

EMBRACING REMOTE REVOLUTION: INVESTIGATING FACTORS INFLUENCED BY REMOTE WORKING

¹Anjali Rai, ²Somesh Kumar Shukla and ³Nidhi Mishra

^{1,3}Research Scholar, Department of Commerce, University of Lucknow.

Lucknow, Uttar Pradesh, India

²Professor, Department of Commerce, University of Lucknow, Lucknow, Uttar Pradesh, India

Corresponding Email:anjalarai357@gmail.com

Abstract: *This review study examines the impact of remote working on job-related and personal/health-related outcomes, taking into account the changing landscape of work due to advancements in networking, information, and communication technologies. It explores various forms of remote working and classifies the outcomes into different factors influenced by remote working and establishes an interrelation pattern among these factors to illustrate their interrelation. A comprehensive analysis of 52 studies was conducted using databases such as "Google Scholar" and "Scopus." The findings highlight important concerns such as longer working hours and the blurred boundaries between work and home in remote working arrangements. Furthermore, it was observed that the lack of proper techniques for remote working can lead to issues such as social loafing and excessive workloads. The review emphasizes the key issues that managers need to address and draws attention to critical aspects that require suitable consideration from organizational leaders. The insights gained from this study will help organizations successfully integrate remote work and guide managers in developing appropriate policies.*

Keywords: *remote working, flexible working schedules, teleworkers, telecommuting, flexitime*

1. Introduction

Improvements in information and communication technology (ICT) performance and connectivity are rapidly changing how work is performed in organizations. Consequently, more employees can work remotely (Davies, 2021). Remote working (RW) and its forms, viz., Telecommuting, Teleworking, Work From home (WFH), Hybrid Workspace, Compressed Work Week (CWW), and Work From Anywhere (WFA) are no longer novel ideas. These terms depict a working style that has been embraced worldwide in a post-pandemic environment. Remote working (RW) is an adaptable working model in which employees operate from a place distant from their local offices without direct communication with their teammates, but with access to technology to interact with each other (Martino & Wirth, 1990). Before the pandemic, remote working was not an organization's popular working style (Kossek & Lautch, 2018). It was offered as a perk to a certain level or class of employees but is now becoming the new normal. This trend in remote work is here to stay. As the pandemic has accelerated this trend, most professional pathways will eventually involve remote work.

McKinsey's American Opportunity Survey 2022 states that if flexible working is offered, 87% of employees will accept it. In addition, the survey indicated that 27% of respondents viewed remote working as a motivating factor in seeking a new job (André Dua et al., 2022).

According to a Buffer survey with 2118 participants, 97% said they would accept work remotely at some point in their career. Moreover, 61% of the respondents expressed positive experiences (Buffer, 2022). According to the PwC survey report (which surveyed 133 employers and 1,200 employees), 83% of employers say remote working is a success, and 71% of employees also support it (PwC, 2021). The SCIENCE Tech Talent Outlook survey reported that 82% of the participants preferred WFH to work from office. Moreover, 64% of workers claimed to be more productive and less worried when working from home (SCIENCE, 2022).

The development of technology and globalization has increased interest in exploring the effects of remote work. Remote workers are generally happier and more productive than traditional employees (Nield, 2016). The most favourable aspect of remote working is its flexible schedule. Having a better work-life balance, being more responsive, being more productive, and job satisfaction are all positive aspects of remote work (Flores, 2019). Remote work is an excellent way for employees to design their days better and fulfil professional and personal commitments, which may boost employee motivation (Ferreira et al., 2021). In addition to offering benefits, it also poses challenges such as communication (M. Guinaliu & Jordan, 2016), transparency (Fledstead & Henseke, 2017), isolation due to less physical interaction, increased workload, dependency on technology, and health issues.

Working remotely has emerged as a 'new normal' way of working (Wang et al., 2021). Moreover, the fastest-growing majority in the working force at the moment is the millennial generation (also known as Gen Y), who prefer adjusting their working schedules and flexibility in their working style (Twenge & Campbell, 2012). Thus, the significance of remote working has undoubtedly increased. Appropriate implementation is a significant challenge for organizations. Much of the available research has highlighted the advantages, disadvantages, and challenges of RW. The aim of this study is to review the stock of readily available knowledge, enhance our current understanding, and offer directions for future research that will enrich our expertise in RW. Furthermore, it will assist organizations in successfully implementing remote working, making employees aware of the potential benefits they should consider while working in such an arrangement. It also illustrates the interrelation between the factors and highlights the key issues that require managerial attention.

2. Review Process

The systemic methodology of the current study comprises a review of research to address a particular topic, examine the literature available on the given issue, and escalate mainstream researchers' discussions on it.

The search for leading publications served as the foundation for our review approach. The databases used for the search were "Google Scholar" and "Scopus". To gain a comprehensive

insight into the literature, we examined the following journals: *Journal of Open Innovation*, *Global Journal of Advanced Research*, *Academy of Management Annals*, *Spanish Journal of Marketing*, *International Labour Review*, *Applied Psychology: An International Review*, *Journal of Organizational Behaviour*, *Human Resource Management Review*, *International Journal of Manpower*, *Organization Science*, *Information Systems Journal*, *Sustainability*, *Management Research Review*, *International Journal of Management Review*, *Organizational Dynamics*, *IPE Journal of Management*, *Journal of Vocational Behavior*, *Academy of Management Communication Monograph*, *New Technology*, *Work and Employment*, and *European Journal of Information Systems*.

All articles published up to 2023 were included in the search. To trace the articles pertinent to our review, we conducted a search using the following keywords: ‘*Remote work*’, ‘*Telecommuting*’, ‘*Teleworking*’, ‘*Work from anywhere*’, ‘*Flexible working*’, ‘*Work from home*’, ‘*Flexible schedule*’, and ‘*Hybrid workplace*’. Boolean operators were used to limit the search results. Articles were screened, and relevant articles were included in the review, while irrelevant articles were eliminated. The criteria applied for inclusion in the review were studies that discussed factors (Figures 1 and 2) influenced by remote working, as well as studies that evaluated the benefits and challenges faced by remote workers. A total of 726 articles were identified in the database. After the screening, 452 articles were eliminated for various reasons, such as full text not being available or articles not pertinent. This restricted our last rundown to 354 articles, of which the most significant articles selected for inclusion were 52.

This review is structured into three major sections. **First**, we examine job-related outcomes connected to remote working and evaluate research that focuses on how remote working affects employees' job satisfaction, attitude, productivity, absenteeism, turnover, burnout, work stress, relationships at the workplace, and commitments. **Second**, we focus on individual/personal outcomes that affect the work-life balance, well-being, emotional impact, and psychological health of remote workers. **Third**, we demonstrated an interlinked pattern of factors influenced by RW.

TABLE 1: Definitions of Different Forms of Remote Working

Forms of RW	Explanation	Example
Telework	Work is performed from a place that is not the main office or manufacturing facility, but workers remain connected with teammates by utilizing modern technology.	(Bailey & Kurland, 2002)
Telecommuting	Working far from the traditional workplace, frequently from home, and	(Golden, 2006)

	connecting via digital technologies.	
Flexible working Arrangements	It is an alternative working choice that permits employees to work beyond the traditional and spatial boundaries of a typical working day.	_(Shockley & Allen, 2007)
Flexitime	An arrangement of working that permits employees to modify their working hours, including the beginning and ending time of each day of work, within certain boundaries.	_(Messenger, 2018) _(Matilal, 2020)
Work from Home Or Home Working	It is a working setup where employees do not travel to their company's offices. It means doing job-related work at home.	_(Bellmann & Hubler, 2021) _(Song & Gao, 2019)
Virtual Work	Technology-enabled work that is carried out away from a main office.	_(Raghuram & Wiesenfeld, 2004)
Hybrid Workspace	A workplace that accommodates both traditional and remote work modes.	_(Wiatr & Mielnik, 2023)

2.1 Remote Working and Job-Related Outcome

This part of the review focuses on job-related outcomes influenced by remote working. Previous studies have considered job-related outcomes in terms of productivity, absenteeism, organizational commitment, job satisfaction, burnout, work stress, turnover, and workplace relationships.

2.1.1 Job Satisfaction

The association between remote work and job satisfaction(JS) has been the subject of several studies. The findings revealed a strong association between them. Increasing RW could be a successful strategy to enhance employee job satisfaction. This is because telecommuting more regularly increases employees' feelings of independence, freedom and permits them to manage their work and family commitments, which reinforces their job satisfaction_(Schall, 2019).

However, longer working hours in remote environments can mitigate it (Bellmann & Hubler, 2021). The continuous requirement to adjust to new Information Technology programs and over-reliance on technology can lead to stress, which has a substantial impact on the job satisfaction of teleworkers. (Srivastava et al., 2015). Technostress can reduce teleworkers' satisfaction levels because it can lead to technological exhaustion (Suh & Lee, 2017).

Some researchers have found a variety of variables, such as physical loneliness, social isolation, and absence of organizational connection, that may hinder teleworkers' job satisfaction (Bartel et al., 2012), (Toscano & Zappalà, 2020), (Kossek et al., 2015). However, flexibility in the workplace is positively correlated with work-life balance, which is proportional to JS. It is an effective organizational strategy for increasing job performance, productivity, and job satisfaction, (Aziz-Ur-Rehman & Siddiqui, 2019). However, social isolation was negatively associated with the satisfaction of remote workers (Toscano & Zappalà, 2020).

2.1.2 Productivity

The level of job satisfaction and productivity of remote workers is significantly influenced by social loneliness. Consequently, the value of social connections and the strong correlation between isolation and how individuals perceive their productivity are noteworthy. The research demonstrates that job satisfaction can rise with perceived productivity during RW. However, perceived productivity may not reflect actual productivity (Toscano & Zappalà, 2020). Employees who work from home may be inclined toward this evaluation (Bailey & Kurland, 2002). Numerous statements on productivity improvements related to telework suggest that teleworking may increase individual and organizational productivity (Pyoria, 2011), (Menezes & Kelliher, 2011).

It is suggested that the workload, work intensity, task effectiveness, and modifications (i.e., excess organizational expenses associated with telework) should all be considered when measuring productivity (Westfall, 2004). The availability of IT systems that enable teleworkers to interact, coordinate, and view data from anywhere is regarded as a crucial facilitator of teleworking. A robust IT support solution can boost the productivity of individuals and organizations (Bosua et al., 2013). Co-workers who help distinguish between work and personal time and give remote workers the authority to handle their tasks and time can help increase the productivity of remote workers without raising stress levels (George et al., 2022). It was observed that job satisfaction and productivity were highest among employees working in flexible arrangements (Bhalla, 2016).

2.1.3 Absenteeism and Turnover Intentions

According to earlier research, organizations using FWAs have significantly decreased absenteeism and turnover. Absenteeism is positively affected by flexible working schedules (Baltes et al., 1999). The commitment of an employee to report to the office may be influenced by events and other non-work responsibilities that seem more or less unforeseen. When working under set hours, only absenteeism allows workers to engage in these activities, however, they can easily undertake

these responsibilities when given access to flexible working arrangements. Therefore, employees may use flexible working time arrangements rather than sick leave in unexpected situations (Posenriede, 2011). Absenteeism is low among married female employees who work in flexible working arrangements (Krausz & Freibeach, 1983). Flextime enables workers to more easily balance potentially conflicting roles. It may be possible to reduce absenteeism and turnover caused by inter-role conflict by making the tight organizational work schedule structure more flexible. Flextime makes it easier for both men and women to manage inter-role conflicts and reduce absenteeism (Ralston & Flanagan, 1985). According to meta-analysis flextime, but not CWW, is linked to lower absenteeism, (Baltes et al., 1999).

Previous studies have observed a negative association between FWA implementation and turnover intention. Flexible schedules have a positive link with job satisfaction and an unfavourable relationship with the intention to quit (Allen, 2001). It has been observed that implementing flexible schedules can minimize turnover intentions (Batt & Valcour, 2003); (Masuda et al., 2012) and assist in handling competing responsibilities (Krausz & Freibeach, 1983).

2.2.4 Exhaustion or Burnout

Teleworking saves time and emotional energy by eliminating commutes; hence, it is likely associated with less burnout (Stephens & Szajna, 1998). As the core dimension of burnout, exhaustion is identified as a loss of mental and emotional energy (Moore, 2000), which will certainly impact exhaustion, but will be partially mediated by time pressure, role ambiguity, role conflict, and job autonomy. It is associated with reduced time pressure (Sardeshmukh et al., 2012). It can be termed as a 'time-pressure reducing strategy', as employees can reduce commuting time without traveling to the office (Peters & Lippe, 2007). However, saving time by not commuting to the workplace may not directly reduce time pressure, and there may be other reasons for this (Sardeshmukh et al., 2012). Teleworking reduces exhaustion (Stephens & Szajna, 1998), as it allows more flexibility, allowing workers to reassign their time and undertake other duties and tasks (Mann & Holdsworth, 2003). This could lead them to participate in more leisure activities (Guimaraes & Dallow, 1999).

Factors such as social isolation, work stress, and work-home conflict affect exhaustion and lead employees to quit teleworking. The exhaustion caused by teleworking is most severely influenced by work overload, resulting in employees' intention to quit teleworking (Weinert et al., 2014). Thus, conflicting views have arisen.

2.2.5 Work Stress

There is always a price for using technology. Studies have observed that in teleworking settings where connection and interaction are reliant on ITs, employees encounter new sorts of work-related stress (Fonner & Roloff, 2012). Social loneliness or the feeling of being away from teammates can be one of the contributing factors to stress at work, which can have a negative influence on job satisfaction and productivity (Toscano & Zappalà, 2020). Therefore, it is vital to

explore the effects of RW on stress levels. Additionally, it is important to consider how stress affects other aspects of working remotely, such as job satisfaction, engagement, productivity, and work-life balance (Sandoval-Reyes et al., 2021). RW increases productivity but decreases when stress rises due to heavy workloads, multitasking, and extended working hours. Previous research has suggested that the influence of a flexible workplace varies by gender. Stress is increasingly observable among single females and parents, since they are more inclined towards working from home due to greater responsibilities (Hoque & Kirkpatrick, 2003), (Standen et al., 1999). Additionally, working from home is associated with long working hours, which interferes with family time and creates more work pressure, ultimately causing stressful situations for employees (Russell et al., 2007). Teleworkers face a higher degree of stress owing to demanding work and home conditions (Song & Gao, 2019). Contrary to the above literature, it was apparent that how flexible working arrangements benefit employees in several ways, including better health, fewer absents, and higher productivity, all of which result from less stress (Halpern, 2005).

2.2.6 Relationship At Workplace

Relationships with managers are key drivers of employee engagement. The absence of informal talks and non-work-related discussions in a hybrid setup negatively affects the psychological assurance and confidence of employees (Wiatr & Mielnik, 2023). Social support from co-workers and supervisors can impact the psychological strain and well-being of employees (Collins et al., 2016). The downside of remote working include social and workplace isolation, loneliness, lack of human interaction, and potential difficulties for employees in establishing connections with their co-workers and managers when necessary (Kossek et al., 2015); (Bartel et al., 2012). An additional issue to be addressed is the lack of supervision (Muralidhar et al., 2020).

2.2.7 Organizational Commitments

Prior research has examined how organizational commitment is influenced by flexible working arrangements and has generally shown a positive correlation between these two factors (Maxwell et al., 2007), (Choo et al., 2016). When organizational commitments between employees with flexible schedules and those without flexible schedules were compared, it was revealed that the former group was more dedicated (Glass & Finley, 2002). Flexible working arrangements and policies offer employees a supportive work culture. Therefore, flexibility and supportive working culture are identified as factors that lead to organizational commitment. It should also be noted that even if employees are not working in flexible arrangements, the presence of flexible work policies positively exerts influence on organizational commitment (Choo et al., 2016).

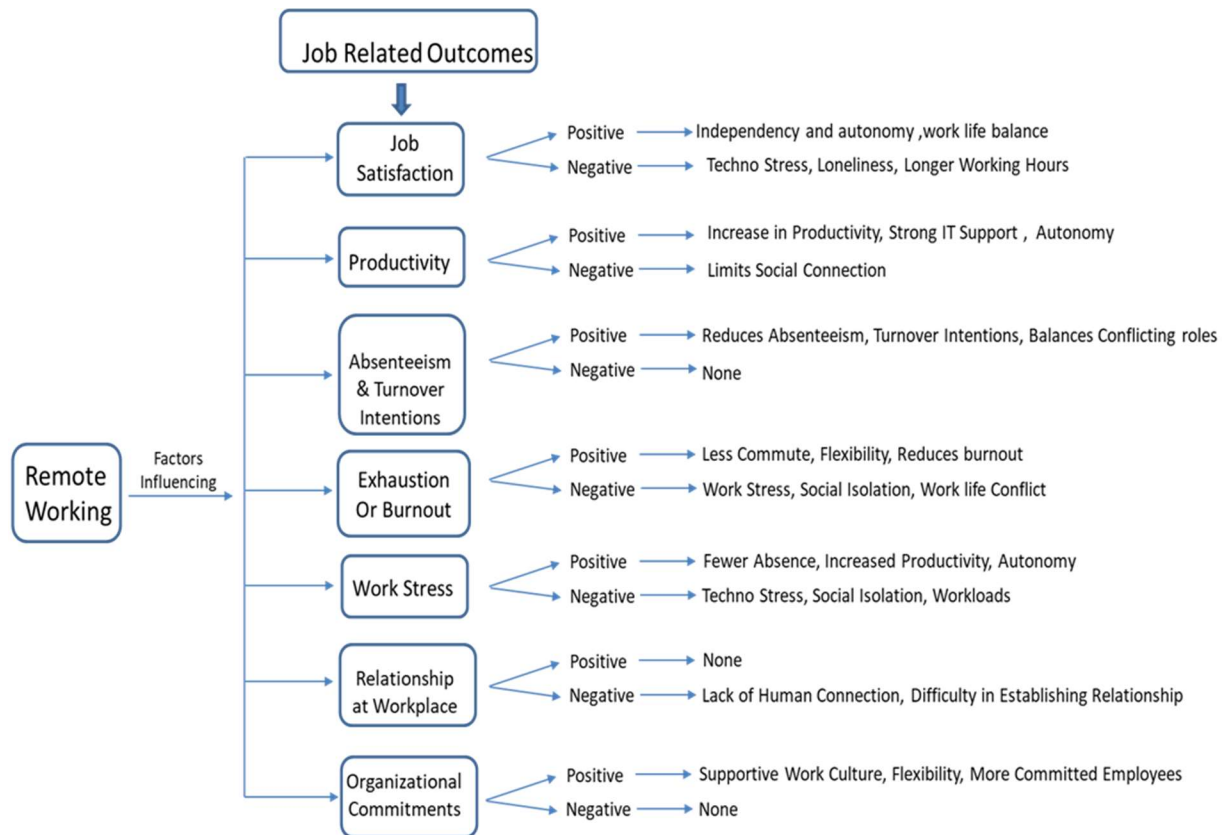


Figure 1: Job-Related Factors Influenced by Remote Working

2.1.8 Conclusion Regarding Job Outcome

Understandably, researchers have sought to determine whether RW influences job satisfaction and productivity. However, studies have suggested that they affect job satisfaction and productivity, as shown in Figure 1. The findings revealed a positive relationship between job satisfaction and RW due to greater autonomy, lack of commuting time, and the ability to focus on family responsibilities and work. Higher job satisfaction leads to higher productivity levels. However, one negative aspect that remote workers deal with is social isolation which can lead to stress, frustration, and irritation and can be a reason for the reduction in productivity and job satisfaction.

The outcomes of absenteeism and turnover were significantly more convincing. RW offers flexibility, and therefore, absenteeism among remote workers is low. Moreover, we should concentrate on the fact that gender influences absenteeism. Regarding the gender variable, researchers have presented conflicting views. RW had a positive relationship with turnover. Higher satisfaction among remote workers leads to lower turnover intention. There are conflicting findings on burnout, exhaustion, and work stress. The flexible working arrangement reduces stress to the extent that the working hours do not exceed the standard hours. Less travel and flexible work can reduce stress, but social isolation can increase it. Burnout and exhaustion result from higher work stress. Social isolation and lack of supervision led to the absence of relationships. However, for

some employees, flexible working arrangements and policies imply a supportive work culture; therefore, organizational commitment is higher among such employees.

TABLE 2: Overview of Major Findings Associated with Job Outcome

Job Outcome	Major findings	Sources
Job Satisfaction	<ul style="list-style-type: none"> Frequent usage of telecommuting increases job satisfaction since it allows workers to better balance work and family obligations. Longer working hours in RW can reduce JS. Over-reliance on technology can lead to stress which can reduce JS. Physical loneliness, social isolation, and absence of organizational connection are all factors that could reduce JS. Flexible working arrangements positively correlated with JS. 	<p>_(Schall, 2019)</p> <p>_(Bellmann & Hubler, 2021)</p> <p>_(Srivastava et al., 2015)</p> <p>(Suh & Lee, 2017)</p> <p>_(Bartel et al., 2012)</p> <p>(Toscano & Zappalà, 2020)</p> <p>(Kossek et al., 2015)</p> <p>_(Aziz-Ur-Rehman & Siddiqui, 2019)</p>
Productivity	<ul style="list-style-type: none"> Telework may increase both individual and organizational productivity Strong IT support solutions can boost productivity on an individual and organizational level. Supportive coworkers can help increase the productivity of remote workers. 	<p>_(Pyoria, 2011)_</p> <p>_(Menezes & Kelliher, 2011)</p> <p>_(Bosua et al., 2013)</p> <p>_(George et al., 2022)</p> <p>_(Toscano & Zappalà, 2020)</p>

- Social isolation has a negative influence on job satisfaction and productivity of remote workers. (Westfall, 2004)
- The quantity of work, the intensity of work, the efficiency of the task, and modifications all affect productivity.

Absenteeism and Turnover Intentions

- Absenteeism is positively impacted by flexible work schedules. (Baltes et al., 1999)
- Employees may use flexible working time arrangements rather than utilizing sick leave for unexpected situations. (Possenriede, 2011) (Ralston & Flanagan, 1985)
- Flextime enables workers to balance potentially conflicting roles more easily. (Allen, 2001)
- Flexible schedules are associated negatively with turnover intentions. (Batt & Valcour, 2003) (Masuda et al., 2012)
- Turnover intentions also has a negative relationship with Flexitime. (Krausz & Freibeach, 1983)
- Flextime can also assist in managing conflicting responsibilities, which helps reduce turnover intentions.

Exhaustion or Burnout

- Teleworking saves time and emotional energy by eliminating (Stephens & Szajna, 1998)

the commute; hence it is likely that teleworking is associated with less burnout.

- Telework gives flexibility due to which workers can handle other tasks and responsibilities, which can reduce exhaustion. (Mann & Holdsworth, 2003)
- Flexibility in telework will allow workers to participate in leisure activities which can increase stress tolerance. (Guimaraes & Dallow, 1999)
- Work stress, social isolation, and work-life conflict affect exhaustion. (Wiatr & Mielnik, 2023)

Work Stress

- Employees experience work stress in a workspace where interaction and connectivity rely on IT. (Fonner & Roloff, 2012)
- Social isolation and feeling of being away from the workplace can cause stress to employees. (Toscano & Zappalà, 2020)
- Longer working hours, multitasking, and workloads can be a reason for stress for teleworkers. (Sandoval-Reyes et al., 2021)
- Due to their additional responsibilities, females and single parents are more inclined to work from home; hence stress is more apparent in these groups. (Hoque & Kirkpatrick, 2003) (Standen et al., 1999)
- Working from home is linked to longer hours, which conflict

	<p>with family time and increase work pressure, both of which lead to stressful conditions for the employees.</p> <p>• Flexible work schedules are advantageous to employees as it offers better health, fewer absences, and increased productivity, all of which result from reduced stress.</p>	<p>_(Russell et al., 2007)_(Song & Gao, 2019)</p> <p>_(Halpern, 2005)</p>
Relationship At Workplace	<p>• Lack of supervision when working remotely is a barrier that makes it challenging to establish relationships.</p> <p>• The drawbacks of working remotely include loneliness, social isolation, a lack of human connection, and the potential for workers to have trouble connecting with their teammates and bosses when it's required.</p>	<p>_(Muralidhar et al., 2020)</p> <p>_(Bartel et al., 2012)_(Kossek et al., 2015)</p>
Organizational Commitments	<p>• FWA and organizational commitments have a favorable association.</p> <p>• Employees with flexible schedules and those without were compared for organizational commitment, and it was shown that the former group was more committed.</p> <p>• Flexibility and supportive work culture can influence</p>	<p>_(Maxwell et al., 2007)</p> <p>_(Glass & Finley, 2002)</p> <p>_(Choo et al., 2016)</p>

organizational commitments positively.
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2.2 Remote Working and Personal and Health Outcomes

In this section, we will focus on how personal and health outcomes are affected by remote work.

2.2.1 Work-Life / Family Balance

Research on how RW influences work-life balance yields contradictory results, suggesting that remote work might have both favorable and unfavorable consequences. Some evidence suggests that the lines separating work and family life has become blurred for remote workers (Dimitrova, 2003). These diverse patterns of results imply that different mediating and moderating forces affect remote working. For instance, it has been demonstrated that those working remotely for a longer time experience more enormous benefits in terms of work-life balance (Gajendran & Harrison, 2007). Technology-enabled RW has helped businesses that want to retain skilled workers and overcome challenges with work-life balance. This appears to be quite beneficial for people who need to address personal responsibilities, are ill, or want to reduce their commute time to allocate more time to other interests. For some people, RW gave them freedom from the constraints of office hours. (Grant et al., 2013). Although telecommuting can increase worker productivity, reduce absenteeism, and help retain employees, it may not reduce work-family issues. Remote workers encounter additional issues between their private and work life (Palumbo, 2020).

2.2.2 Well Being

Mixed opinions from researchers are available in this regard. Teleworking enhances individual well-being, which increases productivity. Working remotely gives employees autonomy and allows them to escape frequent disruptions in the workplace so that they can get through the workload while working from home gives employees more discretion over how to manage their private and work lives, which elevates their well-being (Bosua et al., 2013). In contrast, the psychological well-being of individuals in the information technology industry is substantially influenced by peers, role ambiguity, organizational climate, and job satisfaction (Prasad et al., 2020). Those who work long hours and have high psychological demands, limited degrees of control, and unclear responsibilities have poorer mental well-being (Crawford et al., 2011).

2.2.3 Emotional Impact

Employee reports of negative emotions such as loneliness, annoyance, and concern were more common than those of office workers, indicating that teleworking has a significant emotional influence on employees (Mann & Holdsworth, 2003). This validates Hobbs and Armstrong's theories (1998) that emotion is highly social (Parkinson, 1996) and that relying on Computer-Mediated Communications over face-to-face communication may harm employees' emotional well-being.

2.2.4 Psychological Health at Work

Evidence indicates that the working conditions of many employees have deteriorated. Given these strains, COVID-19 has increased the risk that workers may experience job burnout, an increased stress condition that includes ongoing exhaustion, and a detached attitude towards work (Kniffin et al., 2020). Research has shown that supervisors have the power to influence workers' psychological well-being at work in either a positive or adverse manner by varying their exposure to psychological risks, such as competing pressures at work and home, a lack of authority, little involvement in decision-making, a heavy workload, and social isolation (Bouchard & Meunier, 2021). In studies of human motivation, the significance of social interactions at work is explicitly acknowledged (Zoonen & Sivunen, 2022). Social interaction with peers and supervisors is essential for employees. RW reduces such possibilities of interaction (Golden & Viega, 2008). Isolation and longer working hours have been identified as crucial factors affecting employees' psychological health (Mulki & Jaramillo, 2011).

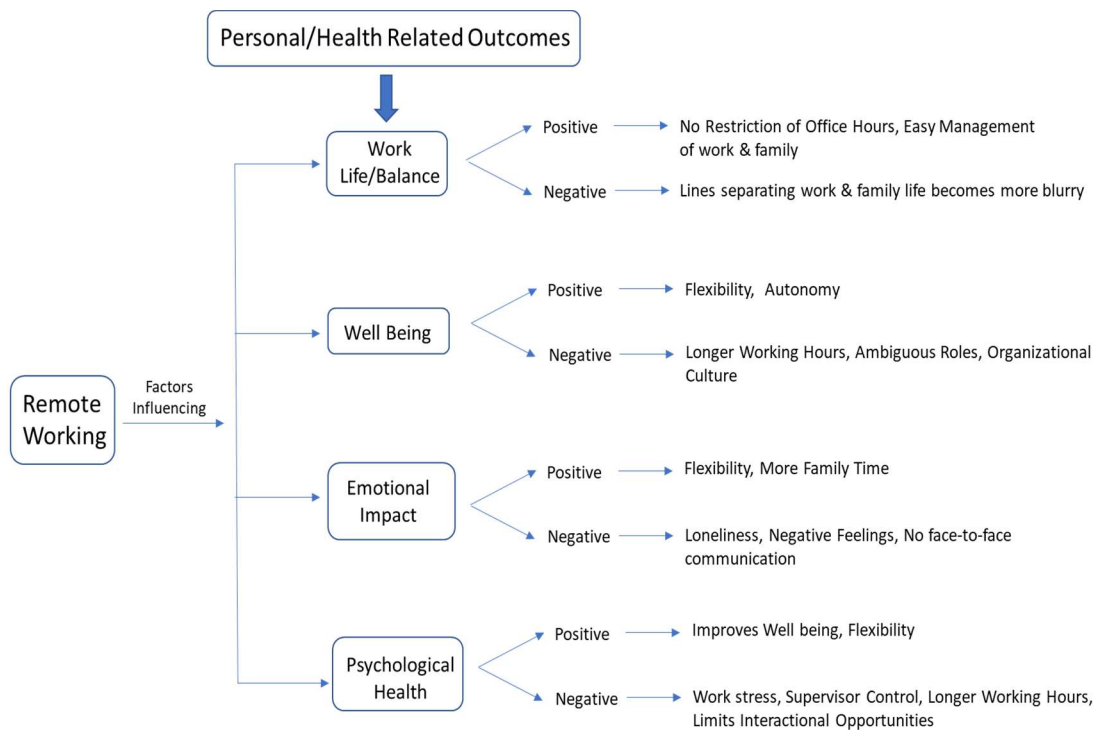


Figure 2: Personal/Health Related Factors Influenced By Remote Working

2.2.5 Conclusion Relating to Personal and Health Outcome

Evidence of the impact of remote work on individual health has produced conflicting findings. Figure 2 illustrates the positive and negative consequences of remote work on each variable. If we discuss well-being, autonomy, and flexibility, we allow employees to get through the assignment without being constantly interrupted at work which improves their well-being. In contrast, unclear responsibilities, role ambiguity, and longer work hours are associated with adverse effects. Evidence indicates that RW distorts the boundary between job and family, disrupting equilibrium,

while some individuals enjoy freedom from the restrictions of office hours as a result of RW. The emotional well-being of remote workers is negatively affected by feelings of loneliness, absence of supervisor assistance, and lack of connection with co-workers. Occasionally, workers feel excluded. As supervisors can affect employees' psychological health while working, they should use this ability well. Extended working hours and the blending of offices and homes require solutions.

TABLE 3: Overview of Major Findings Associated with Personal and Health Outcome

Personal and health outcome	Major findings	Sources
Work-Life / Family Balance	<ul style="list-style-type: none"> For remote employees, the lines separating work and family life become more blurry. 	_(Dimitrova, 2003)
	<ul style="list-style-type: none"> Employees working remotely for longer periods experience more benefits from work-life balance. 	_(Gajendran & Harrison, 2007)
	<ul style="list-style-type: none"> Employees are no longer bound by the restrictions of office hours due to working remotely; as a result, they can manage family and work. 	_(Grant et al., 2013)
Well Being	<ul style="list-style-type: none"> Employees' well-being is improved by having greater control over how to balance their personal and professional life when they work from home. 	_(Bosua et al., 2013)
	<ul style="list-style-type: none"> Peers, role ambiguity, organizational climate, and job satisfaction significantly influence the well-being of workers in the information technology sector. 	_(Prasad et al., 2020) _(Crawford et al., 2011)

- Long hours at jobs with high psychological demands, little control, and ambiguous duties are less likely to be in good well-being.

Emotional Impact

- Employee comments of negative feelings, including loneliness, annoyance, and concern, were more frequent than those of office workers, demonstrating that teleworking has a significant emotional impact on workers. (Mann & Holdsworth, 2003)
- Compared to face-to-face conversation, computer-mediated communication may adversely affect employees' emotional health. (Parkinson, 1996)

Psychological health at work

- Employees may suffer from job burnout, a condition brought on by excessive stress that includes continuous exhaustion and a detached attitude toward work. (Kniffin et al., 2020)
- Supervisors have the power to influence workers' psychological well-being at work. (Bouchard & Meunier, 2021)
- Workplace social interactions are acknowledged (Zoonen & Sivunen, 2022)
- Workplace social interactions are acknowledged (Golden & Viega, The impact of superior-subordinate

- RW limits interactional opportunities
- Employees' psychological health is significantly impacted by isolation and longer workdays.

relationships on the commitment, job satisfaction, and performance of virtual workers, 2008)

_(Mulki & Jaramillo, 2011)

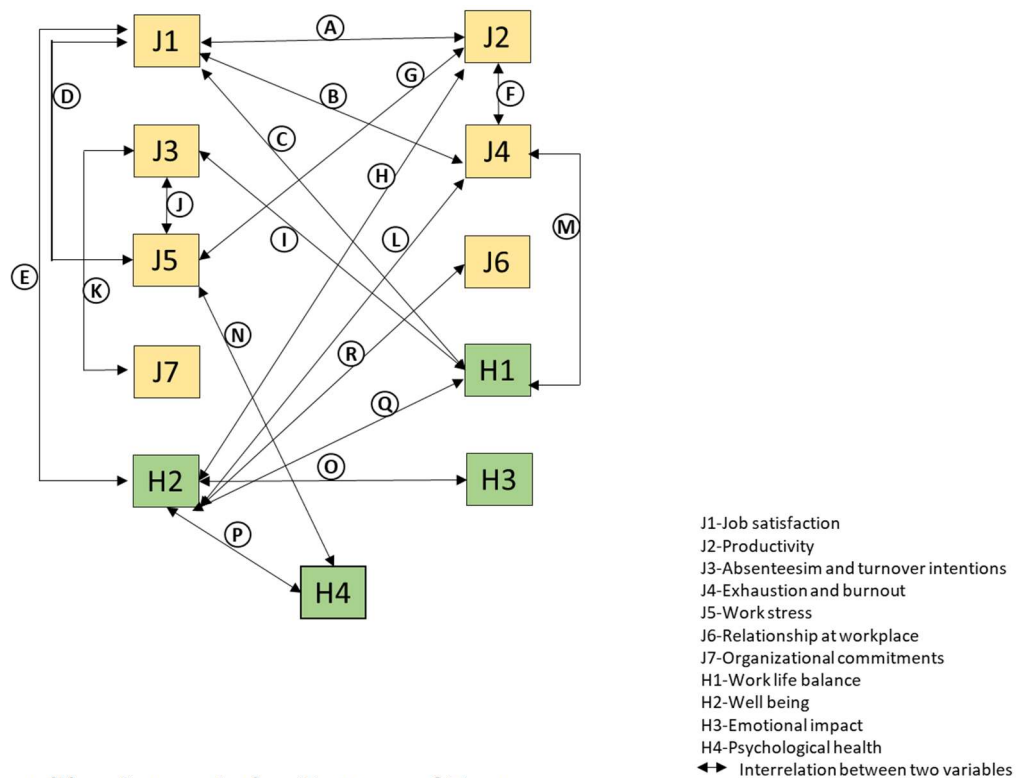


Figure 3: Model Detailing Interrelation Pattern of Factors

TABLE 4: Summary of Interlinked Factors

Job/Health Outcome	Denotation	Interlinked factor
Job Satisfaction	J1	J2, J4, J5, H1, H2
Productivity	J2	J1, J4, J5, H2
Absenteeism & Turnover Intentions	J3	J5, J7, H1
Exhaustion & Burnout	J4	J1, J2, H1, H2
Work Stress	J5	J1, J2, J3, H4
Relationship at Workplace	J6	H2

Organizational Commitments	J7	J3
Work-Life Balance	H1	J1, J3, J4, H2
Well being	H2	J1, J2, J4, J6, H1, H3, H4
Emotional impact	H3	H2
Psychological health	H4	J5, H2

TABLE 5: Evidence Establishing Interrelation

Interrelation Line	Cited Literature
A	_(Toscano & Zappalà, 2020)__(Aziz-Ur-Rehman & Siddiqui, 2019)_(Bhalla, 2016)
B	_(Bellmann & Hubler, 2021)_(Srivastava et al., 2015)_(Suh & Lee, 2017)
C	_(Schall, 2019)__(Aziz-Ur-Rehman & Siddiqui, 2019)
D	_(Srivastava et al., 2015)__(Toscano & Zappalà, 2020)__(Suh & Lee, 2017) (Sandoval-Reyes et al., 2021)
E	_(Bellmann & Hubler, 2021)_(Prasad et al., 2020)
F	_(Westfall, 2004)
G	_(Toscano & Zappalà, 2020)_(Westfall, 2004) (George et al., 2022)_(Sandoval-Reyes et al., 2021)_(Standen et al., 1999)_(Halpern, 2005)
H	_(Bosua et al., 2013)
I	_(Gajendran & Harrison, 2007)_(Grant et al., 2013)
J	_(Hoque & Kirkpatrick, 2003)_(Russell et al., 2007)_(Halpern, 2005)
K	_(Posenriede, 2011)
L	_(Kniffin et al., 2020)
M	_(Mann & Holdsworth, 2003)_(Weinert et al., 2014)
N	_(Wiatr & Mielnik, 2023)_(Kniffin et al., 2020)
O	_(Parkinson, 1996)
P	_(Bouchard & Meunier, 2021)
Q	_(Bosua et al., 2013)
R	_(Collins et al., 2016)

3. Discussion

The word "telecommuting", first used by NASA engineer Jack Nilles in 1973, established the groundwork for modern remote working before the advent of Skype and Zoom calls. Global working practices have been altered by the spread of the virus. Organizations are being encouraged to consider combining remote work with traditional work as a result of the positive outcomes they have experienced. Employers and employees accept this favorably.

As documented in this review, the various forms of remote working (Table 1.) significantly affected workers' job satisfaction and productivity, absenteeism, work stress, turnover, and other work-related outcomes. They also impact employees' health. Furthermore, RW severely affects employees' personal, psychological, and mental health and well-being.

It is apparent that all factors (job outcomes and personal/health outcomes) influenced by remote working are interlinked. This interrelation indicates that one factor positively or negatively influences the other. Figure 3 depicts the interrelation patterns among the various factors.

The association of job satisfaction (J1) with other elements (Table 4) implies that any influence on J1 has a positive or negative impact on interlinked factors (Table 4), as evidenced by the cited literature. It is evident that the degree of independence and autonomy associated with RW satisfies workers with their jobs, enabling them to better balance their duties towards their families and their professional lives. Although it is observed challenges such as physical isolation, lack of social interaction, lack of organizational relationships, longer workdays, and work stress may be experienced by the employee. Employee satisfaction leads to improved productivity. It has been observed that both social connections and stress have a profound effect on JS and productivity. Likewise, productivity (J2) is associated with J1, J4, J5, H2. Longer working days can lead to exhaustion and work stress which can impact employees' well-being. It is worth noting that actual productivity can be analyzed when employees work remotely for a longer period.

In a similar vein, the absenteeism and turnover (J3) relationship with other factors (Table 4) demonstrates that J3 is negatively influenced by work stress spurred on by longer working hours. While work-life balance, organizational commitments, and a flexible workplace environment reduce the likelihood of J3.

Exhaustion and burnout (J4) are often unavoidable variables that have detrimental effects on job satisfaction(J1) and productivity(J2). This may interfere with well-being (H2) and upset the work-life balance of employees(H1).

Although flexibility and autonomy are impelling forces for working in remote settings, work stress (J5) can deter employees from accepting them. Technology-driven connections are not worthy of fulfilment. It is quite significant that RW can improve productivity but extended working days, workload, and multitasking accompanied by RW can diminish productivity.

While discussing relationships at the workplace(J6) and organizational commitments (J7) much proof was not found regarding the relationship of J6 and J7 with different elements (Table 4). However, several moderating variables such as workplace exclusion, isolation, absence of human interaction, and difficulty for employees in establishing connections with colleagues, etc. related to J6 and J7 impact them in a roundabout way.

The Interrelation of personal/health-related factors, work-life balance (H1), well-being (H2), emotional impact (H3), and psychological health (H4) portrays how each element modifies the other (Table 4). Much evidence is available showing that RW positively affects H1, H2, H3, and H4, although some moderating factors, such as longer hours, role ambiguity, loneliness, and technology-driven communication, have the potential to reverse this effect.

It is important to keep in mind that factors that do not exhibit interrelations with other factors do not necessarily mean that they do not affect each other. There was neither sufficient literature nor clear evidence to establish a connection between the two. This could serve as a gap in future research.

The interrelation between different factors highlights the loopholes to be filled in the RW and their form(Figure 1). Organizations need to concentrate on these escape clauses and track their remedies. Furthermore, employees must focus on every aspect of RW to work within it.

4. Conclusion

Considering the severity of work, health, and personal/family consequences, organizational researchers must study these unconventional work patterns, their nature, and their impact in greater depth. We attempted to evaluate this field of research by conducting this review, and we considered research published in renowned journals. Working longer hours and blurred lines between home and work are two issues that require attention. Having more flexibility reduces stress, but longer working hours undoubtedly negate this gain. Social loafing is a widespread behaviour among virtual teams, which may increase the number of hours spent by other employees _(Reyes et al., 2021), and finding a remedy for this is crucial for organizational managers. Managers should remember to account for the fact that no team member is overworking. Here, the proper framing of remote working initiatives and strategies is essential. Although employees are quite inclined towards RW, certain loopholes still need proper consideration.

5. Implications

Acknowledging the depth of the remote working analyzed and the array of outcomes evaluated in this research, it is evident that managers and organizations must consider the significant ramifications of remote working. Consequently, we advise organizational leaders to critically weigh the consequences of embracing remote work and look for evidence-based approaches to address the issues. Our research suggests that organizations should invest in framing strategies that reflect more control over the technology utilized when implementing remote working (Leonardelli, 2022);_(Newman & Ford, 2021) ;_(Mitchell & Brewe, 2022).

The infrastructure and facility needs of the workforce should be considered and more attention should be paid to the crucial effects of remote working. Furthermore, remote working laws must also be considered. Every component of remote work should be defined by law so that working policies are strictly framed accordingly. The importance of this could increase in the years to come, as new forms of remote work could be made possible through innovative technologies. The results of our review also imply that employees should be familiar with the possible benefits of working remotely and should be extra vigilant of working practices that can adversely influence their health and well-being.

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