

Article

Telework and new work practices: The role of managers

Josep Lladós-Masllorens*, Antoni Meseguer-Artola, Eva Rimbau-Gilabert, Mar Sabadell-Bosch

Economic and Business Department, Universitat Oberta Catalunya (UOC), 08032 Barcelona, Spain

* Corresponding author: Josep Lladós-Masllorens, jlladosm@uoc.edu

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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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Table of Contents Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R

1. Understanding the eBook Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - The Rise of Digital Reading Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Advantages of eBooks Over Traditional Books
2. Identifying Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - User-Friendly Interface
4. Exploring eBook Recommendations from Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Personalized Recommendations

- Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R User Reviews and Ratings
- Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R and Bestseller Lists
- 5. Accessing Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R Free and Paid eBooks
 - Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R Public Domain eBooks
 - Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R eBook Subscription Services
 - Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R Budget-Friendly Options
- 6. Navigating Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R eBook Formats
 - ePub, PDF, MOBI, and More
 - Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R Compatibility with Devices
 - Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Highlighting and Note-Taking Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Interactive Elements Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
- 8. Staying Engaged with Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
- 9. Balancing eBooks and Physical Books Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Setting Reading Goals Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R
 - Fact-Checking eBook Content of Custom Published Telework The Role Of Suprvsrs And Mngrs Mgmt9013 R

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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independent assortment? • What inheritance patterns exist ... Answers For CH 11, 13, 14 Reading Handout Section 11—3 Exploring Mendelian Genetics 9. What was the ratio of Mendel's F₂ generation for the two-factor cross? (pages 270-274) 10. Complete the Punnett ... 11-3 Exploring Mendelian Genetics Aug 14, 2014 — 11-3 Exploring Mendelian Genetics. Key Concepts: What is the principle of independent assortment? What inheritance patterns exist aside from ... Answers to All Questions and Problems Aug 14, 2015 — CHAPTER 1. 1.1 In a few sentences, what were Mendel's key ideas about inheritance? ANS: Mendel postulated transmissible factors—genes—to. Viewing a thread - Low oil pressure with 6.7 Iveco... Apr 18, 2021 — Has anyone had issues with low oil pressure in an Iveco engine? This is in my Case 3320 sprayer with around 2000 hrs. Low oil pressure on Iveco 12.9 litre engine numberf3bfe613a. Oct 4, 2019 — I hope this helps you. Wayne. Ask Your Own Medium and Heavy Trucks Question. Iveco Tector Low Oil Pressure [PDF] Iveco Tector Low Oil Pressure. Light 'n' Easy: Iveco Eurocargo and Daily Van | News - Australasian Transport News. World première for 4x4 version of Iveco New ... What Causes Low Oil Pressure? Troubleshooting ... - YouTube Calling all Iveco Horsebox owners or experts May 10, 2009 — It may well just be the oil pressure sender unit in which case it is quick and easy to fix however if it is something else it needs sorting out ... Iveco 75e17 problem - Arb-Trucks Feb 17, 2016 — Thanks for your reply. Ticking over all day at low oil pressure could have done it then? If it seizes completely is it driveable? Link to ... Burning oil when warm, Iveco Tector 3.9td Aug 22, 2010 — I bought a 2002 Iveco Eurocargo but the problem is, when its been run for ... low rail pressure and fueling faults. Remember electric control ... I have a 2.5TD iveco daily engine in a boat of mine. ... May 23, 2010 — Hi I'm Wayne, I will help you with this, That oil pressure is way too low, on start up you should (rebuilt engine) have 45-50 ... More problems with 10.3L Iveco Oct 3, 2012 — The oil pressure seems normal and engine oil is full. I tried multiple things but it only does it when I start unloading my bin. These little ... FPT Iveco - oil pressure No blue smoke indicates no oil combustion. Reply: DLH, 17-Sep-10. I agree with Ola's post. One of my turbos went and I ... Organizational Behavior: Key Concepts, Skills & ... This book provides lean and efficient coverage of topics such as diversity in organizations, ethics, and globalization, which are recommended by the Association ... Organizational Behavior: Key Concepts, Skills & ... Organizational Behavior: Key Concepts, Skills & Best Practices ; Item Number. 374652301111 ; Binding. Paperback ; Weight. 0 lbs ; Accurate description. 4.9. Organizational Behavior: Key Concepts, Skills ... This is a comprehensive text with interesting Case Studies and loads of research findings relative to the topics of an organization. If you are a student ... Organizational Behavior: Key Concepts, Skills and Best ... Author, Angelo Kinicki ; Edition, 2, revised ; Publisher, McGraw-Hill Education, 2005 ; ISBN, 007111811X, 9780071118118 ; Length, 448 pages. Organizational Behavior; Key Concepts, Skills & ... Click for full-size. Organizational Behavior; Key Concepts, Skills & Best Practices; 4th Edition. by Kinicki. Used; Paperback. Condition: Very Good Condition ... Organizational Behavior: Key Concepts Skills & Best ... Home/University Books/ Organizational Behavior: Key Concepts Skills & Best Practices. Organizational Behavior: Key Concepts Skills & Best Practices. Organizational Behavior | McGraw Hill

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