

## Research Article

### WORKING HOMEBOUND AND ITS EFFECTS ON PERFORMANCE AND WORK PRODUCTIVITY DURING THE TIMES OF COVID-19

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#### ABSTRACT

This paper shows the findings of research about the effects of Telework on the performance and work productivity placing emphasis in the times of “lockdown” and “Working from Home” (WFH) expansion due to the Covid-19 global pandemic. The specialized literature indicates substantial modifications in WFH characteristics, which makes necessary a new concept for the correct analysis and phenomena interpretation. Consequently, we introduce the concept of “Working Homebound with Reduced Flexibility” (TCH from Spanish). Thus, research shows ambiguous results on the effects of this phenomenon in particular: positive, negative, and mixed results.

**Keywords:** Telework, Work from Home, Working Homebound, Work Performance, Work Productivity, Covid-19.

#### INTRODUCTION

In terms of syntax and etymology, the word “Telework” is made from the noun “work” which comes from the ancient English word “Wyrkan” which refers to the energy needed to perform an action that requires physical and mental effort constantly. Moreover, the Greek prefix “tele” is added, which means “distant”, “far” or “remote” (Lozada Elizalde, 2016, p.9). In order to broaden into its original meaning until the concept we have these days, this concept refers mainly to performing a long effort, mainly intellectual, in a distant or remote way by using IT and Communications Technologies (ITCs), which is mainly focused on the paid work performed by a third person (OIT, 2020). As to the notion of “Telework” or “Remote Work” (which is one of the many concepts utilized as synonyms to talk about this topic), it is possible to note that this concept has been evolving from its origins until these days. Its first appears in the decade of ‘70s in USA, during the oil shock and all of the petroleum-based-fuels; this situation forced the companies and the State to look and incorporate mitigation measures to face the economics and social complications as a consequence of the fossil fuels shortage (UNED, n.d.). This had as an objective to ensure the continuity of business and operations by reducing mobilization times of its employees, that is why some companies decided to incorporate the remote work option for those workers whose duties were appropriate (intellectual work mainly) and had the technological resources and digital competences to perform such a job. Those measures led the employees to develop their jobs from both their homes and the closer company facilities to the employees’ houses, even though if that was not the regular workplace (Chavez, 2020, p. 2). From its beginnings the telework has been made as a mutual agreement to develop work duties in a remote way, preferably out of the physical boundaries of the company or by broaden its own boundaries, which is only possible thanks to the development of ITCs; these are the means through workers perform their duties without the need of moving to the place of work, instead they do it by getting in the work network from a distant place (Ipsen et al., 2020a; Spilker, 2014).

It is important to highlight that, as in its first versions from five decades ago as in the current phenomena and the explosive growth the telework has had (Raisiene *et al.*, 2020) there is a direct connection between this work agreement with times of crisis, movement restrictions and its effects on the common working of organizations (private companies, state companies and others) due to external factors and factors from the environment where these organizations are placed to. Even though they have different origins oil shock (the first time) and the current global pandemic (Covid-19), this has changed the ways of work and has speeded the implementation of the WFH modality (Wright, 2020), the remote work and its ways act as a facilitator which adds flexibility, as much to a organizations as much to a workers to face the restrictions and complexities of these situations; movement restrictions; social isolation and physical distance to avoid further infections; restriction to those areas considered as “non-core activities” by the government authorities; among others (Bonavida & Gasparini, 2020; Garro & Palos, 2020; Ipsen *et al.*, 2020; Jaiswal & Arun, 2020; Vyas & Butakhieo, 2020). Is for this reason that some authors stand that Telework is an atypical work agreement which acts as a “wildcard” to keep organizations and business world operating in crisis times (Caminos, 2020; Martín & Botero, 2020; Montero Ulate *et al.*, 2020). This last interpretation of this phenomenon is based in the fact that telework is born in the bosom of neo-liberal economy as an adaptative answer facing the current means’ conditions, by adding a model that makes work relations more flexibles when external factors restrict the common working of the companies and even it could improve work productivity (by deleting times of movement, the happening of work accidents, among other negative external issues that comes with “on site work”).

#### The nature of telework and the modification of its characteristics as a consequence of the covid-19 global pandemic.

The notion of Telework and its definition are irregular and from them come many variants that most of the time are used indistinctly in the specialized literature. This fact shows that the concept of Telework or Remote Work are not defined between by the researchers studying this phenomenon. As an example of it, It is possible to cite the many different ways of the concept used by the specialized literature,

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in which are included the following: "Work From Home" or "WFH" (Saputra, Ardyansyah, Madura, et al., 2020), "Remote Work" (Felstead & Henseke, 2017), "Working Homebound" (Thulin et al., 2019), "Atypical and Compulsory Work" (Caminos, 2020), "Flexible Work" (Kane, 2014), "Virtual Work" (Aboalmaali et al., 2015) and "Home Office" (Beño, 2018), among others. Despite the variety of concepts that comes to name the phenomenon of Telework, when the characteristics and nature of these concepts are analyzed it is possible to identify similarities between them, those similarities point a common nature related to: A) flexibility for the development of job duties in a remote way and out of the common working place, B) flexibility to do work duties at different times and according with the worker's needs, C) use of IT and Communication Technologies (TICs) to develop the job and to communicate with the organization (bosses and coworkers) and D) the possibility to choose how the work is done. Summarizing, in its most pristine notion, telework is associated with the flexibility to choose how, when and where a job is developed by a worker, meanwhile this implies the possibility for the employer to count on a work force working at different times, without geographic limitations and, in its most traditional way, highly efficient and qualified (Ramos et al., 2020). Nevertheless, those flexibilities and freedoms inherent to the nature of teleworking, have been modified by the adaptations made to the most common way of teleworking, which is currently practiced, as we know, "Work from Home (WFH)." The modifications to the WFH modality are a consequence of the lockdown and the restrictions made from March 2020 in order to prevent disease spreading and to ensure the health of the population in the context of the Covid-19 Global Pandemic (Conejo-Navarro, 2020). This health crisis phenomenon has impacted deeply not only in healthy issues of the population, but it has also wreaked havoc in the economic and social areas and in the work configuration in countries who were directly affected (Balluerka et al., 2020). At the same time, this has resulted in an expansion of Telework as a two-way benefit which gives space to prevention of diseases spreading and to protect the workers' health, along with the companies' operations and business continuity in the restrictive context of the Covid-19 Global Pandemic (Conejo-Navarro, 2020). The WFH expansion has allowed new professions, work duties and employees categories which were not commonly incorporated into telework, such as workers who had done previously routine tasks from their offices or desks ("case workers"), now they are one party of this remote job agreement (Thulin et al., 2019, pp. 3-4). As a side of the WFH expansion towards new categories of workers, it is also produced an adaptation of its regular conditions that comes to agitate its nature and change its physiognomy, all this due to the need that remote duties are made mostly and even in a mandatory way from the place of living of the worker (Halpern, 2021), keeping the contract agreements related to working hours in the same way that it used to work in person (the flexibility of where and when to realize this functions is dismissed). All these ad equations comes to agitate the characteristics of WFH modality and generate new challenges in terms of Management and Performance of teleworkers (Saputra, Ardyansyah, Madura, et al., 2020), Remote or Digital Leadership (Kwon & Jeon, 2020), Life Quality and Benefits for teleworkers (Felstead & Henseke, 2017) and for the organizations (Alcover, 2020). According to this analysis, the modifications of the characteristics of the WFH modality as a consequence of the Covid-19 Global Pandemic, have meant that currently the most extended way of remote work is "Working Homebound with Reduced Flexibility (TCH from Spanish)", due to these notions, according to the phenomenon of expansion and flexibility limitation of WFH we have mentioned, is best suited to the predominant labor conditions when speaking of current remote work. Consequently, some recent research and reports have pointed out new concepts such as "Telepandemic" (Halpern, 2021) which, even though makes reference

to the restrictive context from Covid-19 Global Pandemic, is not properly underpinned in a theoretical or conceptual level because the general research about Telework in Chile, which is where we are focusing on, only shows this concept without go deep in it.

### **The ambivalence of Telework effects: pros and cons.**

Among the positive sides of telework which are highlighted by the research focused on the subject (in three class levels, people, organizations and community), it is possible to cite in first place the protection of workers health and the prevention of diseases spreading for employees in contexts such as pandemics and health crisis like as Covid-19 (Jaiswal & Arun, 2020). In addition, the reduction in costs of economics and time destined to moving from home to the place of work and the other way back, along with the work/family conflict reduction and a better balance between work and personal life (Spilker, 2014). These beneficial aspects hit positively into the employee's performance and creativity levels to solve work problems and to promote their own majors, and this chain of improvements comes to benefit the whole organization in which they work (Jaiswal & Arun, 2020). At the same time, research have shown that in an organizational level it is possible to note a bigger commitment level between the worker and the company as a consequence of a better work/personal life balance and also the job satisfaction derived from telework, and this situation decreases the workers' ideas of looking for a new job and move to another company (Golden & Veiga, 2008). At the same time, it is possible to appreciate that the costs associated to the buildings rent and services and supplies needed to its working have decreased, yet it must be highlighted that the initial implementation of telework implies a significative investment amount to those companies who don't have the capacity to provide all workers with proper TIC's (Spilker, 2014) and moreover the increased workers' performance improves the goal fulfillment made by the company (Saputra, Ardyansyah, Palupiningtyas, et al., 2020), just by naming the main benefits in an organizational level. When talking in respect of the community or the society widest spectrum as a whole, the common telework benefits are related to the performance increment in the lockdown measures to protect public health and to control the Covid-19 Global Pandemic spreading, the pollution abatement due to the less gas' emissions from vehicles as a consequence of the decrease in job travels, the incorporation to the labor market from people who live in country sides, as well as people with disabilities and big mobility issues (Salazar, 2007) and women with little kids too (OIT, 2020). Nevertheless, there is a kind of paradox between the pros and cons of telework, even though the benefits such as performance improvement, balance between work/personal life/family time, increment of organizational commitment, job satisfaction, lower dropout and creativity improvement are a pro for people and companies, they may also be affected as a consequence of the social isolation (Lampert & Poblete, 2018) and work isolation (Golden et al., 2008), the material conditions owned by the employees in the place where telework takes place (Bhattacharya & Mittal, 2020) and the blurred limit between work time and personal time destined to amusement and recreation (Bhattacharya & Mittal, 2020), as well as the difficulty of people to disconnect from work (Thulin et al., 2019) and consequently the feeling of a bigger effort to complete work duties (Spilker, 2014), just to cite the main factors that create the paradox between the pros and cons of telework.

### **Basic factors that define the Telework efficiency.**

Whereas the main factors that must be considered when telework is implemented and/or developed are discussed, which can hit positively or negatively into the results of this non common work agreement, depending on the correlation degree, presence and development of

every one of the factors that interfere in this phenomenon; the authors Yehuda Baruch and Nigel Nicholson, in their research from 1997 called "Home, sweet work: requirements for effective home working," were pioneers into developing the notion of "the four kingdoms" which are essential when it comes to implement telework correctly and, consequently, to achieve positive outcomes. Summarizing, such research refers to the following dimensions a) the teleworkers' individual characteristics and capacities, b) the characteristics of the performed work and its sympathy with it, c) the organizational factors that facilitate telework (culture, structure, organizational communication, results, and performance management) and d) household and family conditions that improve or decrease the worker performance (Nicholson & Baruch, 1997). There has been added into recent research a new dimension which is related to e) the conditions of technological infrastructure possessed by the organization and the workers; properly related to TICs (Belzunegui-Eraso & Erro-Garcés, 2020). The studies summarized point out the negative or positive results (outcomes) of the telework global experience (as much for individuals as for organizations) are defined by the existent correlation between these five basic factors, in which the development level and presence of them are deciding factors. In these last areas, general characteristics such as organizational culture based on confidence, motivation focused leadership and performance assessment based on results and not on duties, and the motivation for creativity of the employees, among others are highlighted (Culma *et al.*, 2020). Focusing on the employees, when these factors and self-competences that defines their performance are shown, it can easily be confused as a defining dimension to those skills workers have to use the computer, software's, e-mail, digital apps, along with the use of smart phones as much with labor purposes as with personal purposes (Thulin *et al.*, 2019). Nevertheless, even if these skills are important and necessary to develop the remote work correctly, there are not the most relevant abilities when it is all about a beneficial experience and the outcomes of this new modality are good. Actually, the "digital competences" are the ones which will define widely the worker performance. Those competences are related in a general level with: "critical thinking, functional thinking, resources management, time management, social skills, writing and reading skills, communicative abilities, discipline, commitment and training, responsibility, creativity, fulfillment of duty and relevance" (Chavez, 2020, p.8). On her side, Alina-Mihaela Dima *et al.* says the fundamental competences that must be a priority when developing a job are: 1) the capacity to work and solve problems independently, 2) total control of TICs and digital skills, 3) the ability to manage physical and psychological burnout (avoiding long efforts) and 4) the capacity to manage work distractions (Dima *et al.*, 2019). Current bibliographic research back up this point of view and reinforce the influences these five telework basic dimensions have on the work performance, because even the results can be as positive as negative (Telework paradox), recent research is clear when saying that the results will highly depend on the teleworkers characteristics and skills and its circumstances (Bosua *et al.*, 2013; Thorsten son, 2020). When checking the elements highlighted by researchers about the peculiarities of telework and the employees organizational and personal characteristics, it is possible to see a strong correlation between the pros and cons associated to "Working from home" as an independent variable, related to the dependent variable "Labor performance" or "Labor productivity", which is why it is important to check the art state that surrounds this issue.

#### **Working from home (WFH) and its effects on work performance: a bibliographic-systematic review to define state of art.**

Based in the investigations made about the current telework phenomenon, it is possible to point out that the most appropriated concept to refer to the specific remote work conditions during the

Covid-19 Global Pandemic and, related to it, to the lockdown measures imposed by the government to reduce and/or avoid the disease spreading among the population (Ponce *et al.*, 2020), is the new category "Working from Home with limited flexibility (WFHFL)". The approach of this concept comes to answer the deep modifications of WFH and its characteristics as a result of the expansion phenomenon triggered during the mentioned derogation period (Raisiene *et al.*, 2020), this concept is characterized by preferring that the workers perform their duties mainly from their place of living (there is not possible to choose any other alternative). Along with it, the announced expansion also implies the incorporation of new group of workers into the WFH modality, whose duties are more related to administrative, desk and rutinary tasks (case workers) who, instead the "knowledge workers" who do their jobs with bigger flexibility and autonomy levels (analysis workers) and represent the kind of workers who are used to work in a remote way (Thulin *et al.*, 2019), these new groups have changed the nature itself of this concept by moving the limits of work time from the office to the place of living where the remote labor duties are performed, even by incorporating time control systems through smart phone apps and/or laptops which are allowed to save the place, time and person who logs in and out. These add ones to the WFH modality which are a characteristic of physical work, annul the possibilities of choosing where and when to develop the job. Even more, the routine itself which characterizes the administrative duties during office time annules too the flexibility on how a job is developed, which not implies that there are some variations as much as in the times and in the way in which the labor is performed, these variations may be forced due to the conditions of the place where remote work is taking place such as taking care of the kids and/or ensure compliance of their school duties; taking care of older people or people who needs attention due to, for example, illnesses; and to do household chores such as cooking meals and clean the house among others (Bhattacharya & Mittal, 2020; Solis, 2017a). All these elements, added to the conditions of isolation itself and the mobility restrictions due to the population disease spreading's preventive measures, modify the original characteristics of telework and change it into this new modality "Working Homebound with Reduced Flexibility)".

#### **Searching methods, classification, and data analysis.**

In the next section we propose to do a review about the main investigations that name the WFH effect on the labor performance, in its different dimensions and introducing the multiple possible results that show the telework paradox and its ambiguous consequences. This review about the "Art State" on matters of interests, we focus on those scientific publications that shows research's results and whose key words are related to "Working from Home", "WFH", "Work homebound", "Remote Work from Home" and "Telework". All these key words were combined with words such as "Performance", "Labor Performance", "Productivity" and "Job Productivity". The scientific publications that match with our quest of key words, on its different combinations, since year 2000 and on, and also during the Covid-19 Global Pandemic (2019 and 2020). With this purpose, the quests were done in different digital platforms which compile and show information about scientific publications, among those, there are Research.net, Google Scholars, Academia.edu and Scielo. The initial inquires showed a universe of 100 publications that matched with our search criteria. All these results were compiled on a virtual library in the Mendeley bibliographic system, with the intention to check the general contents on each paper through reading their summaries or abstracts, just like with the reported findings and their conclusions. This recompilation process allowed us to generate codes or labels to classify the contents and themes of each publication, allowing the group formation according with their matches (proximity of content

and results) for then analyze the labels of each group, so in this way it is possible to identify the accuracy degree related to the areas of interest of the collected works. By completing the bibliographic management process a determination over the paper's initial universe was achieved until a point where eighteen publications matching directly with our study topic. In this final group, there are six research reporting negative effects about WFH when speaking of Labor Performance. Finally, five publications were defined by reporting mixed results of WHF, both positive and negative when speaking of Labor Performance. Once the initial universe of recompiled papers has been refined until generate the sample of eighteen research that show an elevated degree matching the topics of interest, we reviewed deeply every publication with the goal of summarize the key information of each work in a summary table designed in MS Excel, in which is presented the information of every work in a diagram as the following: A) Year of publication, B) Author(s), C) Title, D) Findings Classification, E) WFH Positive Effects, F) WFH Negative Effects, G) Intervening Variables and H) Basic Factors. The information summarized in this diagram allowed us to generate an Art State analysis which compiles de key data on each work in three critical dimensions to know: 1) Effects (positive, negative, mixed); 2) Intervening variables and 3) basic factors. The first conclusion of this Art State design implies that effectively the "Working from Home" modality as an independent variable has a direct-ambiguous effect over the dependent variable "Labor Performance". That effect can be as positive as negative and it will widely depend on the five determining factors of telework that have been pointed out in papers about work theory and its basic elements (Belzunegui-Eraso & Erro-Garcés, 2020; Nicholson & Baruch, 1997).

### **The research which shows lights about the positive effects of WFH on the Labor Performance.**

In order to present the analyzed information in a structured way, we developed a review and bibliographic discussion diagram based in the selected works when the heuristics stage was done; here we explored, classified, and categorized the publications related with our topic of interest. This diagram synthesizes the key information of every research, putting them in order firstly by the year of publication, author(s), characteristics of the reported findings (positive, negative, or mixed effects), which are the intervening variables announced by the authors in their findings and, finally, which are the basic factors that determine the "Working from Home" conditions on the Labor Performance. It is possible to appreciate the design of this diagram in the specific tables about positive, negative, and mixed effects of WFH on the labor performance which are included in the next section.

#### **Positive effects.**

The specialized literature points out many advantages or positive effects that come from the WFH experience, which not only strengthen both the performance and productivity results, and the effects on micro, meso and macro dimensions on this phenomenon. Among the WFH positive effects announced by the realized research, it is possible to identify the following: 1) Better Labor Performance and Productivity, 2) Job satisfaction increment, 3) Labor creativity increment (creative performance), 4) Worker's safety increment, 5) to facilitate business operations in crisis times, 6) Work/personal life balance, 7) IT specific skills developing and 8) community benefits. The eight positive effects showed by the made research, are at the time, related to several intervening variables that make possible every result as a micro level as a meso and macro levels of the WFH phenomenon. Among the main variables that intervene in this phenomenon, it is possible to differentiate: 1) Worker's characteristics, skills and personal competences, such as time management, discipline, self-motivation and goal orientated work

(Blezunegui-Eraso & Erro-Garcés, 2020; Bosua et al., 2013; Dima et al., 2019; Nakroisene et al., 2019; Vega et al., 2015; Vyas & Butakhieo, 2020); 2) Goal orientated performance's management (Bosua et al., 2013; Saputra, Ardyansyah, Madura, et al., 2020); 3) Factors and accurate IT support (TICs) (Belzunegui-Eraso & Erro-Garcés, 2020; Bosua et al., 2013); 4) Organization characteristics (trust based culture) (Belzunegui-Eraso & Erro-Garcés, 2020; Dima et al., 2019); 5) Workplace's characteristics at home (material aspects) (Belzunegui-Eraso & Erro-Garcés, 2020; Nakroisene et al., 2019; Vyas & Butakhieo, 2020); 6) Less interference due to the less communication between co-workers (Nakroisene et al., 2019); 7) Remote/digital leadership effective styles (Dima et al., 2019; Saputra, Ardyansyah, Madura, et al., 2020); 8) Family group characteristics (Belzunegui-Eraso & Erro-Garcés, 2020; Vyas & Butakhieo, 2020); and 9) Work factors (design) (Belzunegui-Eraso & Erro-Garcés, 2020). The intervenient variables mentioned in the analyzed research are related with the "basic factors" which are present in the scientific research findings on this topic, especially in those research that show positive findings' announcements on the WFH effects over the Labor Performance; here is possible to appreciate the predominance of "Personal Characteristics and Competences", being called out by six out of seven research on this matter (Belzunegui-Eraso & Erro-Garcés, 2020; Bosua et al., 2013; Dima et al., 2019; Nakroisene et al., 2019; Vega et al., 2015; Vyas & Butakhieo, 2020). When speaking of relevance of the basic factors, the ones related to "Organizational Characteristics" is on the second place, being called out by four out of seven research (Belzunegui-Eraso & Erro-Garcés, 2020; Bosua et al., 2013; Dima et al., 2019; Saputra, Ardyansyah, Madura, et al., 2020). The "Family group and home conditions affecting WFH modality" factors are also referred importantly in three out of seven research (Belzunegui-Eraso & Erro-Garcés, 2020; Nakroisene et al., 2019; Vyas & Butakhieo, 2020). Finally, the factors associated to "Technological infrastructure (TICs)" and the "Work characteristics and its similarity to WFH" are referred in two and one research respectively (Belzunegui-Eraso & Erro-Garcés, 2020; Bosua et al., 2013). The low references in those last two factors are a consequence due mainly to the Covid-19 Global Pandemic era; those conditions related to TICs and also with the characteristics of the work made in a remote way, are mostly incorporated to the way WFH is done, it can be because currently TICs are widely familiarized or because it is assumed that the work's characteristics which is done during the pandemic are somehow fitted to the remote work. Yet, we have mentioned that the WFH expansion into workers of the "case workers" kind is one of the reasons of the change in the characteristics of this telework modality. Summarizing onto the WFH positive elements in the labor performance, we have incorporated "Table 1 Bibliographic synthesis WFH positive effects", in which the information reported in this section is summarized in order to facilitate the investigations and specific references' searches on this matter.

#### **Negative effects.**

The results of the analyzed research show evidence of a bigger amount of WFH negative effects (nine) when comparing with the positive effects (eight) as much in the performance as in the labor productivity, as well as in other individual, organizational and community dimensions. The main WFH negative consequences announced by the researchers point out that this remote work modality 1) Affects life quality and the workers well-being; 2) has an emotional impact: loneliness, irritability, concern and blame; 3) decreases labor performance and creativity; 4) creates negative psychological effects: mental fatigue and overload working; 5) Creates work interferences due to family responsibilities (FIW); 6) Creates family interferences due to work responsibilities (WIF); 7) Implies a creativity and initiative reduction due to the supervisor's

excessive interference (remote/digital leadership); 8) decreases the social sustainability as a consequence of the negative effects as much in people as in the family group; and 9) affects the balance between Work and personal life. At this point is possible to appreciate the WFH consequences may have ambiguous effects on the same variables in which are reported negative and positive effects, mainly being a consequence of the basic factors that define WFH modality and its results. The nine negative effects revealed by the referred research, are at the same time, related with several intervenient variables that make possible every result, as much as micro as meso and macro levels of the WFH phenomenon. Among the main variables which intervene in this particular phenomenon, it is possible to appreciate: 1) Time management (Thulin et al., 2019); 2) Lack of labor support (Mann & Holdsworth, 2003); 3) Multiplicity of roles during telework (Bhattacharya & Mittal, 2020; Solis, 2017b); 4) Remote/digital leadership (Singh et al., 2017; Solis, 2017b); 5) Psychosocial factors due to isolation (Venegas Tresierra & Leyva Pozo, 2020); 6) Blurring limits between work and personal life (Bhattacharya & Mittal, 2020; Mann & Holdsworth, 2003); 7) Effort and working overload (Mann & Holdsworth, 2003; Thulin et al., 2019); and 8) Organizational communication issues (Singh et al., 2017). When investigating about the WFH "basic factors", which are present among the results of the research made, we can distinguish the "Family group and home conditions affecting the WFH modality", which is present on the proposed analysis in five out of six research announcing the WFH negative effects over the labor performance and productivity (Bhattacharya & Mittal, 2020; Mann & Holdsworth, 2003; Solis, 2017b; Thulin et al., 2019; Venegas Tresierra & Leyva Pozo, 2020). Another relevant basic factor in this kind of research is related to the "Work characteristics and its similarity to WFH", which is mentioned by four out seven analyzed investigations (Bhattacharya & Mittal, 2020; Mann & Holdsworth, 2003; Thulin et al., 2019; Venegas Tresierra & Leyva Pozo, 2020). There is also a high predominance of the basic factors related to the "Organizational characteristics that make WFH conducive (culture, structure, and results management)", being announced by three out of the seven investigations made (Mann & Holdsworth, 2003; Singh et al., 2017; Solis, 2017b). On the last preponderance level, it is possible to find the basic factor related to the "Characteristics and personal competences", being referred by two out of the seven respective investigations (Thulin et al., 2019; Venegas Tresierra & Leyva Pozo, 2020). It is interesting to check that in none of the reviewed investigations that mention the WFH negative effects on the labor performance makes references to the basic factors related to "IT infrastructure (TICs)", which is why this particular dimension is one of the possible investigation lines on this matter, this, due to the fact that it is not largely deepened according to the negative effects that can be caused on the WFH modality and in the Labor Performance, despite of the fact that the specialized literature is emphatic into mention that TICs are essential to develop labor duties in a remote way. In this point it is possible to understand that this basic factor is not mentioned due to the fact that it is essential to develop remote work, that is why, if it is not present or correctly implemented, is impossible to develop this labor agreement. Summarizing onto the WFH negative elements in the labor performance, we have incorporated "Table 2 Bibliographic synthesis WFH negative effects", in which the information reported in this section is summarized in order to facilitate the researchers and students' investigations and specific references' searches on this matter.

### **Ambiguous effects (mixed)**

Among the five research that show ambiguous results according to the analyzed WFH effects, it is possible to appreciate a similarity between the findings with a bigger preponderance of the negative

effects (six) when comparing with the positive results (five), which consequently matches with the findings that announce only one type of results (positive or negative). Which is why it is possible to point out that the specialized literature has shown there is evidence that remote work has positive and negative effects on the Labor Performance and Productivity, as well as in other micro, meso and macro variables, which tend to be mostly negative and are related to "Working Homebound with Reduced Flexibility" (TCH) which is proper of the Covid-19 Global Pandemic era. Among the positive effects pointed out by the ambiguous findings in the research, we can see: 1) Labor satisfaction increment; 2) Bigger labor motivation; 3) Better work/personal life balance; 4) Labor creativity increment (creative performance); and 5) Better performance and labor productivity. While in the dimension of negative effects we can find: 1) Stress levels increment; 2) Worse performance and labor productivity; 3) Lack of psychological well-being; 4) Role's change; 5) Work time increment (labor effort); and 6) Techno stress (work hyper connection). The ambiguous effects shown by the referred research (five positive and six negative), at the same time, are related to several intervenient variables that make possible every result, as much as macro, meso and micro level of the WFG phenomenon. Among the main intervenient variables on this phenomenon it is possible to distinguish: 1) Psychological aspects y 2) Multiplicity of roles (Thorstensson, 2020); 3) Lack of agenda or inability to plan activities (Jaiswal & Arun, 2020); 4) Communicative aspects (Chávez, 2020; Jaiswal & Arun, 2020); 5) Lack of an appropriated workspace (Jaiswal & Arun, 2020); 6) Lack of motivation (Jaiswal & Arun, 2020; Thorstensson, 2020); 7) Work results uncertainty (Jaiswal & Arun, 2020); 8) Leadership styles (digital/remote) (Chávez, 2020); 9) Poor internet connection and 10) Distractions increment (Jaiswal and Arun, 2020; Thorstensson, 2020); 11) Performance management (Ipsen et al., 2020b); 12) Workers characteristics, skills and personal competences (Chávez, 2020; Thorstensson 2020; Virtanen, 2020); 13) Labor organization characteristics (Thorstensson, 2020). The results presented by the research with ambiguous findings related to the WFH effects make reference mainly and in the same amount (four out of five investigations) to the "basic factors" according the "Characteristics and Personal Competences" (Chávez, 2020; Jaiswal & Arun, 2020; Thorstensson, 2020; Virtanen, 2020) and with the "Organizational characteristics that make WFH conducive (culture, structure and results and performance management)" (Chávez, 2020; Ipsen et al., 2020b; Jaiswal & Arun, 2020; Thorstensson, 2020). The relevance of both factors is directly related to the effects that have modified the telework nature during the Covid-19 Global Pandemic, those have been key elements to make a correct interpretation and analysis of this phenomenon developing in restrictive and exception contexts. Due to this reason, is not strange to verify that the third relevant element on this investigation group are the basic factors related to the "Family group and conditions affecting the WFH modality" (Jaiswal & Arun, 2020; Thorstensson, 2020). Ultimately, both the "Work characteristics and its similarity to WFH modality" and the "IT infrastructure (TICs)" (Jaiswal & Arun, 2020) are referred solely by one research, which tells us that both of the basic factors are incorporated enough on the WFH phenomenon during the Covid-19 Global Pandemic, and also, that the research have not centered into analyze correctly all these elements on the recent investigations on this matter, which creates an important research possibility. Summarizing onto the WFH positive elements in the labor performance, we have incorporated "Table 3 Bibliographic synthesis WFH ambiguous effects", in which the information reported in this section is summarized in order to facilitate the researchers and students' investigations and specific references' searches on this matter.

**TABLE 1**  
**BIBLIOGRAPHIC SYNTHESIS WFH POSITIVE EFFECTS**

YEAR	AUTHOR(S)	TITLE	WFH POSITIVE EFFECTS	INTERVENIENT VARIABLES	BASIC FACTORS
2013	Bosua, Rachelle. Gloet, Marianne. Kurnia, Sherah. Mendoza, Antonette. Yong, Jongsay.	Telework, Productivity and Wellbeing.	1) Personal wellness' increment 2) Better labor performance.	1) Workers' characteristics, skills and personal competences. 2) Performance management. 3) IT Support.	A) Characteristics and personal competences. C) Organizational characteristics. E) IT infrastructure.
2015	Vega, Ronald. Anderson, Amanda. Kaplan, Seth.	A Within-Person Examination of the Effects of Telework.	1) Positive experience. 2) Bigger productivity. 3) Increased jobs Satisfaction. 4) Increased labor creativity (creative performance).	1) Workers' characteristics, skills and personal competences.	A) Characteristics and personal competences.
2019	Dima, Alina. Tuclea, Claudia. Vranceanu, Diana. Tigu, Gabriela.	Sustainable social and individual implications of telework: A new insight into the Romanian labor market.	1) Work/Persona life balance. 2) Development of specific activities. 3) Community benefits. 4) Increased labor performance.	1) Organization characteristics and leadership styles. 2) Workers' characteristics, skills and personal competences.	A) Characteristics and personal competences. C) Organizational characteristics that make WFH conducive (culture, structure and results and performance management).
2019	Nakrošienė, Audronė. Bučiūnienė, Ilona Goštautaitė, Bernadeta	Working from home: characteristics and outcomes of telework.	1) Increased labor performance.	1) Workplace's characteristics at home (material aspects) 2) Decreased communication time between co-workers.	A) Characteristics and personal competences. D) Family group and home conditions affecting WFH modality.
2020	Saputra, Nopriadi Ardyansyah, Farid Palupiningtyas, Dyah BahriThoha, Nurianna	Tracing the predictors of WFH productivity: A structural equation modelling.	1) Increased labor performance.	1) Leadership style (digital/remote). 2) Performance Management.	C) Organizational characteristics that make WFH conducive (culture, structure and results and performance management).
2020	Vyas, Lina. Butakhieo, Nantapong.	The impact of working from home during COVID-19 on work and life domains: an exploratory study on Hong Kong.	1) Increased labor performance. 2) Increased job satisfaction.	1) Workplace's characteristics at home (material aspects) 2) Workers' characteristics, skills and personal competences. 3) Family group characteristics.	A) Characteristics and personal competences. D) Family group and home conditions affecting WFH modality.
2020	Belzunegui-Eraso, Angel. Erro-Garcés, Amaya.	Teleworking in the context of the Covid-19 crisis.	1) Increased workers' safety. 2) Allows business continuity during crisis era. 3) Increased labor performance.	1) Individual factors. 2) Job factors (characteristics). 3) Organizational factors. 4) Home and family factors. 5) IT factors.	A) Characteristics and personal competences. B) Work characteristics and its similarity to WFH. C) Organizational characteristics that make WFH conducive. D) Family group and home conditions affecting WFH modality. E) IT infrastructure.

TABLE 2

## BIBLIOGRAPHIC SYNTHESIS WFH NEGATIVE EFFECTS

YEAR	AUTHOR(S)	TITLE	WFH NEGATIVE EFFECTS	INTERVENIENT VARIABLES	BASIC FACTORS
2003	Mann, Sandi. Holdsworth, Lynn	<i>The psychological impact of teleworking: Stress, emotions and health.</i>	1) Emotional impact: loneliness, irritability, blame and concern.	1) Lack of support. 2) Blurring limits between work and personal life. 3) Labor effort.	B) Work characteristics and its similarity to WFH. C) Organizational characteristics that make WFH conducive (culture, structure and results and performance management). D) Family group and home conditions affecting the WFH modality.
2017	Solis, Martín.	<i>Moderators of telework effects on the work-family conflict and on worker performance.</i>	1) Work interference due to family responsibilities (FIW). 2) Creativity and initiative reduction due to the supervisor's excessive interference.	1) Multiplicity of roles during the telework. 2) Remote leadership.	C) Organizational characteristics that make WFH conducive (culture, structure and results and performance management). D) Family group and home conditions affecting the WFH modality.
2017	Singh, Ravin. Akshay Kumar, Myadam Varghese, Samuel	<i>Impact of Working Remotely on Productivity and Professionalism.</i>	1) Impact on labor performance.	1) Remote leadership. 2) Communication.	C) Organizational characteristics that make WFH conducive (culture, structure and results and performance management).
2019	Thulin, Eva. Vilhelmson, Bertil. Johansson, Martina.	<i>New telework, time pressure, and time use control in everyday life.</i>	1) Impact on life quality. 2) Decreases the social sustainability. 3) Impact the balance between work and personal life.	1) Time management. 2) Working overload.	A) Characteristics and personal competences. B) Work characteristics and its similarity to WFH. D) Family group and home conditions affecting the WFH modality.
2020	Venegas Tresierra, C.E Leyva Pozo, A.C.	<i>Fatigue and mental workload among workers: about social distancing.</i>	1) Negative psychological effects: mental fatigue and overload working.	1) Psychosocial factors due to isolation.	A) Characteristics and personal competences. B) Work characteristics and its similarity to WFH. D) Family group and home conditions affecting the WFH modality.
2020	Bhattacharya, Sonali Mittal, Priyanka	<i>The impact of individual needs on employee performance while teleworking.</i>	1) Work interference due to family responsibilities (FIW). 2) Family interference due to work responsibilities (WIF).	1) Multiplicity of roles during telework. 2) Blurring limits between work and personal life.	B) Work characteristics and its similarity to WFH. D) Family group and home conditions affecting the WFH modality.

TABLE 3

## BIBLIOGRAPHIC SYNTHESIS WFH AMBIGUOUS EFFECTS

YEAR	AUTHOR(S)	TITLE	WFH POSITIVE EFFECTS	WFH NEGATIVE EFFECTS	INTERVENIENT VARIABLES	BASIC FACTORS
2020	Virtanen, Milana	<i>The Impact of Remote Working on Employees' Work Motivation &amp; Ability to Work.</i>	1) Better work performance. 2) Labor satisfaction increment. 3) Labor motivation. 4) Work/personal life balance.	1) Psychological well-being. 2) Stress levels.	1) Worker's characteristics, skills and personal competences.	A) Characteristics and personal competences.
2020	Thorstensson, Esra	<i>The Influence of Working from Home on Employees' Productivity.</i>	1) Better work performance.	1) Worse labor performance.	1) Organization characteristics. 2) Worker's characteristics, skills and personal competences. 3) Distractions. 4) Multiplicity of roles. 5) Communicative. 6) Psychological.	A) Characteristics and personal competences. C) Organizational characteristics that make WFH conducive (culture, structure and results and performance management). D) Family group and home conditions affecting the WFH modality.
2020	Ipsen, Christine. Kirchner, Kathrin. Hansen, John P.	<i>Experiences of working from home in times of covid-19 - internation survey conducted the first months of the national lockdowns March-Mat, 2020.</i>	1) Better work performance.	1) Tecno-stress.	1) Performance management.	C) Organizational characteristics that make WFH conducive (culture, structure and results and performance management).
2020	Chávez Dominguez, Jorge	<i>Entendiendo el teletrabajo.</i>	1) Better work performance.	1) Worse labor performance.	1) Worker's characteristics, skills and personal competences. 2) Leadership styles (digital/remote).	A) Characteristics and personal competences. C) Organizational characteristics that make WFH conducive (culture, structure and results and performance management).
2020	Jaiswal, Akanksha. Arun, C. Joe.	<i>Unlocking the COVID-19 Lockdown: Work from Home and Its Impact on Employees.</i>	1) Labor creativity increment (creative performance)	1) Worktime increment. 2) Role's changes. 3) Productivity levels decrease. 4) Stress levels increment.	1) Bad quality internet connection. 2) Lack of an appropriated workplace. 3) Work results uncertainly. 4) Lack of agenda or inability to plan activities. 5) Lack of motivation.	A) Characteristics and personal competences. B) Work characteristics and its similarity to WFH. C) Organizational characteristics that make WFH conducive (culture, structure and results and performance management). D) Family group and home conditions affecting the WFH modality. E) IT infrastructure (TICs).



## CONCLUSION

The WFH phenomenon have gone through a significative expansion from March 2020 as an answer from the labor organizations to the public health difficulties derived from the Covid-19 Global Pandemic. This expansion has resulted into a modification of the flexibility characteristics that define every kind of common remote work agreement, which is why the notion of "Working homebound" (TCH) arise as an emerging category to best describe this phenomenon in the referred exception context. The WFH expansion has also had a complement over the great amount of research about this matter over this period, these have moved the point of interest of researchers over every kind of effects (mental and physical health, social and labor isolation, FIW, WIF, well-being, etc.) on workers and labor performance due to the WFH modality. In this dimension, the research of this matter keeps informing ambiguous results of the remote work effects on workers and their performance as much as in the enterprise operations. Nevertheless, there is possible to appreciate a negative effects predominance during this period, which is associated to the characteristics of social isolation itself and also the urgency to the implementation of remote work have had to many organizations who never before went through this kind of agreements, which implies that the remote work basic factors are not correctly balanced, this situation creates both positive and negative effects, but with a negative impact on people and their performance and labor productivity. Accordingly, the specialized literature shows, among other findings, that the labor performance may be similar or even better compared to when the workers used to develop their duties in the place of work, though most of the time this is due to a bigger work pression, along with worktime increment and, consequently, a bigger effort level to accomplish with labor duties in a remote way.

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