

# FACTORS INFLUENCING EMPLOYEE PERFORMANCE IN THE CONDITIONS OF ENFORCED REMOTE WORKING: THE EMPLOYEE EXPERIENCE PERSPECTIVE

## Introduction

Advancements in technology and its growing importance in business processes are rapidly changing economic conditions and the business environment [Lee et al., 2015]. Given the increasing digitalization and development of robotics, it is justified to state that we are currently experiencing a revolution commonly referred to as Industry 4.0 [Strandhagen et al., 2017]. Among the processes significantly impacted by Industry 4.0 is management, and in particular, team management. Dramatically increasing employee mobility, driven by the dynamic growth of technology and IT solutions, has contributed to the growing popularity of working in internationally distributed teams [Muethel et al., 2012; Morrison-Smith, Ruiz, 2020]. As a result, managers are compelled to adapt their approach to team management methods and techniques at all stages: from work and task organization to motivation and control mechanisms. Although remote work is not a new concept and has been relatively well studied [Prodanova, Kocarev, 2021], the global COVID-19 pandemic posed unprecedented challenges. When juxtaposed with the broader transformations of

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\* Marcin Gołembski, Associate Professor – Poznań University of Economics and Business. ORCID: 0000-0003-3787-6543.

\*\* Beata Skowron-Mielnik, Associate Professor – Poznań University of Economics and Business. ORCID: 0000-0001-9285-0413.

\*\*\* Grzegorz Wojtkowiak, Associate Professor – Poznań University of Economics and Business, Poland. ORCID: 0000-0001-8467-0260.

Industry 4.0, these challenges have brought about an entirely new business reality. Remote work has turned into enforced remote working; it is no longer a conscious and deliberate choice, but a necessity dictated by external factors. This shift affected – and continues to affect – many numerous processes and employees, including those whose roles had never previously involved remote before.

These new circumstances are expected to permanently change the broadly defined conditions of work and the functioning of teams, calling for a redefinition of contemporary management practices. Enforced remote working shows that the current team management methods are rapidly becoming obsolete, forcing managers to confront a variety of issues. Given that most of these issues have not been recognized due to the lack of precedents in economic practice, any attempt to solve them requires a change in the current approach and a redefinition of employees' needs with regards to, for example, workplace management, task management, team communication, feedback, and supervision. Consequently, the key challenge for both researchers and management practitioners is to determine, based on experience from the recent pandemic, what facilitates or hinders performance (effective work) under the conditions of enforced remote working. The recognition of these factors should enable a comprehensive reconstruction of managers' approach to teamwork organization. While we are no longer dealing with enforced remote working, the shift to remote and hybrid work models is evident, making the identification of the aforementioned factors both a timely and pressing challenge. In view of the above, the aim of this article is to identify, classify, and evaluate the determinants that shape employee performance and the functioning of under remote and hybrid work conditions. To this end, a study was conducted, including a diagnostic survey on a sample of 500 employees in international companies who had not worked remotely before. Statistical analyses were performed to identify correlations and systemize the data obtained in the study. For the purposes of the study, the key research problem was formulated as the following question:

- RQ1: What are the determinants of employee effectiveness in the remote and hybrid work models?

The pursuit of the answer to this research question determines the logical structure of the article, which is divided into four main parts. The first part presents a review of the relevant literature supported by a detailed analysis of reports and studies published by leading consulting companies and research institutions. These serve as a starting point for the presentation of our research results. The second part outlines the research procedure, describing the methodology, sample characteristics, and the statistical methods applied for data analysis. The third part discusses the results of the survey and presents the most important conclusions. The final part focuses on the limitations of the study and proposes directions for further research stemming from the issues identified in this article.

# 1. Theoretical background

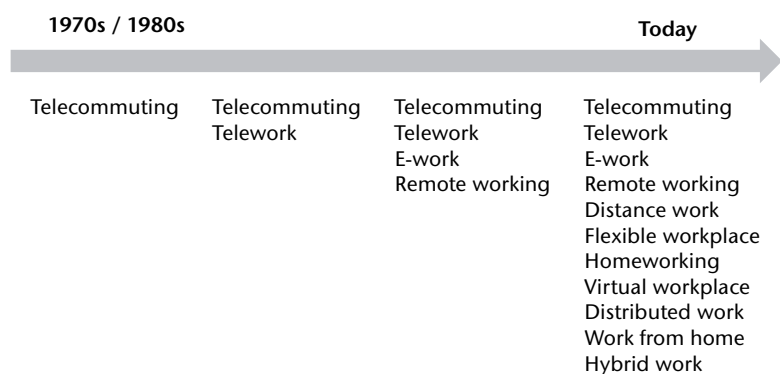
## 1.1. Remote work: Evolution of the concept and the scope of application

Determinants of employee effectiveness in enforced remote working due to an unprecedented sudden change of conditions have not been studied in scientific research, which is the primary reason for our addressing this topic. Seeking to identify the said determinants, it was necessary to review and systematize the relevant terms and definitions. For a long time, dynamic advancement in technology has been changing the characteristics of work and employment in many areas, providing new options for the performance of work [Felstead, Henseke, 2017; Flecker, 2016]. Currently, one of the most popular forms of work enabled by technological progress is remote work. While it is relatively well recognized in both management theory and practice [Perry et al., 2018], the idea and semantic model of remote work continue to develop in the academic and business space [Choudhury, Foroughi, 2020]. The concept itself has evolved for several decades. One of the first definition proposals was put forward by Nilles [1975], who used the term 'telecommuting' to describe people working outside the company and using technology to communicate and exchange information with the employer. Ever since then, there has been a growing interest in this form of work. It has resulted in the addition of the term 'telework' to the conceptual apparatus [Madsen, 2001; Messenger, Gschwind 2016], which refers to any activity that is performed outside the workplace but remains related to it [Golden, Veiga, 2005]. Given the development of technology and the emergence of new business models, views on the nature and essence of remote work have also changed in terms of its meaning and forms. As a result, there are many concepts and definitions describing remote work which have emerged in both literature and practice over the past four decades or so, as illustrated in Figure 1.

The multitude of the proposed forms and meanings proves that there is a growing interest in remote work among researchers and management practitioners. Based on the literature, it is safe to conclude that the common denominator for all the concepts proposed by researchers (Figure 1) is that, essentially, they refer to employees' ability to be flexible with respect to the place where work is performed using the available technologies [Grant et al. 2019; Vyas, Butakhieo, 2021]. The growing popularity of remote work around the world is supported by research findings from both academic and industry bodies [Eurofound and the International Labor Office, 2017; Dingel, Neiman, 2020; Felstead, Henseke, 2017; Lister, 2016]. Research by FlexJobs [2020] shows that the use of remote work has increased by approximately 160% since 2014, growing 11 times faster than traditional jobs, which has increased by 44%. However,

it should be emphasized that until recently, the decision to implement remote work was considered and planned by managers, and it concerned positions where tasks could be performed outside the traditional office. The planning comprised the scope and organization of processes involving the transfer of tasks and functions necessary to switch to the remote work mode. This approach was dictated by the fact that remote work is not only about changing the place where tasks are performed. In fact, it is a new workplace with new determinants affecting its effectiveness and its perception by both the employee and the employer. Nevertheless, the events of recent years, including the COVID-19 pandemic and the current global situation, have radically changed the rules and conditions for both employers and employees by transforming remote work into enforced remote working, which is discussed in the next sections of this paper.

Figure 1. Evolution of concepts and meanings related to remote work



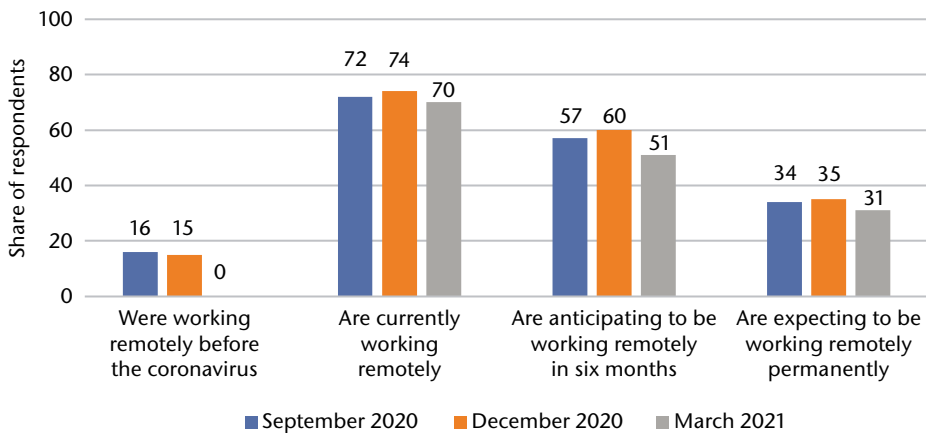
Source: own study based on Choudhury and Foroughi [2020], Niles [1975], Messenger and Gschwind [2016].

## 1.2. Enforced remote working and factors affecting employee performance

The perception of remote work changed with the COVID-19 pandemic, which made it necessary to move the execution of nearly all processes into an unprepared remote mode. The global scale of this phenomenon remains unprecedented. According to some estimates, as many as 88% of organizations introduced remote work as a recommendation or requirement during the pandemic, with this number reaching 91% in some Asian countries [Lewin, 2020]. However, it must be remembered that this was not a voluntary decision by companies, and a clear distinction must be made between remote work and enforced remote working [Ralph et al., 2020]. Based on the literature and the following analysis, enforced remote working can be defined as **remote work determined by external factors, imposed on employees and employers**

in a sudden and largely unplanned manner<sup>1</sup>. The situation of enforced remote working caused by COVID-19 highlighted many problems – long present in business but previously largely unnoticed – relating in particular to the way everyday tasks are carried out when interactions change from physical to virtual. In this new operating context, companies need to be able to determine which roles and tasks should be performed face-to-face, and to what extent [De Lucas Ancillo et al., 2021; BCG, 2020]. At this point, it must be emphasized that this is not a temporary situation; we are facing a shift that will significantly change the conditions in which companies, teams, and individual employees operate.

Figure 2. Use of remote work before, during, and after the COVID-19 pandemic (forecast)



Source: Wikibon [2021], ETR [2021].

This is confirmed by research (Figure 2) showing that more than 30% of employees predict they will work remotely on a permanent basis after the pandemic ends, even though, prior to the situation of enforced remote working, their jobs were not considered suitable for remote work.

A certain paradox emerges from industry reports and scientific studies, justifying the need to undertake research such as the one presented in this paper. Gartner's research [2020], conducted during the pandemic, revealed that despite the widespread use of remote work, as many as 76% of companies worldwide expressed doubts about the efficiency and dedication of employees working remotely. This concern was identified as the main barrier to implementing this form of work, with the lack of adequate

<sup>1</sup> To characterise enforced remote working, the following definition has been proposed. The results of our study were presented at the 5<sup>th</sup> International Conference on Finance and Economic Policy (ICOFEP). The article entitled 'Research challenges concerning employees in the situation of forced remote work' is currently under review.

technology ranked second (54%). This lack of trust among managers may primarily result from the scale of the phenomenon and the limited control over processes and tasks handled remotely. In addition, as already mentioned, the phenomenon of enforced remote working implies profound changes in the understanding of the concept of 'a job' and, consequently, the factors that influence employee performance in the reality of remote and hybrid work [Herath, Herath, 2020]. Nevertheless, recent studies [Deloitte, 2023; Gartner, 2023] show that 66% of enterprises offer the option of remote or hybrid work despite the still low levels of trust in remote work among managers concerned about employee performance and work efficiency.

Prior to the outbreak of the pandemic, factors affecting employee performance in the workplace were relatively well recognized in management theory and practice [Armstrong, 2012; Mathis, Jackson, 2011; Diamantidis, Chatzoglou, 2019]. Most researchers classified these factors into groups and categories, with three main sets emerging most frequently. The first group comprises company-related factors [Diamantidis, Chatzoglou, 2019], most commonly including organizational atmosphere, physical working conditions, and managerial support [Bapna et al., 2013]. The second set comprises work-related factors, such as workplace communication, levels of autonomy, work environment and supervision or monitoring [Kooij et al., 2013]. The third category includes employee-related factors, such as intrinsic motivation, adaptability, competence, commitment, flexibility in acquiring new skills, and a proactive attitude [Parker, Collins, 2010]. This classification corresponds to the concept proposed by Boxall and Purcell, which states that an employee's performance level is a function of ability (appropriate i.e., having the necessary knowledge and skills), motivation, and opportunity (i.e., being supported by the work environment through participation, physical conditions, and access to appropriate technology) [Skowron-Mielnik, 2009].

Most studies on factors influencing employee performance focus on on-site work (referring to physical working conditions, workplace organization, organizational atmosphere, work environment, etc.). They do not typically account for remote work scenarios, let alone enforced remote working. In our opinion, this generates the need to reconstruct, supplement and, in some cases, redefine the set of factors (determinants) influencing employee performance in enforced remote work. In view of the above, an attempt was made to empirically identify and classify such factors. The results are presented in the empirical part of this paper.

## 2. Research method/Data and methodology

In order to achieve our aim and answer the research question, it was necessary to conduct an empirical study. The study results presented in this paper are of a quantitative nature and constitute a part of a broader and ongoing research project.

The basic research method was a diagnostic survey for which a dedicated research tool (a questionnaire) was prepared. The survey was conducted with the use of Computer-Assisted Web Interview (CAWI) on a purposefully selected sample of 500 respondents. From a methodological point of view, it is worth mentioning that the research project is continuous in nature where subsequent studies are aimed at verifying the conclusions of previous studies. The article presents the results of research conducted between March and May 2022. The following criteria were applied during the sample selection process: 1) the respondents were employees who performed office-based work and did not work remotely before the pandemic; 2) the respondents represented internationally operating organizations so that the conclusions could be generalized without geographical or cultural limitations; 3) employees working in micro-enterprises (up to nine employees) were not included in the research sample. The questionnaire consisted of nine questions (Qs), of which two (Q2 and Q3) addressed the identification of factors influencing employee performance: Q2 focused on factors boosting employee performance in enforced remote working, while Q3 covered factors adversely affecting the performance. To achieve the comparability of the results, 13 possible factors, both those facilitating and those hindering enforced remote working, were predefined (Table 1) on the basis of literature studies, industry reports, and our experience.

Table 1. List of predefined factors facilitating or hindering employee performance in enforced remote working

Categories of factors	
Factors facilitating performance in enforced remote working (Q2)	Factors hindering performance in enforced remote working (Q3)
1. Flexible working hours (e.g., choice of breaks, start and end times)	1. Need to be available at work for longer
2. Time saving (better use of time, faster completion of tasks)	2. Longer work processes (task completion times)
3. Opportunity to better combine work and private life	3. Conflict between work and family life (interpenetration of space and time)
4. Option to arrange your own workplace	4. Necessity to separate and arrange workspace at home
5. Option to work outside the office and away from home (e.g., in a holiday cottage)	5. Problems with the organization of the workplace alternating between home and office (e.g., non-availability of documents, transport of equipment)
6. Improved quality of communication (e.g., no redundancy, improved content)	6. Communication difficulties (e.g., misunderstandings, conflicts, problems communicating contents)
7. Better staff availability (e.g., frequency of contacts, quick responses)	7. Problems with coordinating staff availability (e.g., due to different working hours, variable location, technical problems with remote contacts)
8. Fewer distractions (e.g., noise, sudden meetings, sudden tasks, etc.)	8. Numerous distractions (e.g., noise, family duties, etc.)

cont. Table 1

Categories of factors	
Factors facilitating performance in enforced remote working (Q2)	Factors hindering performance in enforced remote working (Q3)
9. Better defined responsibilities/tasks (e.g., content of tasks, etc.)	9. Problem with defining responsibilities and tasks (e.g., lack of precision concerning content or deadlines, variability of tasks)
10. Increased efficiency in carrying out tasks (e.g., order of execution, independent planning and execution)	10. Problem with feasibility of remote work (e.g., lack of tools, skills, information)
11. Fewer interpersonal conflicts	11. Emergence of misunderstandings and interpersonal conflicts (e.g., difficulty in resolving them remotely)
12. Building better team relationships (e.g., the need for face-to-face contacts is compensated by more frequent remote contacts)	12. Difficulty in establishing new and maintaining old interpersonal relationships
13. Technologies used/available in the company (e.g., software, communicators, remote working tools, etc.)	13. Technologies used/available in the company (e.g., software, communicators, remote working tools, etc.)

Source: own study.

A statistical analysis was carried out to explore potential relationships and identify key factors influencing employee performance. Given a relatively large number of variables (Table 1), factor analysis was used. This method enabled the reduction of two variables to a single factor, resulting in a new mega-factor that responds to a linear combination of the original pair of variables [Kim, Mueller, 1978; Mulaik, 2009]. For clarity the concept, mega-factors represent a plane of interrelated properties that facilitate an appropriate interpretation of the phenomenon under study. The resulting mega-factors not only generate a large amount of data but also provide new information that can be analyzed and used as the basis for inference. The use of this method makes it possible to eliminate insignificant variables from primary research, the importance of which may initially be difficult to assess. Factor analysis enables the reduction of not only two but many variables [Stevens, 2012].

### 3. Results

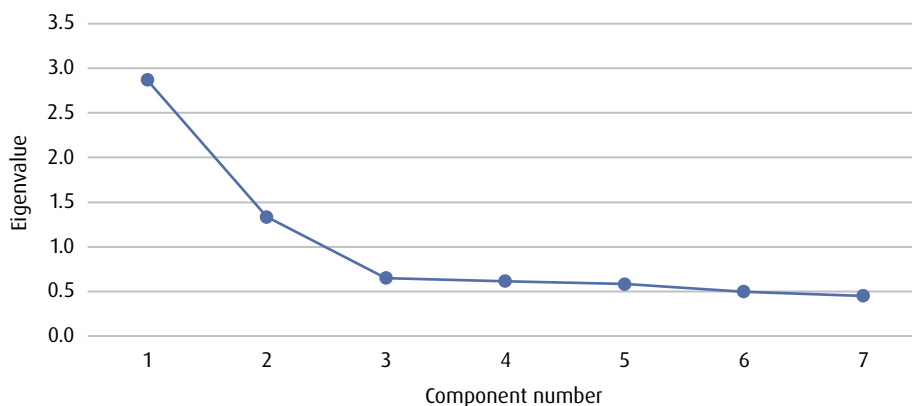
At the initial stage of identifying the key factors for employee performance, it was necessary to decide on the number of mega-factors describing the studied phenomenon. To this end, Cattell's scree plot was used (Figure 3) to graphically determine how many components should be retained.

Eigenvalues were displayed on a scree plot and a point was established from which a gentle decline was observed. According to Cattell's [1966] idea, a factorial scree is formed to the right from this point, which contains factors that explain the studied problem only to a negligible extent. Following this criterion, two mega-factors were



subjected to further analysis. The choice of the number of factors was verified using the Kaiser rule [1960], according to which the minimum eigenvalue of a factor should be greater than or equal to 1. Each of the mega-factors obtained in Cattell's scree test was found to have the eigenvalue greater than or equal to 1, which confirmed the validity of the selection (Table 2).

Figure 3. Cattell's scree plot for factors facilitating employee performance in enforced remote working



Source: own study.

Table 2. Total variance explained – factors facilitating performance in enforced remote working

Component	Initial eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total
1	2.869	40.988	40.988	2.869	40.988	40.988	2.587
2	1.335	19.065	60.053	1.335	19.065	60.053	2.061

Source: own study.

As a result of the research procedure two main mega-factors, explaining a total of 60% variance in the research problem, were identified and extracted (Table 2). The identified mega-factors comprised seven primary variables extracted in the preliminary verification of variables (Table 1), which included an analysis of the anti-image correlation matrix and elimination of variables that loaded more than one factor.

The first mega-factor, explaining over 40% of variance, was loaded by variables for which the common denominator was the flexibility of time and place of work, which translated, according to the respondents, into a better possibility to combine

work with private life. The second mega-factor, explaining 19% variance, along with the loading variables, referred to work relationships. The impact of this mega-factor can be described as positive as it addresses the organization of team communication: its content, frequency, and quality. This finding seems surprising because enforced remote working is typically associated with the dehumanization of relationships. As a result, it makes a strong argument for taking action to develop a set of measures to improve employees' positive experience of remote work.

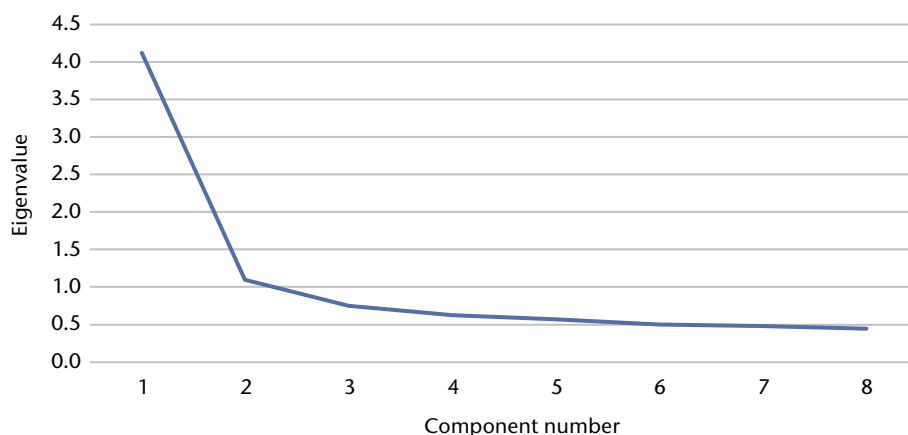
Table 3. Extracted 'mega-factors' with factor loading variables facilitating performance in enforced remote working

Mega-factor	Mega-factor loading variables	% of variance
Flexible working hours and time saved	<ol style="list-style-type: none"> <li>1. Flexible working hours (e.g., breaks, starting and finishing work at the preferred time);</li> <li>2. Time saved (better use of time, faster completion of tasks);</li> <li>3. Possibility to better combine work and private life;</li> <li>4. Option to work outside the office and away from home (e.g., at a holiday cottage).</li> </ol>	40.9%
Work relationships	<ol style="list-style-type: none"> <li>1. Building better relationships in the team (e.g., the need for face-to-face contacts is compensated for by more frequent remote contacts);</li> <li>2. Improved availability of staff (e.g., frequency of contacts, quick responses);</li> <li>3. Improved quality of communication (e.g., elimination of unnecessary communication, improved and more relevant content).</li> </ol>	19%

Source: own study.

Factor analysis was also employed with regards to factors hindering performance in enforced remote working. The procedure described above was applied (Figure 4).

Figure 4. Cattell's scree plot for factors hindering performance in enforced remote working



Source: own study.

Similarly to the factors facilitating performance, two mega-factors were approved for further analysis in accordance with Cattell's criterion, explaining a total of almost 58% of variance in the research problem (Table 4).

Table 4. Total variance explained – factors hindering performance in enforced remote working

Component	Initial eigenvalues			Extraction sums of squared loadings			Rotation sums of squared loadings
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %	Total
1	4.120	45.774	45.774	4.120	45.774	45.774	3.609
2	1.098	12.203	57.977	1.098	12.203	57.977	3.202

Source: own study.

In the case of the hindering mega-factors, eight primary loading variables were identified (Table 5). In total, the extracted factors accounted for almost 60% of the variance in the research problem. The results proved to be also interesting and highly applicable in our opinion.

Table 5. Extracted 'mega-factors' with factor loading variables hindering performance in enforced remote working

Mega-factor	Mega-factor loading variables	% of variance
Working conditions offered by the employer	4. Technologies used/available in the company (e.g., software, communicators, remote work tools, etc.); 5. Problem with the feasibility of remote work (e.g., lack of tools, skills, information); 6. Problem with the definition of responsibilities and tasks (e.g., lack of precision concerning the content or deadlines, variability of tasks); 7. Emergence of misunderstandings and interpersonal conflicts (e.g., difficulty in resolving them remotely); 8. Communication difficulties (e.g., misunderstandings, conflicts, problems in the communication of the content).	45.7%
Working conditions at home	1. Conflict between work and family life (interpenetration of space and time); 2. Numerous distractions (e.g., noise, family duties, etc.); 3. Necessity to arrange a separate workspace at home.	12.2%

Source: own study.

It should be noted that the first of these two mega-factors, explaining almost 46% of the variance in the research problem, concerns conditions offered by the employer, which means that managers have a significant impact on the formation of employees' attitudes towards remote work and, consequently, their effectiveness. Undoubtedly, this generates the need to reconstruct the management and work organization tools, both those necessary for specific tasks and for the execution of work in general. The

interpretation and analysis of the results in the case of the second mega-factor should also give food for thought to managers. It shows that employees must arrange a separate workspace at home – while unnecessary in the pre-pandemic situation, this condition emerges as an important factor negatively influencing employee performance. Our results imply the need to formulate conclusions and initiate a discussion on potential ways of applying them in practice. They also provide rationale for further research, as discussed in the final section of this article.

## Conclusions

The discussion presented in this paper leads to the general conclusion that the COVID-19 pandemic has affected the situation in enterprises in two fundamental ways. Firstly, it has exposed the weaknesses and deficits in management systems, manifested primarily by limited adaptability and, as a result, the lack of broadly defined flexibility. Secondly, the phenomenon of enforced remote working, discussed in the paper, has inspired completely new directions in the design and organization of work processes and workplaces.

In view of the above, the results of our survey provide a wide field for conclusions and a further discussion on the new directions of action. They confirm the premise presented in the theoretical part – that enforced remote working has significantly expanded the set of factors, both those facilitating and those hindering employee performance – implying the need to draw conclusions for each of these groups.

Regarding the identified facilitating factors (Table 3), the reduction of variables made it possible to extract a group associated with flexibility and relationships. It is worth noting that among the key factors the respondents listed the flexibility of working time defined as the option to organize breaks or start and end work at preferred times. On the one hand, this suggests the necessity to consider the possibility of managers resigning, to a certain degree, from controlling employees' working hours. This discussion should also focus on the methods and tools of organizing the place of work which would take this factor into account. On the other hand, given that the respondents were able to better combine work with private life, employees' willingness to return to office work may be limited, which highlights the need to redefine the current management methods and tools to make them applicable to remote work.

As already mentioned, the emergence of determinants associated with work relationships in the group of factors facilitating employee performance seems surprising. Nevertheless, the need for deeper team relationships, higher frequency of contacts, and improved quality of communication, as generally highlighted by researchers, should also constitute a hint and set a direction for the development of team-building practices dedicated to online relations.

Equally interesting are the results concerning the factors hindering employee performance in enforced remote working (Table 5). In this area, our analysis has revealed mega-factors related to the employer (working conditions) and the employee (factors generated by the situation in which employees work from home). In the former case, two groups of deficits can be identified on the part of the employer: 1) deficits in the area of technology (software, remote work tools, communicators, and access to information); and 2) deficits in the management methods and tools in the situation of enforced remote working (variability of tasks, lack of precision in task description, conflicts, and insufficient information). This finding is a clear indication that managers must look for solutions to eliminate the identified deficits by revising the currently employed tools, both in terms of technology and team management methods. The second of the extracted hindering mega-factors (employee-related) has proven to be just as important. A fairly clear example is the declared 'necessity to arrange a separate workspace at home', which proves adaptability deficits on the part of the employer. Based on this example, it can be concluded that the obligation to organize the workplace in the conditions of enforced remote working has been shifted to the employee, which – in our opinion – should never happen. This case illustrates how mobile, in terms of the context, the notion of 'workplace' has become and, consequently, how the boundaries of the organization's interference and interest in the employee are shifting.

In view of the above, the conclusions presented lead us to suggest possible courses of action to be taken by managers, the purpose of which should be to solve problems arising from the implementation of the hybrid work model. The mentioned solutions can be reduced, according to the authors, to four main areas:

- The workplace (designing new solutions for physical working conditions in the "office" and "outside the office").
- Teamwork (changing the model of teamwork in the situation of stationary work).
- Network etiquette or so-called "netiquette" (redefinition of the approach to communication in teams).
- control (adjustment of control solutions to the hybrid work model).

Our considerations and the study results presented in this paper also open the field for further research, the results of which may contribute to the theory of management and have application values. The first challenge for researchers is to redefine, both in theory and practice, the concepts of 'a workplace' and 'a job'. The second important research problem, as an elaboration on the observations discussed in this article, is to answer the question about the tools that could help managers adjust their management methods to the factors identified in our study. Additionally, future research should explore the impact of these tools on employee performance and satisfaction.

Each research procedure involves constraints with different sources of origin. The limitations of this study include the lack of diversity in the research sample, which may affect the generalizability of the results. Future research should include more diverse groups of respondents to provide a more comprehensive understanding of the factors influencing employee performance in remote working conditions.

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## FACTORS INFLUENCING EMPLOYEE PERFORMANCE IN THE CONDITIONS OF ENFORCED REMOTE WORKING: THE EMPLOYEE EXPERIENCE PERSPECTIVE

### Abstract

The aim of this paper is to identify, classify and evaluate the determinants of employee performance and team functioning in enforced remote working and, presently, in the conditions of remote and hybrid work.

The empirical part includes the results of a diagnostic survey conducted on a sample of 500 employees in international corporations who had not previously worked remotely. Statistical analyses were performed to identify correlations and systemize the data obtained in the study.

The discussion presented in this paper leads to the general conclusion that the COVID-19 pandemic affected the situation in enterprises in two fundamental ways. Firstly, it exposed weaknesses and deficits in management systems, manifested primarily by limited adaptability and, as a result, a lack of broadly defined flexibility. Secondly, the phenomenon of enforced remote working, discussed in the paper, inspired completely new directions in the design and organization of work processes and workplaces.

The study results presented in this paper open up the field for further research, which may contribute to management theory and have practical. The first challenge for researchers is to redefine, both in theory and practice, the concepts of ‘workplace’ and ‘job’. The second important research problem, building on the observations discussed in this article, is to answer the question about the tools that could help managers adjust their management methods to the factors identified in our study.

**KEYWORDS:** ENFORCED REMOTE WORKING, EFFECTIVENESS OF REMOTE WORK, DETERMINANTS OF REMOTE WORK

**JEL CLASSIFICATION CODES:** M10, M12, M54, D22

## CZYNNIKI WPŁYWAJĄCE NA EFEKTYWNOŚĆ PRACOWNIKÓW W WARUNKACH WYMUSZONEJ PRACY ZDALNEJ: PERSPEKTYWA DOŚWIADCZEŃ PRACOWNIKÓW

### Streszczenie

Celem niniejszego artykułu jest identyfikacja, klasyfikacja i ocena czynników determinujących efektywność pracowników oraz funkcjonowanie zespołów w warunkach wymuszonej pracy zdalnej, a obecnie także w warunkach pracy zdalnej i hybrydowej. Część empiryczna zawiera wyniki badania diagnostycznego przeprowadzonego na próbie 500 pracowników międzynarodowych korporacji, którzy wcześniej nie pracowali zdalnie. Dyskusja przedstawiona w niniejszym artykule prowadzi do ogólnego wniosku, że pandemia COVID-19 wpłynęła na sytuację przedsiębiorstw na dwa fundamentalne sposoby. Po pierwsze, ujawniła słabości i braki systemów zarządzania, przejawiające się przede wszystkim ograniczoną zdolnością adaptacyjną, a w rezultacie brakiem szeroko rozumianej elastyczności. Po drugie, omówione w artykule zjawisko wymuszonej pracy zdalnej zainspirowało zupełnie nowe kierunki w projektowaniu i organizacji procesów pracy oraz miejsc pracy. Wyniki badań przedstawione w niniejszym artykule otwierają pole do dalszych badań, których wyniki mogą przyczynić się do rozwoju teorii zarządzania i mieć zastosowanie praktyczne. Pierwszym wyzwaniem dla badaczy jest ponowne zdefiniowanie, zarówno w teorii, jak i w praktyce, pojęć „miejsce pracy” i „praca”. Drugim ważnym problemem badawczym, będącym rozwinięciem obserwacji omówionych w niniejszym artykule, jest odpowiedź na pytanie o narzędzia, które mogłyby pomóc menedżerom w dostosowaniu metod zarządzania do czynników zidentyfikowanych w naszym badaniu.

**SŁOWA KLUCZOWE:** WYMUSZONA PRACA ZDALNA, EFEKTYWNOŚĆ PRACY ZDALNEJ, CZYNNIKI DETERMINUJĄCE PRACĘ ZDALNĄ

**KODY KLASYFIKACJI JEL:** M10, M12, M54, D22