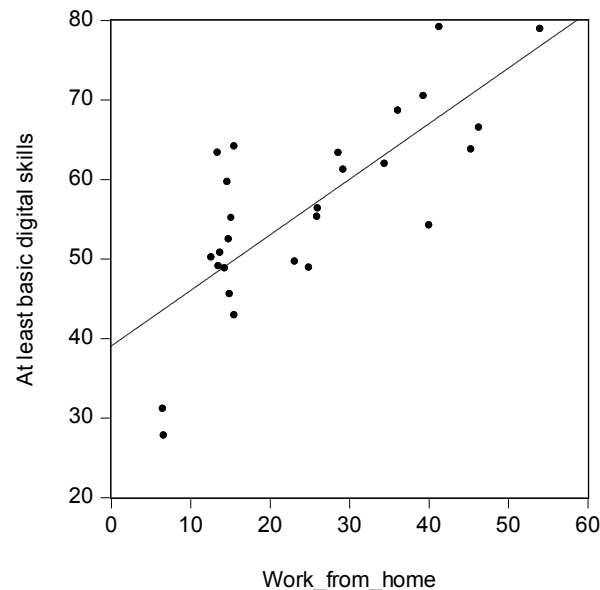


Figure 7. At least basic digital skills (% of the total population) and work from home sometimes and usually in 27 MS (EU), (% of the total employment), 2021, age 16-74

Source: Eurostat.

These differences are also reflected in the level of adoption of teleworking, with a direct correlation between teleworking and digital skills. The value of the Pearson coefficient of 0.766, indicating a positive correlation between the two variables.

Cultural influences

Teleworking involves changes in the way companies are organized and operated. Therefore, along with the logistic and cyber security problems faced by enterprises in the case of teleworking, changing the way employees are managed and supervised can represent a real challenge for some employers and managers.

Managers, if they or their subordinates telework, must be flexible, changing the traditional management approach, and evaluate work results according to certain objectives, and not according to the presence of employees in the office (Guimaraes & Dallow, 1999). Thus, managers' trust in employees who telework, their need to have control and closely supervise the activity of subordinates, can influence the decision at the level of companies or departments to apply or not teleworking.

In other news, in the case of teleworking, the perceived autonomy of employees increases (Singh & Verma, 2020), which could be felt by the employee as a challenge, increasing workplace involvement and motivation, or, on the contrary, can represent a stress factor difficult to manage, leading to the employee's avoidance or refusal to telework.

These factors, even if they vary according to the psychological profile of the manager or the worker, can in turn be influenced by attitudes towards work in the respective culture, and the way in which interaction takes place in the workplace can usually vary, among other things, according to cultural influences. For example, it is argued that, in collectivist cultures, working from home seems less appropriate compared to individualistic cultures (Hill et al., 2010).

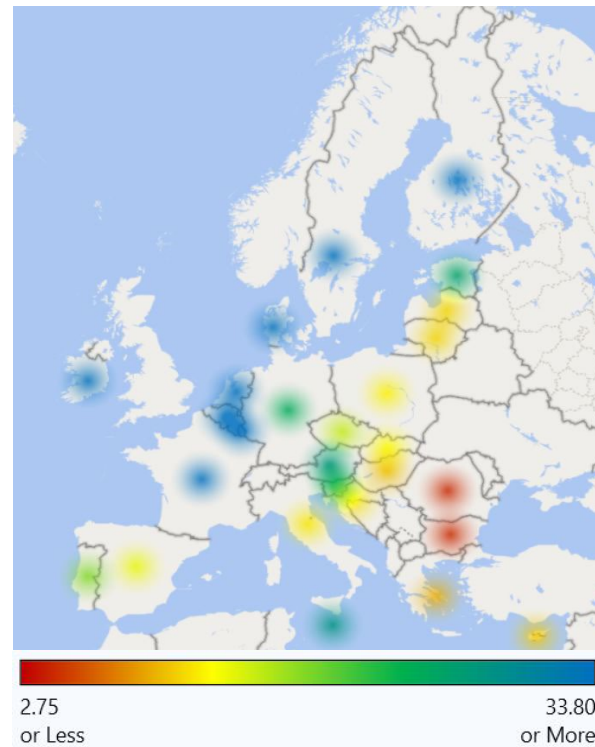


Figure 8. The map of the teleworking rate in 27 MS (EU), 2021, aged 16-74

Source: Eurostat.

The map of teleworking use across EU-27 countries highlights the disparities between countries and regions.

Even if each country has its own specificity, Europe comprising a variety of cultures, countries differing significantly from each other, there may be a link between the level of adoption of teleworking and cultural influences, characteristic of regions in general. For example, unlike the management model found in Spain, where it is considered that the superior is always right and makes the decisions himself (Dunkel & Meierewert, 2004), the Scandinavian model of management that is based on trust (Siverbo et al., 2023), employees are accustomed to greater autonomy, and workplace relationships are cooperative and collaborative. Also, in Germanic countries, the decision-making role of the employee is highlighted, with subordinates and team leaders establishing together, by mutual agreement, the objectives that the team must pursue. Moreover, if some decisions are established by superiors, they are open and accept criticism from subordinates, if they have a different vision (Dunkel & Meierewert, 2004).

It may be useful to develop research on leadership models applied in different states, especially those with Balkan influences, such as Romania and Bulgaria. Details about leadership models could nuance the causes of adopting teleworking in different measures at the level of economies, generating new hypotheses and ways of approaching the subject. However, Fana, et al. (2020) highlight that in the context of telework adoption in the pandemic, the use of software methods to verify the activity of remote workers has increased. It seems that as technology evolves, methods for tracking remote activity are increasingly diverse, allowing superiors to accept teleworking among subalterns without losing control, which could allow for greater openness to teleworking even among more traditional supervisors and employers.

However, a change in the organizational level of the company is needed for teleworking, allowing employees greater autonomy and decision-making power and the possibility of managing their own time and tasks. An example that reinforces this idea is highlighted in the study of Kamoshida et al. (2023). In this paper, the adoption of teleworking among companies in the ICT sector in Japan is observed. According to their conclusions, it seems that although tasks were teleworkable and the adoption of this way of working was achieved quickly, due to the lack of flexibility of the working environment and corporate culture, teleworking could not be maintained in the long term. Therefore, the role of the management model is crucial for the adoption and maintenance of teleworking.

Conclusions

Although they are not indicators of the degree of economic development, the rate of use of teleworking and its characteristics can contribute to drawing an overview of what work involves, how managers, subordinates, and employers relate to work, and last but not least, the degree of digitization of the respective economy. The degree of adoption of teleworking in the member countries of the European Union has values starting from 4% and reaching up to 40%. The prevalence of teleworking in Romania and Bulgaria is very low compared to the EU average. At the opposite end, the Nordic countries register the highest rates of teleworking, being also some of the most developed and digitalized countries in Europe and in the world.

There are several factors that explain these disparities. These include structural factors, generated by the economic specificity of each country, the level of digitalization of companies, and implicitly, of the digital skills of the workforce, but also psychological and cultural factors, as I have highlighted in this research.

I believe that in order to reduce disparities in digital skills between economies, less digitalized countries must implement policies and programs to stimulate digitalization, including by organizing ICT courses for the active workforce. In this respect, a good opportunity can be the National Recovery and Resilience Plan.

Given the specificities of culture-based management, in countries where there is greater rigidity of work and a lack of collaboration between superiors and subordinates, work flexibility policies should be applied to encourage and facilitate the process of adopting teleworking. At the same time, promoting an organizational culture based on collaboration and trust could contribute both to a higher adoption rate of teleworking and to a better synergy at the level of work teams.

Given the limited amount of information known on this topic, future research could look at the influences of culture on how workers and managers relate to work, how interaction takes place in the work team, and how decisions are made. This research could provide answers to the disparities in the adoption of teleworking.

One of the limitations of this research is the lack of an econometric analysis that also takes into account the evolution over time of the variables. It is also important to note the small number of variables analyzed in the article. In addition, research has been limited to only a few of the determinants of teleworking adoption. Therefore, in the following researches the inclusion of several factors, such as the legislative framework, the level of education, the age and experience of employees and the application of more complex statistical and econometric analyses, is proposed.

More than that, teleworking is expected to vary not only across European Union countries in terms of adoption, but also depending on how teleworking is applied. Both discrepancies in the literature regarding the definition of teleworking and the different types of agreements and contract

employers enter into with employees demonstrate different approaches to this way of working. Working hours and place where the teleworker works, frequency of teleworking, supervision of managers, owner of the technology and equipment required, how expenses related to working from home (e.g., electricity, heat during the cold season) are or are not reimbursed, training courses for staff for this way of working, etc. - all these elements that teleworking involves can differ from one company to another, but also on average from one region or economy to another. These elements could provide a better understanding of the employee and employer's ability to use telework or not.

In conclusion, teleworking is still a novelty and there are many unknown or unclear elements at present. I argue that a multidisciplinary approach is necessary to understand the causes of disparities in the adoption of teleworking, being not only an economic phenomenon, but also a psychological, social, and cultural one, also dependent on technological infrastructure.

Disclosure statement

This paper was co-financed by the Bucharest University of Economic Studies during the Ph.D. program.

References

- Allen T.D., Golden T.D. & Shockley K.M. (2015). How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings. *Psychological Science in the Public Interest*, 16(2), 40-68
- Bălăcescu A., Pătrașcu A. & Păunescu L.M. (2021). Adaptability to Teleworking in European Countries. *Amfiteatru Economic*, 23(58), 683-699
- Beckel J.L.O. & Fisher G.G. (2022). Telework and Worker Health and Well-Being: A Review and Recommendations for Research and Practice. *International Journal of Environmental Research and Public Health* 19(7)
- Belanger F., Watson-Manheim M.B. & Swan B. (2013). A Multi-Level Socio-Technical Systems Telecommuting Framework. *Behaviour and Information Technology*, 32(12), 1257-1279
- Dima A.M., Țuclea C.E., Vrânceanu D.M. & Țigu G. (2019). Sustainable Social and Individual Implications of Telework: A New Insight into the Romanian Labor Market. *Sustainability*, 11(13)
- Dunkel A. & Meierewert S. (2004). Culture standards and their impact on teamwork: An empirical analysis of Austrian, German, Hungarian and Spanish culture differences. *Journal for East European Management Studies*, 9 (2), 147-174
- Elldér E. (2020). Telework and daily travel: New evidence from Sweden. *Journal of Transport Geography*
- Eurofound (2019). Teleworking. <https://www.eurofound.europa.eu/en/topic/teleworking>
- Eurofound (2022). The rise in telework: Impact on working conditions and regulations, Publications Office of the European Union, Luxembourg
- European Commission (2020a). Telework in the EU before and after the COVID-19: where we were, where we head to. Science for Policy Briefs. Joint Research Centre
- European Commission (2020b). Who can telework today? The teleworkability of occupations in the EU. Science for Policy Briefs. Joint Research Centre.
- Fana M., Milasi S., Napierala, J., Fernández-Macías E. & Vázquez I.G. (2020). Telework, work organisation and job quality during the COVID-19 crisis: a qualitative study. JRC Working

- Papers Series on *Labour, Education and Technology*, No. 2020/11, European Commission, Joint Research Centre (JRC), Seville
- Garrett R.K. & Danziger J.N. (2007). Which telework? Defining and testing a taxonomy of technology-mediated work at a distance. *Social Science Computer Review*, 25, 27–47
- Georgescu (Crețan) G.C., Gherghina R., Duca I., Postole M.A. & Constantinescu C. (2021). Determinants of Employees' Option for Preserving Teleworking After the COVID-19 Pandemic, *Amfiteatru Economic* XXIII(58), 669-682
- Guimaraes T. & Dallow P. (1999). Empirically testing the benefits, problems, and success factors for telecommuting programmes. *European Journal of Information Systems*, 8 (1), 40-54
- Hill E.J., Erickson J.J., Holmes E.K. & Ferris M. (2010). Workplace flexibility, work hours, and work-life conflict: finding an extra day or two. *Journal of Family Psychology*, 24(3), 349-358
- Hu L. & He S.Y. (2016). Association between Telecommuting and Household Travel in the Chicago Metropolitan Area. *American Society of Civil Engineers*
- Kamoshida A., Fujii, T. & Yating Y. (2023). Study on the Impact of the Telework on the Employee's Productivity Improvement and Its Business Performance -Based on a Case Analysis of a Major Japanese IT Company. Uden, L., Ting, IH. (eds) *Knowledge Management in Organisations*. KMO 2023. Communications in Computer and Information Science, vol 1825. Springer
- Lange M. & Kayser I. (2022). The Role of Self-Efficacy, Work-Related Autonomy and Work-Family Conflict on Employee's Stress Level during Home-Based Remote Work in Germany. *International Journal of Environmental Research and Public Health*; 19(9)
- Luse A., McElroy J.C., Townsend A.M. & DeMarie S (2013). Personality and cognitive style as predictors of preference for working in virtual teams. *Computers in Human Behavior* 29(4), 1825-1832
- Madsen S.R. (2003). The Benefits, Challenges, and Implications of Teleworking: A Literature Review. *Journal of Business for Entrepreneurs*, 4
- OECD (2021). Teleworking in the COVID-19 Pandemic: Trends and Prospects
- Rodríguez-Modroño P. & López-Igual P. (2021). Job Quality and Work—Life Balance of Teleworkers. *International Journal of Environmental Research and Public Health*, 18(6)
- Schur L.A., Ameri M. & Kruse D. (2020). Telework After COVID: A “Silver Lining” for Workers with Disabilities?. *Journal of Occupational Rehabilitation*, 30, 521–536
- Singh H.K. & Verma S. (2020). Understanding the Challenges of Mandatory Telework Adoption and Its Effect on Employee Engagement. Chapter from: Sharma, S.K., Dwivedi, Y.K., Metri, B., Rana, N.P. (eds) *Re-imagining Diffusion and Adoption of Information Technology and Systems: A Continuing Conversation*. TDIT 2020. IFIP Advances in Information and Communication Technology, vol 618. Springer
- Siverbo S., Johansson-Berg T., Øllgaard Bentzen T. & Winsvold M. (2024). On the diffusion and implementation of trust-based management in Scandinavia: cross-country survey evidence. *International Journal of Public Sector Management*, 37(1), 2024, 1-19
- Sostero M., Milasi S., Hurley J., Fernández-Macías E. & Bisello M. (2020). Teleworkability and the COVID-19 crisis: a new digital divide?. Seville: European Commission, JRC121193.
- Sousa-Uva M., Sousa-Uva A., Mello e Sampayo M. & Serranheira F. (2021). Telework during the COVID-19 epidemic in Portugal and determinants of job satisfaction: a cross-sectional study. *BMC Public Health* volume 21, Article number: 2217

- Suciu M.C. & Petre A. (2022). Telework in Romania. Current State and Sustainable Socio-Economic Effects of Its *Development*. *Management Dynamics in the Knowledge Economy*, 10(1), 53-68
- Suzuki Goshima C.Y., Dias V.C., Pedreira Junior J.U. & Pitombo C.S. (2023). Relationships between Teleworking and Travel Behavior in the Brazilian COVID-19 Crisis, *Future Transp.*, 3(2)
- Șerban A.C. & Gherghina E.M. (2023). The Role of Authorities and Economic Activities in Telework Adoption. *The 13th International Scientific Conference “Business and Management 2023”*, Vilnius Gediminas Technical University, Lithuania, Vilnius.