

Article

Telework and new work practices: The role of managers

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Abstract: Since the onset of the COVID-19 pandemic, academic research has primarily focused on the challenges posed by flexible working arrangements. However, there has been a lack of exploration into managers' intentions to either promote or reject remote work. This paper utilizes a TAM analysis to examine managers' attitudes and motivations towards implementing telework in a sample of European companies. Our findings reveal that this intention is largely influenced by their perception of its usefulness. Additionally, telework is more likely to be accepted when managerial teams believe that those who hold significance to them also support the implementation of flexible work practices in their companies. Our research contributes to the existing literature by considering the impact of job performance, quality of output, and digital skills on telework adoption. The results confirm that skills related to communication and team building are crucial competencies for successfully implementing telework. The ability of leaders to effectively build, motivate, recognize, and hold accountable teams in virtual environments can make all the difference.

Keywords: telework implementation; remote work; managers' attitudes; digital skills; organizational culture

1. Introduction

The COVID-19 pandemic has led to a widespread adoption of telework in the business community, as it proved to be an efficient solution of continuing work from home (Eurofound, 2022). This experience has allowed companies to evaluate the benefits and drawbacks of implementing this flexible work practice on a regular basis, in order to ensure that remote work does not disappear once the pandemic is over (ILO, 2021). With a significant portion of workers currently engaged in some form of remote work, there is a process underway to reshape work organization. However, it is unclear to what extent companies plan to support further teleworking policies or prevent their expansion (Jemine, 2023).

Previous research on telework has focused on regulatory issues and the new frameworks that have emerged to address the challenges of remote work. Various topics have been explored, including access to telework, organization of working time and resource distribution, prevention of psychosocial and health risks, interaction with co-workers, and the right to disconnect (Sostero et al., 2020). Academic research has also examined the impact of telework on organizational and individual performance, highlighting both the advantages and disadvantages for teleworkers and companies (Eurofound and International Labour Office, 2017).

Mello (2007) found that successful telework initiatives are often supported by broad institutional support and by managers who understand the value of telework and have confidence in its positive outcomes. Recent studies have confirmed the crucial role of management teams in the decision to promote remote work, with telework

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Managers' Resistance to Supervising Teleworking Employees Jan R. Oldham, 2022 Telework allows employees to perform work tasks in any location using information communication technology Though organizations and employees can benefit from teleworking arrangements in many ways most managers implemented teleworking relatively slowly prior to the COVID 19 quarantine Research suggests managers avoided supervising remotely based on a lack of trust for remote employee productivity a lack of technology self efficacy and their perceptions of organizational support and politics Pandemic COVID 19 quarantine conditions in March 2020 required most organizations to mandate teleworking for all employees whose work could be performed remotely and simultaneously mandated teleworking supervision for managers This narrative inquiry aimed to explore managers experiences with mandated teleworking supervision and contribute to a deeper understanding of effective teleworking supervision practices The conceptual framework for the study included the job demandsresources and conservation of resources theories Three midlevel managers between 5 and 12 years managerial experience managing at least three employees simultaneously and no remote supervisory experience before the COVID 19 related mandate shared their experiences during three loosely structured interviews with each participant Transcripts of the interviews formed the foundation for the collaborative creation of field texts with the researcher Combined with the field texts reflexive journaling was utilized to identify and explore possible threads influential to remote supervision forming the discussion of findings and recommendations Identified themes included the need for quantifiable performance expectations and indicators when supervising remotely working employees managers technology self efficacy and confidence and consistent organizational remote working policies Suggestions for future research to enhance the supports organizations provide for effective remotely working employees included exploration of gender based self efficacy self confidence influences and successful experiences of additional hierarchical levels of management executive or front line supervisors Keywords middle managers COVID 19 employee trust remote working hybrid working arrangements organizational support

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