

REMOTE WORK AND EMPLOYEE SATISFACTION: THE IMPLICATIONS OF THE VIRTUAL ENVIRONMENT ON WELL-BEING AND WORKPLACE EFFICIENCY

IULIA MĂRAN, PhD. Lecturer ILEANA SIMONA DABU
West University of Timișoara, Romania

ABSTRACT: *In the digital era, remote work has become an essential element of the modern workforce, bringing with it both challenges and opportunities for employees and employers. The paper "Remote Work and Employee Satisfaction: The Implications of the Virtual Environment on Well-being and Workplace Efficiency" explores the impact of this work mode on employee well-being and productivity, highlighting both the advantages and the aspects that require careful management to ensure optimal balance between professional and personal life.*

Keywords: *telecommuting; employee satisfaction; productivity; opportunities;*

1. Theoretical framework

Telecommuting is regulated in Romania according to Law 81/2018 and is the way of structuring the activity in which the employee, of his/her own free will, performs the tasks particular to his/her position in a place different from the one provided by the employer, with the use of information and communication technology, at least one day a month. Any employee working under these conditions shall be called a teleworker and shall determine and organize his/her working hours as agreed with his/her superior. Telework is of a temporary nature, and an essential condition for the implementation of this work regime is that the activity is suitable for remote work. (Sandu, 2020)

Tele-employees have the same rights and opportunities as employees working at the premises provided by their employers, according to Law 81/2018. Article 3 of this law stipulates that an individual employment contract must be concluded in order to carry out telework. Also, according to Article 5, the conclusion of the contract shall be carried out in accordance with the conditions laid down in the Labor Code.

Telework combines the use of information and communication technologies with the concept of flexible work. The positive consequences of decentralization and the increased autonomy and mobility of workers brought about by telework are manifested in: increased productivity, improved organization of working time and new employment opportunities for different categories of workers, potentially without geographical

limits. However, telework can also lead to isolation and marginalization, increase stress for the workers concerned and foster their exploitation. While it can radically improve work and living arrangements, it can also reinforce existing inequalities in the labor market and even worsen conditions of employment and job security for workers in certain occupational and social groups (Di Martino & Wirth, 1990, p.529).

About telecommuting we can say that it covers any place other than the workspaces provided by the employer. This reflects the employee's freedom to opt for such an environment in order to carry out daily activities using digital tools and means. (erban, 2022, p.2)

Telecommuting through information and communication technology may be preferred to working on the organization's premises because it eliminates the time wasted commuting to and from work. In this way, employees save time and enjoy the comfort of their own home. In addition, by adopting this option, they can also save on transportation or meals.

From experience during the pandemic period, it can be seen that the most suitable people to carry out their remote work are high-skilled experts, those who interact to a limited extent face-to-face with clients, urban dwellers and young people. Based on this variety of factors that influence the effectiveness of telework, it is considered that in the near future it is more beneficial to adopt a generalized system and try to balance the advantages and disadvantages through a flexible approach, integrating hybrid work mode. (erban, 2022, p.4)

In telework, the efficiency of employees and the accomplishment of planned tasks show a significant increase compared to traditional workdays, because the absence of social interactions at work allows employees to better focus on work activities without being distracted by topics outside work (Georgescu (Crețan), Gherghina, Duca, Postole & Constantinescu, 2021, p. 496).

Freedom and flexibility, enabled by a higher degree of virtual work, can not only contribute to increased engagement and job satisfaction, but also create an environment in which individuals are likely to put in extra effort as a form of reciprocity towards their superiors. (Golden & Veiga, 2008, p.81)

Research conducted by Davidescu et al. (2021, p.467), aimed at highlighting the influence that flexibility has on satisfaction, reveals that the likelihood of people being satisfied with their jobs has seen a significant increase with the expansion of telework. In order to improve employee satisfaction at work, the authors argue that managers in Romania need to develop a plan to effectively combine work at home with work in the workplace.

Georgescu (Crețan) et al, (2021, p. 496) states that an individual's well-being is influenced by the complex interaction of aspects specific to his or her work position, such as: the degree of difficulty, stress level, autonomy, the nature of the tasks assigned and support or encouragement from the social environment. How individuals feel about these aspects of their work influences their attitudes and perceptions of work. Teleworking, in particular, contributes to increasing work capacity and job satisfaction, providing responsibility, flexibility and making it easier to maintain a work-life balance (apud Baker, Avery and Crawford, 2007).

By conducting an initial analysis at the employee level, various benefits can be identified that highlight the contribution of home working to employees' personal satisfaction, thus representing a first step in the attempt to increase productivity. In this context, higher levels of satisfaction are found to be achieved when workers are able to balance work and personal activities, especially family life.

At the same time, the benefits include the elimination of commuting-related efforts such as financial costs, time commitment and traffic conditions. (Serban, 2022, p.3)

Individuals can opt for active means of transportation, such as walking or cycling, achieving improvements in work performance with increased productivity, healthier work-life balance, less stress and fewer interruptions. As a result, they experience greater job satisfaction and avoid the costs and lost time associated with commuting. For companies, this choice brings overall cost savings and opens access to a wider labor market by employing people who may have difficulty physically getting to work, such as mothers with young children or people with disabilities. There are also environmental benefits as reduced traffic contributes to a cleaner and safer environment with fewer emissions and accidents. In addition, being able to employ more people can help stimulate the economy (Nguyen, 2021, p. 3208).

Solomon (2021, p.97) makes the point that establishing and facilitating opportunities for the use of flexible work arrangements in the space brings with it increased employee satisfaction and engagement, and also contributes to the employer's ability to retain employees in the organization. (apud Dizaho & Abdullah, 2017)

Last but not the least, the author (Solomon, 2021, p.97) brings out that the ability to select the work location (spatial flexibility) can contribute to increased performance among employees, while the option to choose the time they work (temporal flexibility) can strengthen loyalty and job satisfaction. These aspects, in the end, contribute to higher well-being of teleworkers, implicitly as a result of the choice to combine work and personal life (apud Spieler et al., 2017).

Employee satisfaction in the context of teleworking is influenced by several factors, including flexible working hours, increased autonomy and improved work-life balance. The ability to work from home can reduce the stress associated with commuting and increase productivity, as employees can focus better without the distractions of the office. However, to maintain a high level of satisfaction, it is crucial that employers provide adequate technical support, encourage open communication and promote an organizational culture based on trust and recognition of performance.

In the process of developing effective group interactions, it is essential to understand the role of emotions. Given that various human emotions are formed during social interactions, it can be argued that emotion exerts a significant influence

and is intrinsically linked to the way in which members of a group interact and collaborate. The group's ability to manage emotions in an intelligent way is a crucial factor in interaction processes and its effectiveness (Săucan & Micle, 2011, p.244).

Workplace effectiveness can be influenced by the relationship the leader has with group members. The relationships between the leader and group members reflect the types of informal connections that the leader, in most cases, intentionally and in a controlled manner, establishes among members. These informal relationships help shape the socio-affective structure, which is preferential in the group context. They can vary between close and distant, they can promote or hinder intercommunication. These relationships can also influence the psychosocial climate of the group. Thus, these relationships can contribute to the creation of a positive psychosocial climate or, in opposition, generate a negative, tense and conflictual climate, with significant effects on the effectiveness of the group's work. (Ielics, 2018, p.45)

The success of a company in the business environment is significantly affected by the wide adoption of IT and communication means, benefiting from the advantages of online presence worldwide or the ease of communicating with distributors, customers, collaborators and certain authorities involved. These repercussions are reflected in all aspects of the organization's activities, including areas such as accounting, finance, marketing promotion, procurement, human resource management, etc. (Ni ă, 2020, p.225).

Performing work tasks remotely can also be challenging. The time required to transition activities into the virtual realm, coupled with the additional training required to adopt revolutionary information technologies, can contribute to reduced efficiency in the organizational environment and disrupt work-life balance (Farcane et al., 2021, p. 399).

In conclusion, telework can improve workplace efficiency by providing flexibility in working hours and reducing commuting stress. However, challenges such as distraction in the home environment and social isolation can negatively affect efficiency. Effective communication and performance measurement are necessary and the right technical conditions and equipment are essential to maintain teleworking

efficiency. It is important for employers to manage the balance between the benefits and challenges of telework to ensure a productive and satisfying working environment for employees.

2. Methodology

The successful realization of this research involves the strict fulfillment of all objectives. To make this possible, I have chosen to use a qualitative method. The application of an interview, will help us to obtain more detailed answers from the people we consider of interest for the study we are conducting. In addition, the face-to-face interaction with the subjects will allow us to observe their nonverbal language, and in this way we will come to understand them better. The semi-structured interview, as a qualitative research technique, is a procedure used to collect data in studies aimed at understanding and interpreting complex and subjective phenomena. It involves direct interaction between the researcher and the subject of the study and provides the opportunity to obtain detailed, contextual and in-depth information about perceptions, experiences, thoughts and feelings.

Among the reasons that may influence a researcher to choose interviewing as a research method are: an interest in understanding the subjective meanings attributed by respondents to the topic or issue under investigation, and a desire to explore in detail issues or aspects perceived as too comprehensive for analysis by quantitative methods (Băban, 2000, p. 319).

The main objective of this research is to identify the level of employee satisfaction and efficiency in the context of telework. In order to be able to observe the implications of virtual environment on workplace well-being and efficiency, we set the following specific objectives:

- ▶ to determine the impact of telework on productivity;
- ▶ to identify the factors influencing workplace well-being in the context of telework;
- ▶ observe the level of social connectedness in telework and the effectiveness of virtual communication;
- ▶ Identify disadvantages that can occur in teleworking.

The main sampling method I used was the snowball method. People known to me have put me in contact with other acquaintances of theirs

who have teleworked.

In order to sample the population efficiently, I chose to consider aspects such as the respondents' gender, age, field of work, current position in the organization, number of hours worked per week, seniority in the labor market, and the extent to which they performed their job specific duties teleworking. We categorized the respondents according to the above criteria, taking into account in particular the extent to which they teleworked.

The interviewees work in IT, human resources or education. They also range in age from 21 to 53.

The choice of these targets is justified by the need to better understand how the changes brought about by telework influence both quantifiable aspects, such as efficiency and productivity, and subjective aspects, such as mood and social connectedness.

Selecting a diverse group of participants for our research is crucial. This can lead to a comprehensive perspective. Diversity in experiences, roles, hierarchical levels and cultural contexts brings to the surface unique aspects of telework's impact on workplace well-being and effectiveness.

Different people bring with them unique experiences, perspectives and approaches. This diversity can bring to the surface aspects of telework that we might not identify in a homogeneous group. Also, differences in roles, hierarchical levels and departments can influence how telework and the virtual environment are perceived and integrated in the organization. A diverse group can cover a wider range of organizational experiences.

In addition, people with varying levels of telework experience may bring to the table specific challenges or innovative solutions, depending on their level of familiarity with teleworking.

Last but not least, ensuring a balanced gender representation in the interviews can contribute to a more comprehensive understanding and approach to gender issues related to telework and employee satisfaction.

The main sampling method used was snowball sampling. Acquaintances put us in contact with other acquaintances of theirs who have teleworked.

In order to sample the population efficiently, we chose to take into account aspects such as the respondents' gender, age, field of activity, current

position in the organization, number of hours worked per week, seniority in the labour market and the extent to which they have performed their job duties teleworking. We categorized the respondents according to the above criteria, taking particular account of the extent to which they had teleworked.

The interviewees work in IT, human resources or education. Their age also ranged from 21 to 53 years.

3. Results

3.1. Adapting to telework

Telecommuting is a phenomenon that has gained momentum in Romania, especially during the SARS pandemic SARS COV-2. It allows employees to work from home or from locations other than their employer's headquarters, offering flexibility and the possibility to better balance work and personal life.

Although teleworking has been regulated in Romania since 2018, none of the respondents had worked in a location other than the one provided by their employer until 2020, when the pandemic emerged. Regarding this question, A.I. states that "No, because when the Covid pandemic occurred, I was a minor, so I was not working. But I experienced online home study. I did classes for school". I received a similar response from C.A.S., who told me that "I didn't telecommute because before Covid I wasn't employed, but instead I did online classes and school.". Even people who were employed at the time of the pandemic told me that they had not experienced telecommuting prior to that time. D.M. states that "Before that period in the pre-university education system there was no such habit."

When it comes to adapting to teleworking, IT workers say that they got used to working from home more quickly, because they were already familiar with the specific tools of this working regime. In this respect, L.M. says "It was not difficult at all. Because working in programming I was using the teleworking tools before". Even though there is a big age difference between them, D.P. gave a similar answer "It was not difficult because since high school I know how to work on the computer and it was very ok". Even people who work in other fields claim that it was not difficult for them to adapt to this work regime. Thus, D.M. finds teleworking surprising "I don't

know if difficult is the right word. It was unexpected, it was something that took us by surprise, at least in the pre-university environment. Not being used to this system of working and communicating, it was rather... Not frightening, that's not what I mean, but it was a challenging situation".

Currently, the vast majority of respondents work exclusively online and only physically go to work when strictly necessary. D.P. mentions working from home "Very often, every day. I go to work physically only when I have to sign papers", and V.A. gave a similar answer to this question, specifying that she works from home "Every day". E.P. and M.S.Z. work in global teams with colleagues from other countries. In this respect, similarities can be observed between the answers received. E.P. states that "Currently in my new job I work Monday to Friday from home. It's not full remote, but considering that I work with colleagues from other countries at the moment every week I work from home with home office request", and M.S.Z. mentioned that she works from home "Very often, I can say that 10 times a year I go to the office when my team comes. For example, in the winter we had a workshop and they came from Germany, most of them are based there". However, we have also had respondents who are conditioned by the company they work for to physically come a few days a week to the office. Thus M.G.U. brought to my attention that "the company conditions us to be 3 days out of 5 in the office". M.P. and A.I. work in the same company as M.G.U., so they gave similar answers. M.P. explained to me in percentages how much percent of the work has to be done physically and online respectively "60% is physical and 40% is online" and A.I. mentioned the same "I work in hybrid mode, that means I go 3 days a week to the office and only 2 days I work from home".

On maintaining a work-life balance, respondents had different opinions. C.A.S. went on to specific methods in this respect and is of the opinion that there has to be a clear distinction between the professional and the private environment "I can say that I maintain the balance by making a difference between the 2, for example, I don't like to work in the room where I also sleep. I put my office in the living room and that's where I set up all my setup and it's much more ok, I like to take some breaks to go to the kitchen. Look out the window. To disconnect a

little bit from that room, because now the living room with me has kind of become the room where I work and I feel like I'm at work.". In addition, he mentions the fact that avoiding staying overtime helps him to maintain this balance "when I finish my program, I totally disconnect, that is, if at one o'clock my program is over, I don't come in at three or four o'clock to see what else has happened, because I am already in my free time and in my personal life", something that M.G.U. also emphasizes "I try not to exceed the 8-hour period, that is, if the program is 8 hours, I won't exceed it in principle. Many times I succeed, other times I don't. But, the direction is this, the fewer hours overtime, the better. ". However, I also had respondents who told me that they fail to maintain this balance in their lives. For example, D.P. explained that he often happens to do personal activities during working hours and vice versa "I don't really manage. Usually when I work from home I have small breaks when I have to cook or clean, but after that I continue working and so on".

If one were to compare virtual and face-to-face communication, V.A. believes that physical meetings at work are only necessary if important issues are discussed "for more serious things, like signing a contract, a new project or discussing raises with the boss, yes, I think that you need to see and discuss face to face, but otherwise no.". D.P. has a similar opinion, who states that "For important conversations, for example, about salary increases or employment contracts I would prefer face-to-face communication, but if they are simple conversations about tasks or theoretical issues, I would prefer virtual communication". In antithesis, A.I. is of the opinion that face-to-face communication suits her better "I can handle both types of communication, but, I am the kind of person who likes face-to-face interaction much more, I find that it creates certain connections between me and the interlocutor. ", but admits that both types of communication are beneficial and that their effectiveness depends on the context "I find that when I have a problem to solve or I have a situation that I don't know how to handle, face-to-face communication helps me much more. (...) I would prefer this one, and I prefer virtual communication when I have certain information to pass on. I find it much easier to express myself in an e-mail, to gather the ideas I want to say, and I also find that I am more organized, because when

we communicate orally it is much more difficult when you are face to face to make yourself understood than when you have time and you have to revise the message you want to address". In addition, with regard to the education system, D.M. mentions that physical interaction cannot be totally replaced by virtual interaction "in terms of education, face-to-face communication has positive aspects that are not good to overlook, that we have to take into account, but virtual communication has undoubtedly brought a plus in the relationship with both students and parents and teachers, with my colleagues."

3.2. Good mood and efficiency at work

A good mood in the workplace is key to reducing stress and increasing productivity. A positive environment in which employees feel valued and motivated improves overall organizational efficiency and performance.

Respondents offered diverse perspectives on the influence of the work environment on well-being. Many recognize that the environment can influence well-being. In this regard, A.I. states that "my good mood is very much influenced by the environment in which I work, regardless of the place itself". However, personal preferences and arguments differ significantly. While some respondents consider physical social interaction essential, others emphasize the peace and comfort of working from home. E.P. is of the opinion that the working environment does not necessarily influence her well-being, noting that "you can impose it on yourself or create it". M.G.U. emphasizes the importance of physical interactions at work "I learned things about them, we exchanged experiences, exchanged thoughts it was very nice (...) sitting at work and working face to face, physically I could take

Regarding the methods used by the respondents to keep a good mood in the context of telework, they are varied. Most respondents mention the importance of breaks to maintain their good mood. For example, V.A. says: "I take breaks, I relax" and M.G.U. states: "basically pauses. More frequent breaks". MP highlights this, saying that "Coffee Break" is important to him. Some use music to maintain their well-being. C.A.S. says: "I play music and work with music in the background", and M.S.Z. states that he does the same: "I listen to music in the background (...) classical music, not something with lyrics, to

distract me from the tasks I have to do."

When asked about their productivity when telecommuting, respondents were divided. Many point out that at home they can avoid the distractions and noises of the office. For example, D.P. states: "Yes, because I'm not pressured by colleagues or by the crowd," and A.I. mentions: "I am much more focused when I work from home, because (...) there is a lot of noise in the office". The perception of productivity differs between respondents. DM and L.M. believe they are not more productive at home. DM states, "I couldn't say I'm more productive," and L.M. says, "I'm not necessarily more productive," in contrast, D.P., C.A.S., A.I., and E.P. they feel they are more productive at home

In V.A.'s view, professional development depends more on the company and the team you work with, not on the location: "it matters where you work and what people you work with, where I mean company". In contrast, other respondents feel that working remotely has had a direct impact on their development. For example, D.M. states: "without a doubt, I consider that I have developed professionally", and C.A.S. says: "Clearly an evolution is felt and seen." Some mention that working remotely forced them to become familiar with technology and acquire technical skills, thus developing professionally. In this sense, D.M. says: "I was forced (...) to familiarize myself with the technology", and D.P. states: "I learned a lot more technologies and to work also independently without being physically in a team". In addition, E.P. underlines the diversity of learning and training methods available both remotely and physically: "Workshops, trainings, you can also have them online (...) you can learn a lot by yourself".

Regarding the influence of flexibility on productivity, most respondents believe that it has improved their professional performance. D.P., C.A.S. and A.I. highlights how flexibility has improved their organization and productivity. D.P.: says "I'm much more organized, I've learned to prioritize my tasks and I'm more productive.". C.A.S. believes that: "I'm better organized because I can make my schedule the way I want."

Most respondents state that telework has not influenced their workload or taking on additional tasks. Related to this aspect, M.P. states: "Teleworking hasn't affected my workload necessarily. Being on an internship, I can't really take on additional tasks", and M.G.U. is of the

same opinion: "I don't think I've had any extra tasks since I switched to telecommuting. In principle, the level of tasks remained the same."

The interns, such as D.P. and M.P., did not experience overtime, while permanent employees or those with multiple responsibilities faced this aspect. When it comes to factors that contributed to overtime, some respondents worked overtime to meet deadlines. V. A. said that "during periods when we are very tight on time or all kinds of problems arise (...) I will work longer than necessary until we solve the problem" and C.A.S. he mentioned that "when there are deliveries, that is priority number zero and they must be completed as quickly as possible". In addition, personal motivation led some respondents to become more involved. M.G.U. said that being involved in important projects led him to work overtime: "it made me very involved (...) I was 3 hours overtime".

3.3 Technologies and tools that can influence the effectiveness of telework

Modern technologies and tools can have a significant impact on the effectiveness of telecommuting. From online communication and collaboration platforms to project and time management tools, there is a wide range of solutions that can facilitate remote work. These technologies enable effective communication, real-time collaboration and progress monitoring, thus contributing to increased productivity and efficiency in the telecommuting environment.

The resources and tools used by respondents in the telework context are varied. DM mentions the main use of Google tools, L.M. uses Slack for instant messaging, and V.A., C.A.S., A.I., M.S.Z., E.P., and M.G.U. I use Microsoft Teams for communication. In addition, V.A. mentions using the Discord app for "calls, video calls (...) and documentation". All respondents believe that the use of these resources or tools increase their efficiency, even D.M. adds: "No doubt that they increase efficiency." V. A. emphasizes that "you can't organize so many people and remember so many things without writing them down somewhere", and M.S.Z. reinforces this idea by saying that "without these platforms, I would not be able to carry out my tasks any further".

Many respondents emphasize the importance of good communication between employees and the employer to maintain efficiency. For example,

MP suggests that "he should trust his employees that they work and do their daily tasks", while M.S.Z. proposes to focus "more on integrating employees into their roles and their needs". EP and A.I. suggested the need for timekeeping or timekeeping tools to effectively manage activities. EP proposes the use of a "point poll", while A.I. he believes that "it would be much easier to control his working time and somehow stop on time" with the help of such a tool. Some suggestions aim to improve working conditions, such as providing ergonomic equipment or office-like working environments. C.A.S. suggests that "a more ergonomic chair that doesn't hurt our backs" would be a big help, while M.G.U. mentions that "Ideally, telework would bring those benefits that you have when you work in the office on site.", but sees as a possible solution the implementation of "communication sessions with employees (...) workshop -s, communication exercises".

Speaking of workplace efficiency, both D.M. as well as E.P. highlights the importance of the work environment. DM believes a "better laptop" would be essential, while E.P. mentions that they should have "tasks, to have tasks that intrigue me, to be passionate about, not to end up with tasks that bore me, are repetitive or that I just don't feel comfortable doing (...) to always feel that I am learning.". DP and A.I. appreciates the importance of music and atmosphere in maintaining efficiency. DP mentions that "the background music, the atmosphere" helps her.

3.4. Employee perceptions of the level of social connectedness in telework

Employee perceptions of the level of social connection in telecommuting vary significantly. Some feel that today's flexibility and digital tools effectively maintain professional and personal connections, while others feel that the lack of face-to-face interactions reduces team cohesion and affects collaboration and morale.

While some have been able to adapt and maintain effective communication through virtual means, others say they feel the need for face-to-face interactions to strengthen professional relationships and avoid feeling isolated. D.M. mentions that her colleagues' adaptation to telecommuting was generally good: "Communication with colleagues I can't say was affected. They adapted quite quickly. Of course,

each at his own pace, but overall we can say that we had a good adaptation to this situation." L. M. also notes that while there have been some changes, communication has remained: "Maybe we were a little closer when we were in the office. (...)

D.M. and M.P. did not feel a negative impact on the sense of belonging to the group, while A.I. initially had difficulty with this. DM states: "I didn't feel isolated, nor did I feel that any of my colleagues felt this way.", and M.P. shares the same sentiment: "I don't think telecommuting has had an impact on my sense of belonging to the group.". Instead, A.I. had a different experience: "I had certain more negative feelings about my belonging to the group. (...) I somehow felt that I could not integrate". To maintain social connections, respondents mention the use of online platforms while telecommuting, emphasizing their importance for team cohesion.

3.5. Possible disadvantages in telecommuting

Potential disadvantages of telecommuting include difficulty maintaining a clear separation between personal and professional life, feelings of social isolation, and productivity challenges due to distractions from home.

D.P. did not experience time management difficulties due to the simple nature of the tasks: "I have never had time management difficulties" in contrast to V.A., who mentions that time management depends a lot on self-discipline and motivation: "the only thing that could affect is if you as a person are lazy and someone needs to stay with the whip on you all the time in order to work". D.M. mentions the difficulties encountered only at the beginning, specifying that he quickly adapted to online teaching: "I was forced to adapt (...) to teach an empty class, a class in which there was no one, but only me" compared to M.G.U., who believes that the major difficulty comes from colleagues' perception of his constant availability: "colleagues have the perception that if you work from home, you are present at work 24/7".

Comparing the participants' answers about the main disadvantages of the telework regime, we can see both similarities and significant differences. Many participants cite the lack of social interaction as a major disadvantage. E.P. underlines this aspect "lack of social interaction connections with colleagues clearly, this can be a first disadvantage", and M.G.U. adds, "The main

disadvantage is the lack of communication that can lead to personal shortcomings." That telecommuting can lead to decreased productivity is a common concern. V. A. he notes, "if they're slacker, maybe the fact that they're in the office and everyone's working around them kind of forces them to work, too." C.A.S. mentions that "some people take advantage of not having their superiors around and pretend to work," which is also reflected in A.I.'s response, "people tend not to be as productive when working from home." D.P. offers a different perspective, noting that "I don't see them as disadvantages. I think it's the best from home. You have more time, you don't stay in traffic, you don't spend money on Uber, you can sleep more". In contrast, M.S.Z. sees disadvantages in "collaboration between colleagues, it would no longer be the same close bond of collegiality", showing a difference in how telework affects individuals depending

Conclusions

Respondents adapted relatively easily to telecommuting, especially due to previous experience with online activities during the pandemic. Most now work almost exclusively from home, traveling to the office only when necessary, except for those who work in a hybrid regime. However, managing work-life balance is a challenge for many of them. Some manage to establish a clear separation between work and personal space, while others find it difficult to do so, being involved in personal activities during working hours and vice versa. Perspectives on communication are varied, with some preferring face-to-face interaction for important discussions and others appreciating virtual communication for daily tasks.

The work environment, whether physical or virtual, influences employee well-being. Depending on the preference for the work environment, we can group the respondents as follows: those who value physical social interaction and those who prefer the comfort of home, emphasizing the importance of breaks and music to maintain a good mood.

The flexibility offered by telecommuting significantly contributes to the organization and productivity of employees, allowing them to prioritize their tasks and manage their time better. The use of modern technologies and online communication tools is essential for the

effectiveness of telework and is unanimously appreciated by the respondents.

Perceptions of social networking in telecommuting are diverse, with some appreciating the flexibility and advantages of digital tools, while others feel the lack of physical interactions.

Adapting to telecommuting was different for everyone, with some experiencing good communication with colleagues, while others felt social bonds were affected. To maintain social connections, employees turned to online meetings or periodic physical meetings, showing that there are various ways to increase cohesion and communication in the telecommuting environment.

The main disadvantages of telecommuting, as perceived by respondents, include the lack of

social interaction and potential distractions from home, which can lead to decreased productivity.

However, there are also positive perspectives, such as saving time and travel costs. It is clear that the impact of telecommuting can vary depending on the individual and the nature of the activity carried out, with some people appreciating the advantages, while others are more affected by the disadvantages, such as the loss of social connection or productivity.

In conclusion, we have identified the level of satisfaction and efficiency of telework employees, finding significant benefits that require careful management to ensure the balance between professional and personal life.

A positive environment and social interactions play a crucial role in increasing employee efficiency and satisfaction.

Reference

1. Băban, A. (2000), *Strategii și metode de cercetare calitativă. Interviu și observația (II)*. Facultatea de Psihologie și Științele Educației, Universitatea Babeș-Bolyai, Cluj-Napoca. Disponibil la: <https://shorturl.at/Cilg2>, accesat la data de 10.01.2024.
2. Davidescu, A.A.M.; Apostu, S.A.; Strat, V.A.; Istrate Scărădeanu, A.; Zgură, I.D.; Horga, M.G., (2021). *The Impact of Teleworking on the Romanians Employees' Job Satisfaction*. An Empirical Evidence Based on Multiple Correspondence Analysis (MCA) and Logistic Regression. *Amfiteatru Economic*, 23(58), pp. 637-653. Disponibil la: https://www.amfiteatruconomic.ro/temp/Articol_3026.pdf, accesat la data de 27.10.2023.
3. Di Martino, V., Wirth, L. (1990), *Telework: A new way of working and living*. *Int'l Lab.; Rev.*, 129, 529. Disponibil la: <https://heinonline.org/HOL/LandingPage?handle=hein.journals/intlr129&div=54&id=&page=>, accesat la data de 25.10.2023.
4. European Foundation for the Improvement of Living and Working Conditions. (2010). **Telework in the European Union**. Disponibil la: https://www.eurofound.europa.eu/sites/default/files/ef_files/docs/eiro/tn0910050s/tn0910050s.pdf, accesat la data de 04.01.2024.
5. Farcane, N.; Bunget, O.-C.; Bliidișel, R.; Dumitrescu, A.-C.; Deliu, D.; Bogdan, O.; Burcă, V., (2021), *Teleworking in the Field of Financial Audit in the Context Generated by the COVID19 Pandemic*, *Audit Financiar*, vol. XIX, no. 3(163)/2021, pp. 501-515, DOI: 10.20869/AUDITF/2021/163/015. Disponibil la: <https://web.p.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=1&sid=83246a6a-9d04-40f2-949d-3c10aa92de0a%40redis>, accesat la data de 04.01.2024.
6. Georgescu (Crețan), G.C.; Gherghina, R.; Duca, I.; Postole, M.A.; Constantinescu, C.M., (2021), *Determinants of Employees' Option for Preserving Teleworking After the COVID-19 Pandemic*. *Amfiteatru Economic*, 23(58), pp. 669-682. Disponibil la: https://www.amfiteatruconomic.ro/temp/Article_3028.pdf, accesat la data de 05.01.2023.
7. Golden, T.D.; Veiga, J.F., (2008), *The impact of superior-subordinate relationships on the commitment, job satisfaction, and performance of virtual workers*. *The Leadership Quarterly*, 19(1). Disponibil la: https://www.sciencedirect.com/science/article/abs/pii/S1048984307001518?fr=RR-2&ref=pdf_download&rr=846fe46dcc7d1c37, accesat la data de 15.10.2023.
8. Ielics, B. (2018), *Management și leadership în organizații*. Timișoara: Editura de Vest.
9. Niță, D. (2020). *Telemunca-adaptarea muncii la noile realități i*. In *Implicațiile economice și*

- sociale ale pandemiei COVID-19: (pp. 225-226)*. Disponibil la: https://ibn.idsi.md/sites/default/files/imag_file/225-226_9.pdf, accesat la data de 04.01.2024.
10. Sandu, A. (2020). *Telemunca – o opțiune de muncă implementată și în sectorul public*. Institutul Național de Administrație. Disponibil la: <https://ina.gov.ro/telemunca-o-optiune-de-munca-implementata-si-in-sectorul-public/>, accesat la data de 15.10.2023.
 11. Săucan, D. Ș.; Micle, M. I. (2011), *Un subiect neglijat în psihologia organizațională: emoția*. Revista de psihologie, 57(3). Disponibil la: https://revistadepsihologie.ipsihologie.ro/images/revista_de_psihologie/2011_03/art%2004%20Saucan.pdf, accesat la data de 27.10.2023.
 12. Șerban, O. (2022). *Analiza impactului adoptării sistemului de telemuncă asupra productivității și competitivității în Uniunea Europeană*. Disponibil la: <https://shorturl.at/yMETU>, accesat la data de 03.01.2024.
 13. Solomon, O. (2021), *Telemunca între opțiune și necesitate: reflecții analitice*. In: Revista de Filosofie, Sociologie și Științe Politice, nr. 1(185), pp. 88-102. ISSN 1957-2294. Disponibil la: https://ibn.idsi.md/sites/default/files/imag_file/88-102_2.pdf, accesat la data de 04.01.2024.