

# The Influence of Teleworking on Employee Performance and Counterproductive Behaviors

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**Abstract:** The main objective of this paper is to analyze the impact of telework on employee performance and counterproductive work behaviors in the post-crisis context generated by the COVID-19 pandemic. The accelerated transition to remote work has brought profound transformations in the organizational structure and labor relations, requiring a re-evaluation of how psychosocial factors influence employee outcomes. The study aims to highlight how autonomy, perceived organizational support, professional isolation, and job satisfaction determine performance and the predisposition towards counterproductive behaviors. The research methodology is quantitative, with an exploratory character. The main instrument was an online questionnaire applied to a sample of 154 individuals who have worked remotely in the last three years. The theoretical model was tested using the Structural Equation Modeling (SEM) method, utilizing SmartPLS software. Fourteen hypotheses were formulated and tested, describing the relationships between relevant organizational and individual variables. The results obtained show that the perception of a high impact of work has a significant positive effect on employee autonomy, performance, and satisfaction. At the same time, organizational support contributes to improving performance but does not significantly influence job satisfaction. Professional isolation was identified as a determining factor in counterproductive behaviors and decreased satisfaction. It was also found that perceived efficiency does not guarantee job satisfaction in the absence of other favorable conditions. The validation of 10 out of the 14 hypotheses confirms the robustness of the proposed model and the complexity of the interaction between variables. The originality of the study lies in the integration of a comprehensive explanatory model, applied specifically to the Romanian context, offering a practical perspective on adjusting human resource policies in the era of hybrid work.

**Key words:** Telework, Performance, Counterproductive Behaviors, Autonomy, Organizational Support

**JEL classification:** M12, M54, J28

## 1. Introduction

The profound transformations generated by the COVID-19 pandemic have led organizations worldwide to adopt, in record time, new ways of working, among which telework has become one of the most visible and discussed forms. Telework is among the most popular and discussed of these models. Telework, initially seen as a crisis solution, has transformed into a flexible and sustainable work organization model. This has had a significant impact on how workers perceive autonomy, organizational support, performance, and job satisfaction. With the easing of pandemic restrictions, it has become clear that telework is a new reality in contemporary work systems and is no longer just a temporary option. This rapid change has created both opportunities and challenges. To manage the future, it is essential to understand the effects of this shift.

The aim of this paper is to examine the impact of telework on employee performance and counterproductive work behaviors in the post-crisis world. The research examines how organizational and psychosocial factors, such as autonomy, organizational support, professional isolation, and job satisfaction, influence the relationship between the telework experience and work outcomes, considering the complexity of this phenomenon. The paper is based on an exhaustive analysis of recent literature and highlights several different perspectives of telework: as a tool for efficiency, but also as a source of stress, isolation, or loss of team cohesion.

The work was and is motivated by the desire to understand in detail how workers perceive telework after it has been used frequently, often without preparation. Studies show that telework can not only lead to more productivity and happiness but can also lead to counterproductive behaviors such as procrastination, distraction, or professional isolation. In these circumstances, analyzing the connections between these variables becomes essential to help organizations make decisions about hybrid or remote work.

The quantitative research that serves as the basis for this paper was conducted by administering an online questionnaire to a sample of 154 individuals who participated in telework in the last three years. The conceptual model, which was evaluated with SmartPLS using the SEM (Structural Equation Modeling) method, comprises fourteen hypotheses that describe the relationships between the aforementioned organizational and personal variables. Among the most important aspects investigated are the influence of autonomy on performance and satisfaction, the effects of isolation on counterproductive behaviors, and the role of organizational support in bolstering employee performance. This research not only aims to confirm or refute theoretical relationships but also to reach conclusions that are applicable to current organizational environments. The results can serve as a basis for creating human resource policies that are adapted to the new working conditions, where flexibility must be balanced with organizational support and the maintenance of a strong corporate culture.

Ultimately, the paper offers a thorough analysis, based on a solid theoretical foundation, to help understand the effects of telework in the post-crisis period. The study provides concrete answers to questions such as: To what extent can organizational support prevent counterproductive behaviors? What is the role of autonomy in employee performance

and satisfaction? And how does teleworking affect work-life balance? These are aspects that are particularly relevant for companies that intend to adopt sustainable work policies in the near future.

## **2. Literature review**

### **2.1 Teleworking**

Telework, defined as a modern and flexible arrangement that eliminates the need to commute to a traditional office, offers significant advantages, such as reducing costs related to infrastructure and facilities, as Mittal and Sonali Bhattacharya (2020) point out. Although its origins in the 1970s and 1980s were marked by low interest in technology and management investments, telework has become an indispensable solution in the context of recent global changes, for example, the coronavirus pandemic (Mittal & Sonali Bhattacharya, 2020). Generalizing approaches neglect the complexity of employees' individual and contextual reality, even though telework is often presented as a modern and efficient solution for work flexibility.

Working from home involves carrying out professional activities in one's own home, which means less time spent commuting, being an appreciated option for flexibility. Mobile telework, which involves the use of communication technologies from various locations, offers increased freedom, but the associated challenges, such as data security or connection instability, are not mentioned (Yang, et al., 2013).

The classification proposed by Gschwind & Vargas (2019) identifies four types of remote workers: regular home-based teleworkers, regular mobile teleworkers, occasional teleworkers, and non-teleworkers, each defined based on the frequency and location of information and communication technology use. This is clear and relevant, providing a useful analytical framework for employers and researchers, allowing for the adjustment of telework management strategies. However, the classification has limitations, such as the lack of an analysis of the impact on employee productivity or mental health, excessive generalization that does not account for cultural and industrial differences, as well as non-adaptation to recent trends such as hybrid work. Integrating a broader context, including differences between industries and the effects on employees, could improve this typology, making it more applicable and relevant to the current realities of the labor market (Gschwind & Vargas, 2019).

### **2.2 Employee performance in telework**

While telework may have helped individuals become more productive, this does not automatically mean the company will succeed. According to the study, a well-defined strategy can prevent the division of teams and the decrease in organizational cohesion to maximize employee performance. Despite the fact that results-based performance evaluation can motivate employees, the lack of direct control can make it difficult to identify those facing problems or to provide adequate support. Additionally, making quick decisions, even if they are short-term efficient, can affect the quality of work and the ability to adapt to changes. In these circumstances, the success of telework depends on employees' ability to work independently, as well as on organizations' capacity to maintain a balance between flexibility and cooperation, creating an environment that promotes individual and collective performance (Korkeakunnas, et al., 2023).

Awadaa, et al. (2021) identified in their work several aspects regarding the comparison of performance in telework vs. office work. The first is overall productivity, which specifically refers to the general perception that workers' productivity levels did not change compared to their productivity in the office before the pandemic. The second aspect refers to the factors influencing productivity, mentioning here that productivity was positively influenced by better mental and physical health, the presence of a teenager in the household, increased communication with colleagues, and the existence of a dedicated room for work. Time spent working increased by approximately 1.5 hours per day during telework (Awadaa, et al., 2021). On the other hand, the results of the study conducted by Nemteanu, et al. (2021) showed that, although telework was promoted as an effective way to maintain economic activity, there are a number of significant limitations. It increased employee stress and insecurity, which affected their performance and satisfaction, rather than helping them balance their professional and personal lives. The benefits of telework are undermined by the lack of strong organizational support, and individual adaptability is not sufficient to create a stable working environment. In addition, the finding that the perception of instability had a negative effect on advancement opportunities indicates that career policies were ignored, which led to employee frustration regarding their careers. These findings show that better-organized approaches are needed to balance the flexibility of telework with stability and organizational support (Nemteanu, et al., 2021).

The implementation of telework has highlighted significant challenges related to employees' counterproductive work behaviors. Because they had less social interaction and direct supervision, they were less engaged, which led to a decrease in productivity and team collaboration. Furthermore, the absence of a clear boundary between work and personal time amplified levels of stress and fatigue, leading to a decrease in concentration and efficiency. When there were no clear tools to assist and monitor, employees were more likely to be distracted and manage tasks inefficiently. Companies need to take measures to provide employee support, improve communication, and prevent professional isolation and decreased motivation if they want telework to remain a viable option (Nagata, et al., 2021). More recently, it has been discovered that, while electronic monitoring in telework is intended to ensure control and performance, it can provoke counterproductive behaviors when considered invasive, especially in situations where there is no real support from supervisors. This shows how important it is to build trusting relationships and a clear ethical framework to prevent these negative reactions (Santos & Esteves, 2024).

The flexibility of telework may seem like an advantage, but without a clear structure and effective performance management strategies, it risks becoming a source of inefficiency. In the long term, productivity may decrease as a result of activity fragmentation and frequent task switching. Despite the fact that employees have the ability to adapt their work schedule, the intermingling with personal activities and the lack of clear control over working time can reduce the benefits of autonomy. In these circumstances, it is essential for companies to avoid the consequences of disorganization and work fragmentation by implementing strategies that balance flexibility with the requirements of an organized framework (Kifor, et al., 2021).

Although telework has the potential to amplify certain behavioral vulnerabilities, this link is not deterministic. The study conducted by Catherine Liana Suhandi & Kurnadi Gularso (2024) emphasizes the negative effects of increased autonomy but does not sufficiently address the importance of proactive organizational interventions, such as time management training or coaching support, or individual self-regulation skills. Furthermore, studies tend to generalize the effects of telework on counterproductive behaviors without considering differences between industries, types of activities, or seniority levels. Therefore, a more complex perspective and safety elements should be considered, such as an organizational culture adapted to the virtual environment, the use of effective collaboration technologies, and the encouragement of open and transparent communication. Telework should not be seen as a risk factor. Instead, it should be viewed as an adaptation challenge at the organizational and personal level, which can be successfully managed through appropriate policies and practices (Suhandi & Gularso, 2024).

### **2.3 Post-COVID-19 Teleworking and Its Implications for Employee Behavior**

Post-COVID-19 teleworking has offered an opportunity to test new work approaches, but it is unclear whether it is effective in the long term. While the study highlights elements such as self-management and adequate working conditions, it neglects the social and emotional effects of isolation. Ignoring the effects of organizational support calls into question its importance for employee adaptation, raising doubts about the quality and availability of resources. Also, the positive perception of workload may hide greater adaptability but can also conceal the risks of burnout or inequalities in task distribution. These differences indicate the need for an integrated approach that considers the perspectives of employees from different industries and positions (Mihalca, et al., 2021).

The COVID-19 pandemic triggered a sudden transition to telework globally, marking a turning point in how organizations operate. The cited fragment emphasizes that the implementation of telework was more of an emergency measure than a planned transition, which generated significant challenges for both employers and employees. While organizations familiar with telework managed to adapt more easily, others faced a difficult adjustment period, having limited time to implement the necessary infrastructure and redefine work processes. Although the initial solution was perceived as temporary, the situation has prolonged, exposing the lack of preparedness of many organizations and highlighting the importance of greater flexibility in workforce management. The sudden increase in the percentage of teleworkers in Europe, although relatively low at 4%, demonstrates the underestimated potential of telework. However, this expansion also highlighted significant differences between industries and occupations in terms of adaptability to remote work (Hajal, 2022).

Furthermore, the emphasis on technology and work reorganization shows that the success of telework depends on factors such as access to adequate resources and the ability of organizations to provide support to employees, aspects that need to be analyzed and optimized for the future. The COVID-19 pandemic will have a long-term impact on the future of work. It is anticipated that many companies will review where workers can perform their tasks safely, productively, and efficiently. Trends such as remote work and virtual meetings should persist even after the pandemic. Many working individuals have concluded that working from home is not just a short-term solution but will remain even after the pandemic (Hajal, 2022). In the post-COVID-19 context, the imposed telework has had a different impact on employee behavior, which shows that age, available resources, and self-regulation capacity have a significant impact on resilience. The success of this model depends less on reducing demands and more on organizational support and personal adaptation strategies (Scheibe, et al., 2022).

The ability of companies to adopt and effectively implement the organizational culture model is essential for the expansion of telework after the pandemic. The study conducted by González-González, et al. (2022) shows that innovative firms and managers with higher education are more inclined to remain in telework, but not all firms are able to do so uniformly. However, there are questions about how effective this model is in maintaining productivity, as some high-performing organizations are reluctant to continue working remotely. In the post-COVID-19 context, the behavior of employees working outside the workplace is strongly influenced by the balance between job demands and available resources. Studies show that elements such as the comfort of the workspace, technical assistance, and workplace security increase performance and satisfaction, but professional isolation and lack of clarity regarding work-life boundaries can reduce these outcomes, which underscores the need for a personalized approach in hybrid or remote work policies (Auton & Sturman, 2024). If telework were beneficial for everyone, the best businesses would be the first to adopt it in the long term. In these circumstances, the choice to maintain telework should not be influenced solely by technological developments or educational circumstances; it should also consider the impact on productivity, team cohesion, and employee engagement (González-González, et al., 2022).

People feel more stressed, especially those with families, because there is no clear distinction between personal and professional space. In addition, the feeling of job insecurity has increased, which has reduced employees' confidence in job security and led to less motivated behaviors. Telework has had disadvantages, such as reducing commute time, but

it has also had disadvantages, such as a decrease in productivity and team cohesion. To avoid demotivation and decreased performance, organizations need to adopt more effective approaches to balance the benefits of telework with the social and psychological needs of employees. To avoid demotivation and decreased performance, organizations need to adopt more effective approaches to balance the benefits of telework with the social and psychological needs of employees (Nemțeanu, et al., 2022).

### 3. Research methodology

The present research is quantitative in nature, with an exploratory character, and was conducted with the aim of analyzing the influence of telework on employee performance and counterproductive work behaviors. The instrument used was a self-administered online questionnaire to collect respondents' opinions on the most relevant aspects such as autonomy, satisfaction, perceived support, performance, and efficiency in telework.

For this investigation, a convenience sample of 154 individuals who had participated in telework in the last three years was used. The purpose of participant selection was to maintain a balanced distribution based on gender, age, and location.

This research was based on seven key concepts, which were structured according to the specialized literature mentioned in the previous chapter and formed the basis of the questionnaire. It consisted of 11 sections of questions, including: one introductory question, seven questions presenting the seven key concepts with the help of which the corresponding statistical tests were performed, and finally the three questions for obtaining the socio-demographic data of the respondents.

The first key concept is related to post-crisis Telework, in which the impact on organizational support, autonomy, and satisfaction is presented (adapted from Mittal & Sonali Bhattacharya, 2020; Yang, et al., 2013). The second concept refers to employee Performance in telework, more specifically, the impact of telework on productivity and efficiency, and its connection with job satisfaction (adapted from Arso, et al., 2018; Awadaa, et al., 2021). The third concept is based on counterproductive behaviors in telework: negative employee behaviors, the link with professional isolation and job satisfaction (adapted from Nemțeanu, et al., 2021; Cichobłaziński & Leszek, 2022). The fourth concept included professional isolation that appears among employees, expressed through the feeling of separation from colleagues and organizational structures, and its impact on satisfaction and counterproductive behaviors (Nemțeanu, et al., 2021). The fifth concept is the level of autonomy at work, focusing on the degree of employees' decisional freedom and its impact on performance and job satisfaction (Korkeakunnas, et al., 2023). Organizational support is the sixth concept, emphasizing the resources and organizational culture that facilitate telework, and its influence on satisfaction and performance (Nemțeanu, et al., 2022). The last concept discussed focuses on job satisfaction, which emphasized the level of contentment in relation to telework, influenced by performance, organizational support, autonomy, and counterproductive behaviors (Nemțeanu, et al., 2022).

The model included a series of 14 research hypotheses:

- H1: Post-crisis telework influences organizational support.
- H2: Post-crisis telework influences the level of autonomy at work.
- H3: Post-crisis telework influences professional isolation.
- H4: Post-crisis telework influences employee performance.
- H5: Post-crisis telework influences counterproductive work behaviors.
- H6: Post-crisis telework influences job satisfaction.
- H7: Organizational support influences employee performance.
- H8: Organizational support influences job satisfaction.
- H9: The level of autonomy at work influences employee performance.
- H10: The level of autonomy at work influences job satisfaction.
- H11: Professional isolation influences counterproductive work behaviors.
- H12: Professional isolation influences job satisfaction.
- H13: Counterproductive work behaviors influence job satisfaction.
- H14: Employee performance influences job satisfaction.

Hypotheses H1-H6 support the idea that telework has a significant impact on various dimensions of the professional experience, especially in the post-crisis context (after the COVID-19 pandemic). It is assumed that employees' perception of organizational support (H1), the level of autonomy (H2), and professional isolation (H3) changes as a result of remote work. Furthermore, the direct impact of these changes on employee performance (H4), counterproductive work behaviors (H5), and job satisfaction (H6) is examined. These hypotheses support the idea that employee productivity and well-being are influenced by the work environment.

Hypotheses H7-H12 examine how organizational support, autonomy at work, and professional isolation affect employee performance, satisfaction, and behavior. Therefore, it is assumed that improved performance and the level of job satisfaction increase with organizational support (H7, H8). Autonomy (H9, H10) is considered an impetus that increases performance and satisfaction. Conversely, counterproductive behaviors and decreased satisfaction can be caused by professional isolation (H11, H12), which is frequently associated with working from home.

The last two hypotheses (H13 and H14) address the direct effects of performance and counterproductive behaviors on job satisfaction. It is assumed that a high level of performance increases employee satisfaction (H14), while

counterproductive behaviors (such as procrastination, lack of cooperation, etc.) decrease it (H13). These hypotheses help to understand how individual outcomes and behaviors influence the overall perception of work.

The data were collected using a Google Forms questionnaire that was made available online by Google. The form was distributed via direct messages on the social media platforms Facebook, WhatsApp, and Instagram from March 21, 2025, to March 26, 2025. A total of 154 people responded to this questionnaire.

The collected data were analyzed using the Structural Equation Modeling (SEM) method, applied through SmartPLS software, and using the SPSS program, we analyzed and presented the distribution by gender, domicile, and age group in a table.

#### 4. Results and discussions

According to the data in Table 1, there is a balanced distribution of genders, with a slight predominance of female individuals. This aspect provides the premise for a diverse analysis of viewpoints related to remote work, as the specialized literature (Dabija, 2010) indicates possible differences in the way individuals adapt to remote work based on gender, related to social roles, family responsibilities, and the perception of the workspace. Regarding the place of origin, the majority of respondents come from urban areas. This situation is due to the fact that digitalization is higher in cities, and that telework activities within organizations are predominant in urban areas compared to rural ones, with companies that resort to such possibilities usually being in the service sector. The urban environment also offers increased access to the technological infrastructure necessary for carrying out telework activities.

The distribution by age group is relatively homogeneous, with a significant proportion of young people (18–25 years) and active adults (41–60 years), two socio-professional categories that reflect both flexibility and experience in adapting to new working conditions. Adults appreciate telework as a way to save time and resources, while young people are often familiar with digital technologies and are more inclined to work remotely.

A stratified approach to the analysis is possible due to the sample structure. It also provides the necessary context for understanding how socio-demographic variables influence perceptions, attitudes, and behaviors related to telework.

**Table 1.** Caracteristicile socio-demografice ale eșantionului

Age group	Gender	Residence	Number	Gender %	Residence %	Total %
18-25	Male	Urban	22	88	71	59,5
		Rural	3	12	50	8,1
	Female	Urban	9	75	29	24,3
		Rural	3	25	50	8,1
	Total		37			100
26-40	Male	Urban	15	83,3	55,6	42,9
		Rural	3	16,7	37,5	8,6
	Female	Urban	12	70,6	44,4	34,3
		Rural	5	29,4	62,5	14,3
	Total		35			100
41-60	Male	Urban	17	77,3	26,6	21,5
		Rural	5	22,7	33,3	6,3
	Female	Urban	47	82,5	73,4	59,5
		Rural	10	17,5	66,7	12,7
	Total		79			100
60+	Female	Urban	2	66,7	1,6	66,7
		Rural	1	33,3	3,3	33,3
	Total		3			100
Total	Male	Urban	54	83,1	43,5	35,1
		Rural	11	16,9	36,7	7,1
	Female	Urban	70	78,7	56,5	45,5
		Rural	19	21,3	63,3	12,3
	Total		154			100

Source: own processing

Figure 1 presents the initial model of the questionnaire in the form of a structural model, based on the key concepts presented above and the hypotheses that link the key concepts to each other. This structural model was subsequently adapted in the SMART PLS 3.0 program by using abbreviations of the key concepts (Figure 2).

According to the model in Figure 1, we analyzed the R-squared values separately in Table 2. We examined the values of the coefficient of determination  $R^2$  and adjusted  $R^2$  for the dependent variables to determine the explanatory power of the structural model. These values show the proportion of the variance of a latent construct explained by the exogenous constructs.

Tabel 2. Defining R-squared values

Variable	R-squared	Adjusted R-squared
Autonomy	0,450	0,447
Effects	0,214	0,209
Efficiency	0,689	0,685
Performance	0,666	0,659
Satisfaction	0,768	0,759
Support	0,337	0,332

Source: own processing

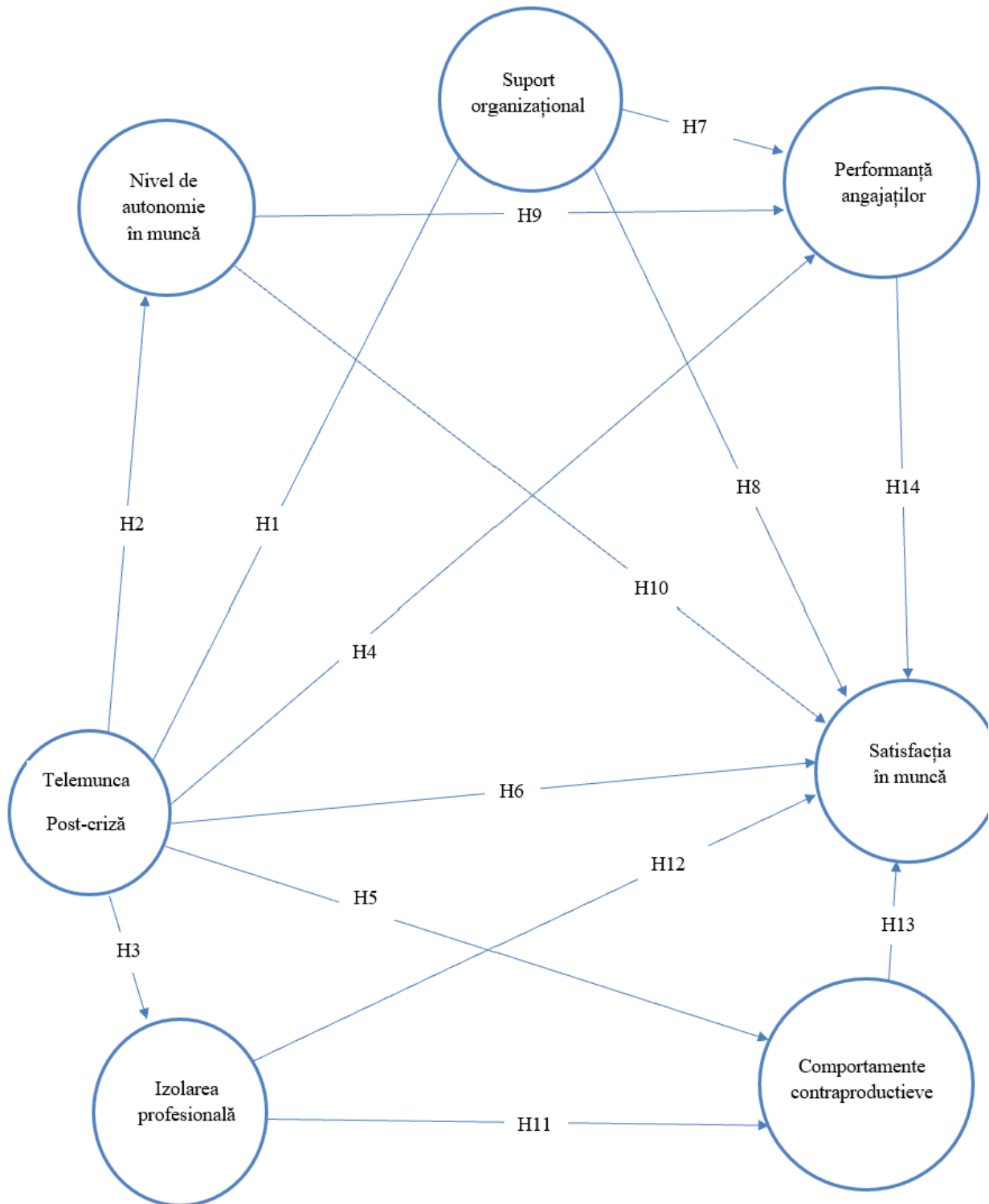


Figure 1. Structural Model of the Research

Source: own processing

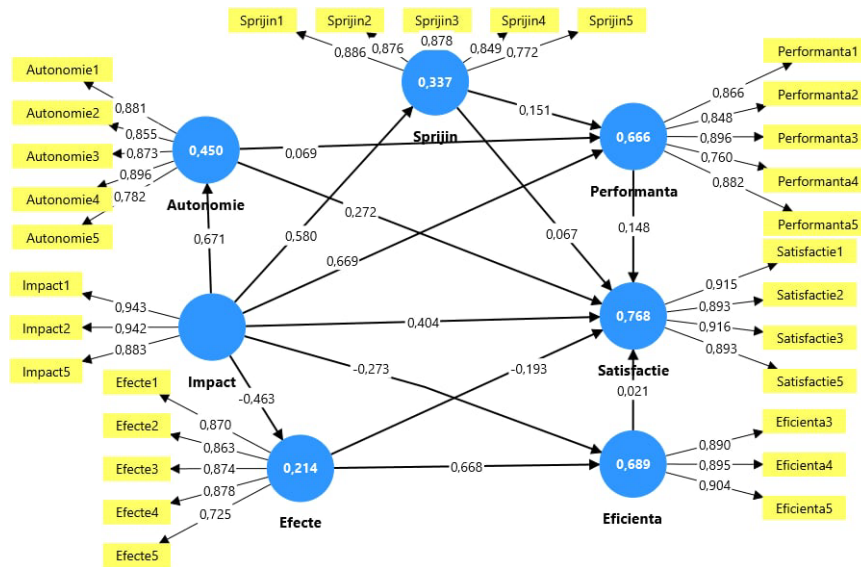


Figure 2. Structural Model of the Research in SMART PLS  
Source: own processing

Regarding the direct relationships between constructs, these were examined using the structural equation model, as shown in Figure 2. The T-values, direct path coefficients, and P-values are presented for each considered relationship. These values provide a way to determine the statistical significance of these influences.

#### Hypothesis H1 – Rejected

Hypothesis H1 assumed the existence of a positive influence of autonomy on employee performance. The results obtained ( $\beta = 0.069$ ;  $T = 0.831$ ;  $p = 0.406$ ) indicate a non-significant relationship, leading to the rejection of the hypothesis. This result contradicts the claims of Korkeakunnas, et al. (2023), who argue that autonomy can contribute to increased performance. However, it is also highlighted that, in the absence of a clear infrastructure and an organizational culture that supports autonomous work, autonomy can generate stress or uncertainty and, consequently, poor performance.

#### Hypothesis H2 – Accepted

Hypothesis H2 assumed the existence of a positive influence of autonomy on satisfaction. The results ( $\beta = 0.272$ ;  $T = 3.567$ ;  $p = 0.000$ ) confirm the statistical significance of the relationship. This result is supported by the research of Korkeakunnas, et al. (2023), showing that decisional freedom is associated with job satisfaction, especially when employees have the opportunity to manage their time and tasks in a flexible manner adapted to personal needs.

#### Hypothesis H3 – Accepted

It was assumed that the perceived effects of telework influence efficiency. The results ( $\beta = 0.668$ ;  $T = 11.880$ ;  $p = 0.000$ ) confirm a positive and significant relationship. Awada, et al. (2021) argue that psychological and physical well-being, as well as an adequate work infrastructure (e.g., own office), can enhance the perception of efficiency in telework.

#### Hypothesis H4 – Accepted

The hypothesis assumed an influence of the effects of telework on satisfaction. The results ( $\beta = -0.193$ ;  $T = 2.953$ ;  $p = 0.003$ ) show a significant negative relationship. This result can also be explained by the conclusions of Nemțeanu, et al. (2021), which highlight that the negative effects of telework (such as isolation, stress, overwork) can reduce the level of job satisfaction, despite the advantages of flexibility.

#### Hypothesis H5 – Rejected

Hypothesis H5 assumed the existence of an influence of efficiency on satisfaction. The results ( $\beta = 0.021$ ;  $T = 0.287$ ;  $p = 0.774$ ) indicate a non-significant relationship, leading to the rejection of the hypothesis. This result contradicts theoretical expectations, which can be explained by the fact that perceived efficiency does not guarantee satisfaction if it is not accompanied by organizational support and work-life balance (Mihalca, et al., 2021).

#### Hypothesis H6 – Accepted

Hypothesis H6 assumed a significant influence of perceived impact on autonomy. The results ( $\beta = 0.671$ ;  $T = 13.856$ ;  $p = 0.000$ ) confirm this relationship. According to Nemțeanu, et al. (2022), employees who feel their work has an impact tend to perceive a higher level of autonomy and control over their activity.

#### Hypothesis H7 – Accepted

The hypothesis assumed a negative influence of impact on perceived effects. The results ( $\beta = -0.463$ ;  $T = 6.039$ ;  $p = 0.000$ ) confirm this negative link. Although seemingly contradictory at first glance, the result can be explained by the fact that a high impact can be associated with intense tasks, pressure, or even cognitive effort, which can affect the positive perception of the effects of telework (Nemțeanu, et al., 2021).

**Hypothesis H8 – Accepted**

Hypothesis H8 assumed an influence of impact on efficiency. The results ( $\beta = -0.273$ ;  $T = 4.432$ ;  $p = 0.000$ ) indicate a significant negative relationship. This result can be understood in light of the findings of Awada, et al. (2021), which show that a high impact can imply sustained effort or pressure, leading to the perception of lower output.

**Hypothesis H9 – Accepted**

Hypothesis H9 assumed a positive influence of impact on performance. The results ( $\beta = 0.669$ ;  $T = 8.672$ ;  $p = 0.000$ ) confirm this relationship. The studies of González-González, et al. (2022) show that when employees feel their work matters and has an impact, they are more motivated and perform better.

**Hypothesis H10 – Accepted**

Hypothesis H10 assumed an influence of impact on satisfaction. The results ( $\beta = 0.404$ ;  $T = 4.434$ ;  $p = 0.000$ ) support the hypothesis. The perception of a high impact is a motivating factor that contributes to job satisfaction, as also shown by the analysis of Mihalca, et al. (2021), which associates the perception of the significance of work with a general positive state.

**Hypothesis H11 – Accepted**

The hypothesis assumed that impact influences organizational support. The results ( $\beta = 0.580$ ;  $T = 9.595$ ;  $p = 0.000$ ) confirm this relationship. Nemțeanu, et al. (2022) argue that the perception of a high impact is often accompanied by a feeling that the organization provides the necessary resources for the work to be effective.

**Hypothesis H12 – Rejected**

Hypothesis H12 assumed a positive relationship between performance and satisfaction. The results ( $\beta = 0.148$ ;  $T = 1.472$ ;  $p = 0.141$ ) indicate a non-significant relationship, leading to the rejection of the hypothesis. This finding is interesting, as performance does not appear to be a clear predictor of satisfaction. The literature (Nemțeanu, et al., 2021) suggests that the lack of support or the stress associated with performance may blur the direct link with satisfaction.

**Hypothesis H13 – Accepted**

Hypothesis H13 assumed that organizational support positively influences performance. The results ( $\beta = 0.151$ ;  $T = 2.086$ ;  $p = 0.037$ ) confirm this relationship. According to Nemțeanu, et al. (2021), support from colleagues and managers plays an essential role in sustaining performance in the context of remote work.

**Hypothesis H14 – Rejected**

Hypothesis H14 assumed a positive relationship between organizational support and employee satisfaction. The results ( $\beta = 0.067$ ;  $T = 1.085$ ;  $p = 0.278$ ) do not confirm statistical significance, leading to the rejection of the hypothesis. Even though organizational support is essential, in the current context (post-pandemic), satisfaction seems to be more strongly influenced by other factors such as autonomy, task clarity, or work-life balance (Nemțeanu, et al., 2022).

Ultimately, out of the 14 hypotheses that were formulated, 10 were accepted based on statistically significant coefficients. This demonstrates that the model is sufficiently robust to explain the relationships between the constructs. Furthermore, the rejected relationships offer points for reflection for theoretical revisions or future research.

## 5. Conclusions

By creating and testing a complex model that reflects the effects of telework on organizational and behavioral variables, this paper contributes to the specialized literature. The research offers an in-depth understanding of how employees' counterproductive behaviors and their performance are affected by post-crisis telework, integrating elements such as autonomy, organizational support, professional isolation, and job satisfaction. The legitimacy of some theoretical relationships less studied in the current literature in Romania is strengthened by the confirmation of 10 of the 14 hypotheses that are empirically validated.

The results of this research provide organizations with valuable information regarding human resource management in telework. Managers should understand that organizational support and perceived autonomy are factors that determine how satisfied people are and how well they perform. At the same time, the harmful consequences of professional isolation draw attention to the importance of maintaining team cohesion and strengthening internal communication. Consequently, companies wishing to adopt sustainable hybrid models should focus on digital infrastructure, empathetic leadership, and balanced policies of flexibility with structural support.

The paper presents certain limitations, which can be addressed in future studies. Firstly, the results cannot be generalized to the entire active population, as the sample used is one of convenience. Furthermore, the use of a cross-sectional design limits our ability to understand causal relationships and variations over time. Although statistically valid, the research instrument can be improved by adding additional variables, such as the level of perceived stress or work-life balance; these variables may play a mediating or moderating role in the examined relationships.

Other limitations worth mentioning are related to the collection of questionnaire responses from respondents. Starting in March, people became very suspicious about receiving messages, especially in the form of a link as the questionnaire for this paper was presented. For this reason, many people either refused to open the sent link or ignored it. Receiving fake phone calls, fake emails, and other social media platform messages created a state of fear in people of losing their accounts or even more, money or personal data from their phones. Due to these reasons, the number of respondents to the questionnaire was lower than initially anticipated.

Future research will be able to follow the dynamics of adaptation to telework over time using a longitudinal or qualitative approach based on the results. Expanding the sample to more industrial sectors and including workers from rural areas, where telework infrastructure may vary, would also be beneficial. Differentiated analysis by gender,



generation, or hierarchical level, as well as testing organizational interventions aimed at reducing counterproductive behaviors and improving workplace performance in remote settings, are examples of additional guidelines.

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