‘'Master in Business Administration (MBA)''

Postgraduation Dissertation

‘'Teleworking: A new form of work in the 21st century''

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Patra, Greece, July 2021

«Teleworking: A new form of work in the 21st century»

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Abstract

The object of this work is the study of "Teleworking" as a new form of employment in the 21st century. Both the flexibility required in working relationships and the rapid growth of information and communication technologies, have the effect of acting as a catalyst at the level of labor relations of the economy and society. The aim of this work is to investigate whether teleworking can help businesses increase the competitiveness and promote this form of employment in a framework that ensures the protection of the worker and the quality at work so that it becomes profitable for business, the employee and society. At the same time it is attempted the investigation of the necessary conditions for its spread application of telework in Greece so that they can be utilized the benefits it offers. The methodology to be used for this work consists of the use of primary sources (research, EU texts) and secondary (books, magazines, Internet).

Keywords

Teleworking, teleworker ,employement, research

Περίληψη

Το αντικείμενο αυτής της εργασίας είναι η μελέτη της "Τηλεργασίας" ως μια νέα μορφή απασχόλησης στον 21ο αιώνα. Τόσο η ευελιξία που απαιτείται στις εργασιακές σχέσεις όσο και η ταχεία ανάπτυξη των τεχνολογιών πληροφοριών και επικοινωνιών, έχουν ως αποτέλεσμα να λειτουργούν ως καταλύτες στο επίπεδο των εργασιακών σχέσεων της οικονομίας και της κοινωνίας. Ο στόχος αυτής της εργασίας είναι να διερευνήσει εάν η τηλεργασία μπορεί να βοηθήσει τις επιχειρήσεις να αυξήσουν την ανταγωνιστικότητα και να προωθήσουν αυτήν τη μορφή απασχόλησης σε ένα πλαίσιο που διασφαλίζει την προστασία του εργαζομένου και την ποιότητα στην εργασία έτσι ώστε να γίνει κερδοφόρα για τις επιχειρήσεις, τους εργαζόμενους και την κοινωνία. Παράλληλα επιχειρείται η διερεύνηση των απαραίτητων συνθηκών για την εξάπλωση της τηλεργασίας στην Ελλάδα, ώστε να μπορούν να αξιοποιηθούν τα οφέλη που προσφέρει. Η μεθοδολογία που θα χρησιμοποιηθεί για αυτό το έργο συνίσταται στη χρήση πρωτογενών πηγών (έρευνα, κείμενα ΕΕ) και δευτεροβάθμιας (βιβλία, περιοδικά, Διαδίκτυο).

Λέξεις - Κλειδιά

Τηλεργασία, τηλεργαζόμενος, απασχόληση, έρευνα

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Introduction

As early as the middle of the 20th century, flexible forms of work adapted to the needs of the employee began to appear. One such form of work was teleworking, which took on great proportions and became famous early on. (Vlassopoulos, 2005)

It was quickly adopted by companies which both they and the employees were positive in its implementation. Businesses on the one hand saw the benefits of such a form of employment as lower costs and increased employee productivity. employees in turn saw the positive effects such as the balance between personal and work life but also the flexibility of working hours. (Gray M., Hodso N., Gordon G.,1993)

In Greece, teleworking did not experience the development of other countries. It made its appearance in the context of the pandemic, giving it an opportunity to develop into this part. With the percentage having increased tenfold, it seems that the public and private sectors have adapted and are trying to evolve, managing to establish themselves even after a pandemic. (Vlassopoulos, 2005)

The purpose of this dissertation is to present the theoretical background of teleworking by defining it and highlighting its characteristics and types. In addition, an effort is made to market the positive and negative effects in 4 different areas such as the employee, business, society and the environment. Then there is an extensive reference to the types of telework, the criteria for its implementation, the parameters that must be taken into account but also to the legislative framework of both Greece and the European Union.

The last section presents the results of a survey of people who have been employed or are employed by teleworking. Through a questionnaire, people were judged to answer questions related to my dissertation, confirming or refuting its theoretical framework.

1. Theoretical framework of teleworking

In the first chapter we come into first contact with teleworking. Through history we observe the route it has traveled.Thus, we understand the purpose of its creation, how it evolved, because in some countries it prospered more and in others not, and we observe how it has changed over the years. Then a reference is made to the characteristics that it possesses and the various forms that we can encounter.

1.1   Chronology

Before teleworking was established as we know it today, we would say that it had taken its first timid steps in the early 19th century where professionals such as farmers, merchants, gunsmiths, barber shops and other specialties were remodeling their living space or construction of separate workplaces on their land in order to practice their profession. (Morgan E.R.,2004)

The radical transition took place with the industrial revolution where there was an upheaval in the field of technology. This automatically led to changes in working models and work arrangements mainly with the development of the construction sector where people due to distance lived in factories and construction zones, until the 20th century where legislation was introduced to separate living areas from industrial and commercial facilities activities. (Gray M., Hodso N., Gordon G.,1993)

A step closer to the current form of teleworking, it begins in the mid-20th century with the first ENIAC computer appearing in 1947 and being followed by the first mobile phone in 1973, the Motorola DynaTac 8000X. In particular, the last decade mentioned above, played the most decisive role for the subsequent course of telework. In particular, the energy crisis brought to the fore the large consumption of fuel required for the daily movement of workers and in combination with the then media did not know the sustainability of fuel. While all this at some point ended, the interest of the studies continued to research other benefits that arise for the employee and the company.

In 1973 in California, Jack Nilles published a book entitled 'The Telecommunications-Transportation Tradeoff', which influenced the working model of teleworking. In this book, Jack Nilles explored and studied a case where teleworking can help reduce traffic congestion and maintain the resources required. Jack Nilles is considered the father of the teleworking institution.(Nilles J.,1973)

In Europe teleworking made its debut with the term telecottage in Sweden in 1985 where it had a more local character and where it will then be adopted and implemented on a larger scale in the UK in 1989. The 90's finds it in an increase due to the new technologies that made their appearance and mainly starring the internet.

Entering the 21st century we observe a European hesitation. Only in 2009 the teleworking usage rate reached 4.3% with a decade later it hovering at 5.3%. Exceptions are Sweden, Finland, the Netherlands where the percentage is over 30%, in contrast to half and more European countries the percentage is less than 10%. Reaching today, we observe that the pandemic forces a significant portion of people to work under this new form of work where it probably came to stay.   (EIEAD,2020)

1.2   Definition

The definition of teleworking is not common in all countries. But in all cases, the definitions given are mainly based on two key components that characterize: the provision of work, in whole or in part, in a place other than the premises of the company and the execution of specific work tasks necessarily with the use of electronic devices. (Gray M., Hodson N., Gordon G., 1993)

In an attempt further define the notion, several definitions have been mentioned, citing a few.One of the most common definitions of teleworking states ''Teleworking is a flexible way of organizing work, without the need for the physical presence of the employee in the workplace throughout his working hours. The application of teleworking presupposes the frequent use of electronic information processing techniques and the extensive use of telecommunication equipment (e.g. telephone, answering machine, fax, computers with internet access), but also other advanced telecommunication services, such as ISDW, voice mail , video conferencing, call forwarding, mobile telephony, etc.''(Gray M., Hodson N., Gordon G., 1993)

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The European Commission has proposed the following definition: " Teleworking is a method of organizing and executing work, according to which a significant part of working time takes place outside the company's premises and the places where the results of work are delivered, while the work itself is performed using information technology and data transfer technology (Internet). "(Johnston P., Nolan J., 2002)

In particular, in Article 2 of the relevant European Framework Agreement, Teleworking is defined "As a form of organization and / or execution of work, in the context of a contract or relationship using information technology, which, while it could provided at the employer's premises, provided instead on a fixed basis, except of these facilities in a regular (systematic) manner ". This definition adopted by many countries (Belgium, France, Germany, Spain, Italy, Finland, United Kingdom, Norway) including our country (SEV, 2020).

In a nutshell, teleworking is that form of work that is done through the use of Informatics and new Technologies, while resulting in diversification of the traditional, geographically given place of work, because it can is provided much more flexibly in different spatial and temporal work contexts.

1.3   Characteristics

1.3.1 The independence of the location

A key feature of teleworking is that it does not depend on the workplace emphasizing on the quality and the way of working.This feature gives great flexibility in the work and serves not onlythe teleworker in the narrow sense of the employee but also the freelancerprofessional, the customer, the supplier, the employer etc. In addition, its independence from location offers the possibility of working even in marginalizedsocial groups, such as residents of remote areas or people withmotor difficulties, etc. In addition, it indirectly strengthens the locally vulnerableeconomic societies and contributes to the protection of the environment.(Grosbie T. & Moore J., 2004)

1.3.2 The use of information technology and communication technology.

An equally important feature of telework is the use of information and communication technologies. In this age, the development of technology is advancing rapidly, forcing us to keep up. We experience its results in our daily life with the information moving to all levels and directions. In other words, the teleworkers are directly dependent on modern technology for the performance of their work.This automatically leads us to acquire new qualifications, skills and knowledgewith more attention to skills related to new technologies and information technology. Also, the newcommunication policy obliges and at the same time allows its developmentability of the teleworker to communicate remotely. (Grosbie T. & Moore J.,2004)

1.3.3 Flexibility in time management

Personal time management gives teleworking a more flexible shape. The teleworker can define his work in his own time and thus arrange other cases, achieving the harmonization of work with personal and family life. Teleworking seems to be in complete harmony with the modern family structure and the rhythms of the time, as today the number of households is increasing consisting of a guardian, but also the high cost of living that forces both parents to work to improve the their standard of living. This results in the avoidance of phenomena such as workaholism or neglect at work.((Gray M., Hodson N., Gordon G., 1993)

1.3.4 The role of the teleworker is strengthened

The modern profile of the teleworker requires that he learns to manage additional work situations. The teleworkernow becomes solely responsible for planning time and manner ofwork. The teleworker therefore acquires an additional responsibility, that of himself being his own manager, in order to successfully develop his professional career. Also, this new form of work obliges him to develop qualifications and skills closely linked to new technologies so that he/she can –when needed- communicate with the wider workplace. However, we must not forget the elements of teamwork, in cases where he is called to

communicate and collaborate with his colleagues. But collaboration must be just as effective with the employer, where the classic working relationship differs as the employee performs the duties of an employee, co-worker and manager at the same time. Therefore, the teleworker is more independent, develops more qualifications and has greater responsibilities. (Vlassopoulos, 2005)

1.3.5 Expansion of the labor market

The job market is now expanding and tends to include groups that were previously considered excluded. Indicatively, people with disabilities, women with family responsibilities, such as raising a baby, elderly workers, as well as residents of isolated - highlands and island areas. Also, the use of such media helps to combat the phenomenon of isolation. Thus, a well-thought-out communication policy by the manager in combination with the existence of technological machines will have positive results. In this way, on the one hand, the concept of decentralization is promoted and promotes the tendencies of astyphilia, which is one of the biggest economic and social problems, especially in Greece. At the same time, it strengthens the local economy of the region and increases the private initiative for investments in the province**.** (Vlassopoulos, 2005)

1.4   Forms

- ➢ Home-based Teleworking
- ➢ Telework Centers
- ➢ Nomadic Teleworking
- ➢ Telecottages&Televillages
- ➢ Remote Office Teleworking
- ➢ Distance group work (distance learning, telemedicine, e-commerce and distance research)
- ➢ Tele-Services

2. The results of telework

In the second chapter, the positive and negative results of the teleworking application are presented. The analysis was done by taking three different areas, trying to see the issue from every point of view. The first area is the employee where we report in detail the benefits and effects it has both on his personal life and at work. the second sector is the company itself where it outperforms the advantages but also faces some challenges. Finally the society which is analyzed in the social, economic and environmental part.

2.1 The results of telework in business

2.1.1 Advantages

When a company decides to partially or fully adopt teleworking, it expects the same or even greater results than in-work.

One of the benefits for the company is that they remain unaffected by external disturbances. such cases may be uncontrollable data, such as transport strikes, weather conditions, natural disasters, etc., which do not affect the daily workflow, ensuring work efficiency.(Morgan E.R.,2004)

Another positive that employers notice is the significant reduction in operating costs. It is understandable that the larger a company is, the more it has to spend in terms of workspace, equipment, operating costs of facilities, etc. (Morgan E.R.,2004)

In addition, it is observed that through this type of work we have greater flexibility and better business management. Companies that apply this type of work have the opportunity to reach more distant markets by increasing their profits and purchasing power. While in some cases tax exemptions are achieved as the headquarters of the company is not binding. As far as the human resources are concerned, it is more flexible in terms of its schedule, adapting it possibly to its own program, as a result of which the work is secured, as well as the avoidance of any leave for extraordinary issues that arise.(Pyoria P.,2011)

On the positive side it could be to improve the relationship between the teleworker and the employer. This strict framework seems to relax with the employee taking on additional administrative duties. In addition, in terms of staff, companies gain another advantage in that they exceed their agricultural boundaries in finding human resources by eliminating any distances. But they are also given the opportunity to retain staff in the event of an official leaving a different place of residence.(Eddlessn K.A & Mulki J.,2017)

The opportunities that can be presented to businesses through teleworking are: (Morgan E.R.,2004)

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- ➢ Reduction of production costs
- ➢ Increase productivity, as one can be more efficient in one's own space than the company
- ➢ Easier to find staff
- ➢ Finding cheaper staff
- ➢ Increasing competitiveness
- ➢ Capital increase for investments derived from the reduction of operating costs

2.1.2 Disadvantages

On the other hand there are downsides that the employer has to manage.
.
One of the major drawbacks of teleworking has to do with data security. There is a high probability that a large percentage of business data will be lost. This is mainly due either to the misuse by the employee or to the fact that he does not have the appropriate technological equipment for their storage. This can be partly addressed by properly training staff and having some kind of back up for proper data storage.(Morgason V.J,Mayor D.A.,Obir K.L.,Verive J.M. & Heelon M.P.,2010)

This in turn leads to two other disadvantages, one has to do with staff training and the other with equipment support. When it comes to training, many people need immediate guidance and control to train on a new subject while newcomers would benefit more from training in an organized work environment and experiencing interaction with colleagues. in case of a technical problem the employee will not be able to perform while the treatment of the problem will require specialized personnel who due to distance will not be able to intervene immediately. .(Morgason V.J,Mayor D.A.,Obir K.L.,Verive J.M. & Heelon M.P.,2010)

Finally, teleworking could not but have a negative impact on the management of human resources. First of all, there will be reduced activity and communication with colleagues, which leads to a more solitary work than to a unifying, team spirit of cooperation that is mainly promoted by companies. Added to this is the difficulty of finding staff who either do not know the specific type of work or do not want such a job. As for the existing staff, the concern for the management of the performance of the staff comes to the fore. (Morgason V.J,Mayor D.A.,Obir K.L.,Verive J.M. & Heelon M.P.,2010)

The threats that appear for the employer are: (Morgan E.R.,2004)

➢ The non-control of the final product or service that can be passed from the employee to the customer.

➢ The employer can not control delays in the production process as it exists outside the company.

➢ The employee can easily accuse the company of violating his personal data or space.

2.2 The results of telework on the employee

2.2.1 Advantages

Teleworking is a form of work that offers the employee the flexibility of his work and personal life.

It is indisputable that one of its benefits is the time and cost savings from transportation. In large companies, the phenomenon is observed that the employee is forced to spend many hours in order to get to work either due to long distances or due to traffic jams. this has an impact on the productivity of the employee as well as money he spends to cover his long commutes. This is automatically eliminated with teleworking, with the employee making creative use of his time and saving a significant amount of money.(Eddlessen K.A. & Mulki J., 2017)

The other characteristic benefit of teleworking is that it offers the employee greater flexibility on a personal level. That is, the employee has the option to adjust his schedule according to his personal obligations. This is how the best organization of their time is achieved and this has the effect of harmonizing work and personal life. especially in the case where member of the family requires care such as younger children or the elderly.
In addition, teleworking offers more options for finding work. Distances are eliminated with the range for work growing dramatically. Employees gain more control without being spatially limited at least. In this context, it is possible for people either living in isolation or due to mobility problems to enter the workplace experiencing one of the human rights. (Morgan E.R.,2004)

Finally, in all of the above, the most concentrated work could be mentioned. The employee works in a calmer and more intimate space without interruptions that may occur during work. In addition, they do not feel any control that the administration may exercise over them as well as avoid any friction with colleagues. All this contributes to the increase of the feeling of freedom and initiative, ability for self-expression, self-esteem and satisfaction from work. (Morgan E.R.,2004)

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Through teleworking, some opportunities are created for individuals such as:

➢ Income increase in case a second job can be combined

➢ Expansion of professional horizon and abroad without movement

➢ Finding work in social groups that were excluded

2.2.2 Disadvantages

In any case, every situation involves some risks that the advantages can disappear.

In this case a risk that lurks is the employer to lose the subway and reach the limits of workaholism either because it is imposed on him by the employer or by choice. Thus experiencing a situation where all days of the week he works losing holidays, Sundays, holidays and other time periods that are considered non-working.(Telework Exchange GSA,2006)

Another danger the person faces is the difficulty in separating personal and professional life. The home area becomes its working environment which can cause it difficulties and lead it to lack of concentration affecting its productivity and the extent and result of its work. Therefore employees should be able not to be affected in to a large extent from events that will take place inside the house setting limits and staying focused on its working hours. .(Eddlessen K.A. & Mulki J., 2017)

To the above he can add that there is a difficulty in the evaluation and development of the individual. Moving away from the immediate work environment results in the employee being evaluated solely by the outcome of his or her work without taking into account additional factors.this makes it impossible to slow down the employee either through pay or through some hierarchical promotion.

In all the person is isolated and loses contact with colleagues and superiors. It may be mentioned above the frictions that colleagues can create but in any case at the same time the positive interactions between employees such as the exchange of information, support, mutual understanding are lost. As for the bosses, the climate of trust that existed due to

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misunderstandings or untruths is lost. This can directly affect the psychology of the employee who begins not to associate with people but also by extension the performance in his work. .(Eddlessen K.A. & Mulki J., 2017)

Another important part of teleworking has to do with delay or loss of productivity due to technical problems. The employee works through personal machines which are not often checked by a specialist to avoid technical problems. It is a factor on which the course of work directly depends and is the key to teleworking. (Eddlessen K.A. & Mulki J., 2017)

Finally, the employee may feel that his or her personal life is being violated. For example, if a work inspection is carried out, the employee may be considered as violating personal space, or through teleconferences, persons or situations may appear that expose his personal data.

Additional threats to the individual can be considered as follows: (Morgan E.R.,2004)
  ➢ isolation from other family members and the wider social environment
  ➢ fewer career opportunities
  ➢ reduced pay as it is a type of work that is paid by the result and not by the hours
  ➢ due to the unprotected area of the house from noise
  ➢ and other exogenous factors, teleworkers lose their concentration
  ➢ non-participation in trade union events in which defenders of labor rights

2.3 The results of telework in the society

2.3.1 Advantages

Referring to teleworking which tends to become part of our lives, we could not mention how it affects society itself with the main goal of fighting unemployment.

In the age we are experiencing teleworking is a helper in creating new jobs. This technological development that we have been experiencing intensely in recent years has resulted in the creation of many new small businesses that offer jobs and at the same time increase competitiveness. It should be emphasized that the new requirements of the time

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lead companies to invest in common technological achievements, pushing the workforce to be trained in them and to develop new skills. (Morgason V.J,Mayor D.A.,Obir K.L.,Verive J.M. & Heelon M.P.,2010)

An isolated part of our society are the isolated individuals where through this type of work it is possible to join the active potential. To this part of society belong mainly women who are limited due to family obligations, people who face a health problem or older people who face a difficulty in moving. So in these fellow human beings they gain their lost self-confidence and feel that they offer as members of society.(Eddlessen K.A. & Mulki J., 2017)

In combination with the above, it is important to emphasize the crucial importance of technology and through this teleworking to people with disabilities. The rapid advancement of technology we notice that it offers various ways of developing communication such as the conversion of audio into text but also the general use of various applications or internet access. Thus, these individuals acquire a purpose, cease to live on minimal financial support through allowances, and are actively involved in society.

Since we are talking about isolated categories of people in society, the decisive importance of teleworking for the equality of the two sexes must be mentioned. In a percentage there is the perception that it is difficult for a woman to combine motherhood with work, as a result of which she does not hold so many positions of power in the workplace. This comes to change with the woman being more flexible to combine her obligations even in the maternity leave or maternity leave she is forced to be absent from the workplace. (Morgason V.J,Mayor D.A.,Obir K.L.,Verive J.M. & Heelon M.P.,2010)

In addition, it is important to emphasize that teleworking promotes a return to nature and the countryside. One of the reasons astyphilia grew was the more choices at work. this comes to change with the possibility that teleworking gives you to live even in the most isolated areas near the countryside. These results in people having a better quality of life, there will be a new agricultural distribution and it will help the big urban centers to

become more sustainable.(Morgason V.J,Mayor D.A.,Obir K.L.,Verive J.M. & Heelon M.P.,2010)

Finally, in another important part of society that will have an impact is the environment. Reducing the use of vehicles to prevent to some extent pollution, traffic congestion, roaring noises giving a breath of fresh air to cities and ensuring a sustainable future for members of society.

As in individuals and employers, so here we find opportunities as they are: (Morgan E.R.,2004)

> ➢ strengthening the economy
> ➢ combating unemployment in vulnerable groups
> ➢ existence of demand and supply of specific specialties

2.3.2 Disadvantages

Clearly the benefits of teleworking in society are many, but there are also downsides to currency.

Modern technological means create a condition for the employee to lose his primary importance.The companies, seeking everything and more to reduce their operating costs, propose to replace the work of a group of people with few people and with advanced technological means.So businesses close one after the other with employees being driven to unemployment.(Pyoria P.,2011)

Professions that start and disappear due to their uselessness also belong to the same antipode. Brokers, travelers, agents, and any other professions that the intermediary did lose their substance as the consumer now has the opportunity to speak directly with the company where there are teleworkers who meet his needs. (Morgason V.J,Mayor D.A.,Obir K.L.,Verive J.M. & Heelon M.P.,2010)

In all this climate, the attempt to eliminate labor rights is added.In a global effort to find cheap labor in third countries, the wage scale, working conditions, human rights are being leveled, pushing workers to come to terms with an immoral situation.

The threats posed by teleworking are: (Morgan E.R.,2004)

- ➢ unemployment cover
- ➢ acquired labor rights are lost
- ➢ There is a risk of relaxation of the existing structure at work

3. Implementation of Telework

Before a company reaches the point of implementing teleworking, it must first assess the current situation in which it finds itself and take into account some criteria and certain conditions that it and the teleworker must meet.

3.1 Feasibility study

Going through this intense situation, one could characterize teleworking this period as a pilot program that will offer experience, know-how and will contribute to its implementation mainly in companies that I have not made any substantial preparations for its adoption. In essence, it will help to create a guide for teleworking, in which the forms it can take, the steps it must follow and a positive result that will be obtained by both the teleworker and the employer.

Without this guide, it is necessary for a company to take into account some parameters before adopting telework. one such parameter is to have a feasibility study. That is, a company must evaluate its current situation and weighing both the benefits and the costs that will have through it, to decide whether or not to adopt it. Also, the existence or not of the board of directors plays a role in all this to the convergence of decisions as well as to the human resources to what extent he wants such a job and to what extent he is suitable for such a job.(Igoumenidis T.,2011)

3.2 Conditions for implementation

Another important aspect is the subject of employment. Work that requires more mental concentration has been shown to perform best when the employee is working in their personal space away from the noisy work environment. It should also be borne in mind that the work must be organized in such a way that it does not require daily personal contact with either colleagues or the employer and is limited to periodic meetings. This automatically changes the criteria for evaluating its effectiveness.

Another parameter has to do with the suitability of teleworkers. This problem guarantees that employees in addition to the main qualifications of their recruitment, must also have technical qualifications, meaning to be familiar with the use of technology in a work context. to this comes the organizational skills he should have. Skilled in organization and planning play a major role as well as time management, problem solving, as we did not forget that a teleworker will work without direct supervision. Thus, the appropriate

teleworker should also have personal characteristics such as self-discipline, reliability, communication skills and adaptability.(Bumerous A.,2012)

In addition, the suitability of the equipment is important. The type of equipment to be provided to the teleworker depends on his location. However, in general, it should be provided that it requires its location in the workplace as well as a mobile phone with a personal number, computer, Internet connection, office, storage, printer and anything else necessary to carry out the work. In addition, that the employer must provide ongoing technical support in case of inability to perform the work due to technical failure.(Eddlessen K.A. & Mulki J.,2017)

It should be mentioned here that all of the above are good but it is important for the teleworker to receive the appropriate training. This is not only about skills related to his job, but also training in the role of the manager himself because he must learn to manage stress and set priorities in the execution of tasks.

Finally, what drives all of the above is the proper management system. Teleworking management requires a result-oriented system and that is why the basis must be defined from the beginning. Such as the definition of responsibilities, the delivery deadlines, the sense of security that belongs to the company and the contact with colleagues and superiors is not lost, as well as the provision of incentives which through the autonomy of the teleworker will increase his productivity.

3.3 Criteria for implementation

Referring to the above parameters application of teleworking, it is understood that there are professions that gather more application criteria.

These criteria apply to jobs that do not require daily personal contact with other people or the work environment, setting the necessary appointments on a periodic basis. Targets-results must be set with a short-term goal or the immediate delivery of the service at a predetermined time. A necessary criterion is also that the work can be done through a

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computer which is in line with the fact that the teleworker must be equipped with the necessary technological equipment. In the end, there should be flexibility of the schedule but also a method where they will evaluate the results of their work.(Comission of the European Communities,2007)

Becoming more specific, there are branches in Greece that have adopted telework with the expected response. Such professional branches are the Information and Communication Technologies precisely because they have all the required elements for its implementation. Another widely used industry is distance learning. It made its appearance mainly at the university level and in some offered seminar courses with the recent flooding of all levels of education.

Another branch that is widespread are the call centers which either promote marketing services or provide technical support, but also the banking branch where there is now widespread e-banking and other services that are offered through the internet by virtually eliminating online banking via physical presence. Almost all stores have e-shops giving the consumer the opportunity to buy as many products as he wants, with any payment method, in any place. (Bumerous A.,2012)

Of course, tourism could not be absent. Various websites flood the interested party with many promising offers and destinations accompanied by air tickets, hotels, transportation facilities, etc. Up to the telework are the Public Services /Organizations that now cover a wide range of services to the citizens entirely electronically. Comission of the European Communities,2007)

Although it is applied in many industries, in some professions it is not possible. It mainly has to do with tasks that require personal contact or it is a manual task.

4. Features of teleworking

In chapter four we present the different types of teleworking that exist by mentioning their characteristics.

4.1 Forms of Telworking

4.1.1 Home-based Teleworking

A common type of teleworking is done at home (either exclusively, or on a regular basis, e.g. 2-3 days a week). Necessary condition is that a space should be converted into a standard office and to be equipped respectively with stationery, telephone, fax, computer, modem etc. For connecting the computer to the Internet, as well as additional devices office, depending on the requirements of the job.(Morgan E.R,2004)

4.1.2 Telework Centres

Teleworking centers are well organized spaces in the form of offices which can be used by employees of various companies or by employees of the same company, but who belong to different ones sectors of work, or even by the self-employed with some basic rent. Employees have access to basic computer and telecommunications equipment. Teleworking centers are different from traditional offices.(EIEAD,2020)

On the one hand, they can be closer to his place of residence teleworker (for example, in the same neighborhood) than the offices of a company. On the other hand, the spaces of the telework centers are open, with meaning that they are used by all stakeholders. There is no,therefore, the concept of "property" that exists in their area traditional offices. (EIEAD,2020)

4.1.3 Nomadic Teleworking

The so-called "nomadic teleworkers" are mobile, without fixed space and working hours. The use of laptops and mobile telephony forces telecommuters to convert to their workplace each time the part that allows them to connect their technological equipment. They are completely free of her condition stable work base.

Nomadic teleworking mainly refers to professions which from by nature they were already traveling, such as agents salespeople, inspectors and managers or senior business

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executives, the who can benefit from the development of mobile equipment for be in constant contact with headquarters while on the way to work(EIEAD,2020).

4.1.4 Telecottages–Televillages

Telecottages are a form of telecommuting centers but they are usually located in remote areas and in small houses, which are equipped with the necessary teleworking tools. The specific form of teleworking has its roots in Scandinavia.

Their spread from the early 1980s to the present time has been rapid with result today existing over 500 telecottages throughout Europe. Their broader purpose is to strengthen it in places economy by: a) educating the inhabitants of the remote areas in teleworking and the wider area of Telecommunications and (b) absorb the youth of these areas in labor market, (c) give opportunity to existing businesses; and local organizations to have access to higher equipment technological specifications. Televillages are a more modern form of telecottages, in terms of technological equipment and capabilities. (Morgan E.R,2004)

4.1.5 Remote Office Teleworking

Here an office is used which is geographically located at a distance from the company and its other offices. Teleworkers are usually employees, the nature of whose work allows them or sometimes their forces them to stay away from their colleagues. Also, can telecommuters of this model even make up headquarters support teams with work once full and sometimes part-time, depending on the needs of the company. Mobile phones Offices are required to provide direct access to the Internet and Business Databases. (Morgan E.R,2004)

4.1.6 Teamwork from distance

Typical examples are telemedicine, distance learning,e-commerce and remote research.

4.1.7 Tele-Services

These are external services to an organization, for example secretarial or technical support remotely.

The concept of teleworking includes another concept, that of Telecommuting. The term Telecommuting refers to a form of work in which employee works partly in his office and partly from home. This term is wide enough to include these home-based employees of their own free will, for example in the evenings or on weekends, or those who work at home due to the policy of the company-employer. Finally according to the ILO (2019: 38), There are three main categories of teleworkers: a) teleworkers regular home-based teleworkers, b) regular mobile teleworkers (regular mobile teleworkers), who work in places other than places their place of residence or their employer, c) occasional teleworkers teleworkers), who mainly work on business premises and occasionally from home or elsewhere.

The above are the official types of telework that one can find in the international literature. However, the different types of contracts under which the telework is performed must also be mentioned.(Vlassopoulos,2005)

> **Full time**: This is teleworking, which is done entirely at home and exclusively for one employer. The term full-time or part-time, which will be mentioned below, does not refer to the total working hours but in the proportion of time spent on homework. Primarily, the people involved in this type of telework are people with low education, while the working relationship with the employer as well as the method of payment is not always clear. There are cases in which this type of work is performed completely unofficially without paying taxes and insurance from either of the two parties involved. (Morgan E.R, 2004)

> **Part time**: This is teleworking, which is done partly at home, and partly at the employer's premises. According to research data the people who engaged in such work are highly educated and have against employment relationship rule. (Morgan E.R,2004)

➢ **<u>Self-employed</u>**: This is teleworking, which is done at home for more than an employer. To this category belong works, which traditionally performed by freelancers (journalists, translators, designers and consultants of various categories) and work that has emerged with the development of technology (word processing, database development, etc.). By nature.This category includes employees whose employment relationship with employers are difficult to group having each one of them his own work model. (Morgan E.R,2004)

Here are some more specific separations that one can identify. One of them is the reference to the public sector where one can find it Development of telematics links between Public Bodies. Teleworking is not just about the private sector and the private sector business. Its applications will be of particular importance to the public administration as this is a place of service par excellence. Already the The Dutch government had implemented in 1990 a teleworking program for 3 days a week to employees of the Ministry of Transport. In a Municipality in London in 1982, 59 home teleworkers were hired for the purpose to process data on reciprocal charges.(Teleworking,2011)

In addition, another distinction concerns telework On-line and Off-line. In Internet teleworking, the employee is permanently connected to the employer of his network (eg ACD - automatic call delivery technology), his professional life is much more controlled through technology and he has much less flexibility in the way of organizing time. his work. In offline teleworking, the employee is usually much freer to adjust his work pace, performing his work on a personal computer and only connects to a business network when necessary. This form of teleworking occurs mainly in developers, researchers and senior business managers. (EIEAD, 2020)

Another reference has to do with how close the connection is to the employer, which is made by a group of employees, which is concentrated in a place far away from the employer. In this case, too, the development of computer science and telecommunications

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allowed the creation of such a form of work. Companies aiming to minimize the cost of their operating system have moved to installing some of their operations in places far from large urban centers, where land costs are lower than those of urban centers and where they can find available workforce (such as women) or specialized scientists who do not have the ability or desire to move to large urban centers. As a rule, the employment relationship that governs this form of cooperation is employee and therefore employees of this form avoid uncertainty and lack of collective organization.(Eddlessen K.A. & Mulki J.,2017)

Various other references, such as working outside the office. This form is a variation of mobile teleworking. This term was discovered in 1992-1993 after research by the British Ministry of Industry and Commerce. It concerns the creation of mobile offices all over the world, depending on the needs of a company. Teleworkers move from region to region and from country to country depending on business needs.(Huws U.,2000)

There is also the Neighborhood Work Center. Employees are located in the center, near their homes, which has new IT technologies. Employees can work individually or be hired by employers located some distance away. Finally, we can mention the Satellite Offices / Stores. A satellite office or branch is located close to headquarters and is rarely a stand-alone body. Work in satellite offices often involves the use of new information technologies. Electronic communication with the central office is carried out through other relevant satellites. The employees of the satellites come from the surrounding area and work for the same company. (Huws U.,2000)

5. Teleworking in the context of the EU

In the fifth chapter we present the current legal framework that is in force in Europe, following its course to date, as well as with the help of a research we record how teleworking has evolved in European countries before and after the pandemic.

5.1 The European institutional framework for teleworking

Since the 1990s, we have seen a Europe that is starting to turn its attention to the Member States implementing a common labor line in order to develop competitiveness and employment. This is stated in 1993 in the so-called White Paper on Growth Competitiveness-Employment. This is a radical reform in the context of gaining work flexibility, and for this reason the main guidelines of the White Paper focus on the development of part-time work in conjunction with new forms of work organization and time management.(ETUC, UNICE,UEAPME & CEEP,2006)

Then the introduction of new information technologies in combination with the implementation of the two pillars "responsibility combined with security" and "encouraging business and employee adaptability" in the context of the decisions of the Luxembourg Summit of the Green Paper on Labor created in 1997. According to the Commission, the Green Paper sparked a series of discussions on achieving sustainable growth with more and better jobs, while promoting a model of flexibility and security in the labor market.(Framework agreement on telework,2002)

In the context of flexibility, teleworking is included as a flexible new form of employment. Specifically, it offers the necessary flexibility to companies in terms of time management, use of space, employment of employees, employment contracts and employees in terms of time management work in the effort to harmonize work and family life. In all the above preconditions is the equal treatment of a teleworker with the employee who works in the company's facilities, ensuring their labor and insurance rights.

Thus, the issues that arose with the rights and employment conditions of the teleworkers, deemed it necessary to regulate the employment relations in the framework of telework at a European level, as a result of which the "Agreement - Framework for Teleworking" was signed on 16/7 /2002. This agreement covers both the private and public sectors, enabling employers to modernize the organization of work and employees to achieve a work-life balance. In addition, the Agreement is flexible and adapts to the needs of each social

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partner, enabling it to be adapted or supplemented in a way that does not affect the rights of the other Member States. The Agreement includes issues such as the voluntary nature of teleworking, the regulation of employment conditions, the protection of personal data and privacy, equipment, health and safety, the obligation to provide the necessary written information to the teleworker, the organization of employment, teleworker training and their collective rights. (ETUC, UNICE,UEAPME & CEEP,2006)

It should be emphasized that the Agreement reflects the voluntary nature of teleworking for both the employee and the employer. In a job position, the employee can start working through telework or emerge along the way. the employee is in a position to refuse or accept the offer. in the case of acceptance the initial contract of the employee does not change as the only thing that differs is the way in which the work is carried out. Finally, it should be noted that the transition to teleworking is reversible either at the request of the lover or the employer. (ETUC, UNICE,UEAPME & CEEP,2006)

5.2 The development of teleworking in EU countries

With regard to the situation in which Europe finds itself in the implementation and adoption of teleworking, it should be noted the great variation in use rates brought about by the pandemic. In the Figure 1.below, a survey conducted by Eurostat in 2020 in view of a pandemic, presents a comparison between 2009 and 2019, ie in a decade, which change, and then in the next Figure 2., the use of teleworking by country is presented in the context of Covid.(EIEAD,2020)

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Figure 1.
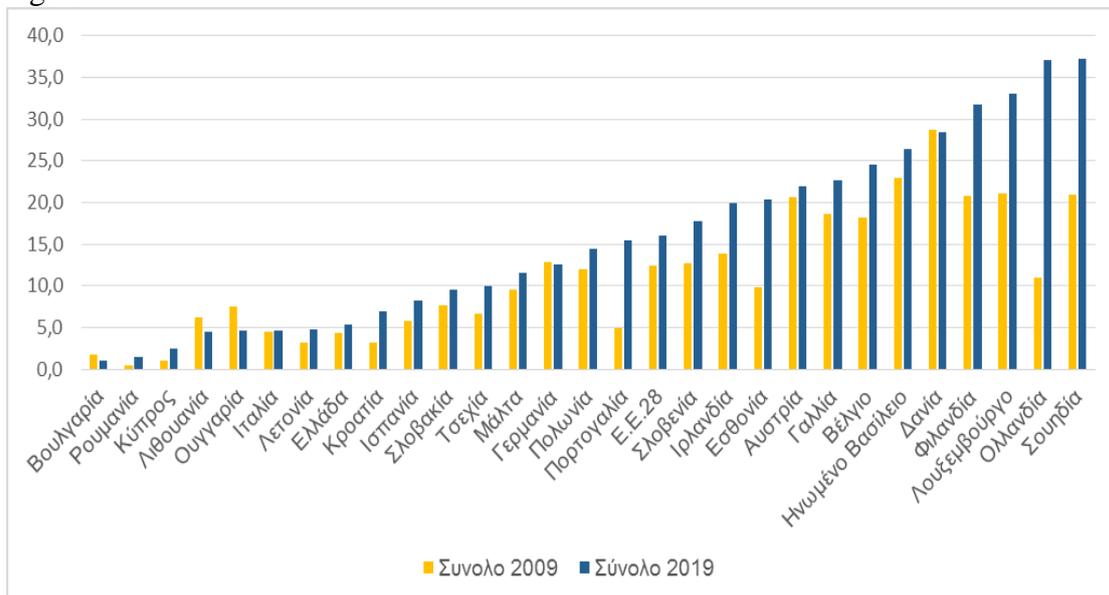
*Resource:Eurostat,base of data lfsa_ehomp*

Looking at Table 1, we realize that the use of teleworking by country is moving in the same context. That is, countries that used it frequently, such as the Scandinavian and Central North (Sweden, Finland, Denmark, Great Britain, the Netherlands, Luxembourg) maintain high percentages. Compared to the mediation of a decade, it is worth noting that Denmark with the highest percentage in 2009, in 2019 to be ranked fourth with Sweden and the Netherlands competing for the first place and the rest that completes the top five to increase the number of issues.

In an average situation with a great improvement, however, within a decade, Portugal scored 5% to 15%, where it tripled the percentages and Estonia doubled them from 10% to 20%. The rest such as Germany, Poland, France, Austria being in the same percentages. Finally, in percentages less than 5% we find hives mainly from the Balkans and the Mediterranean.

Figure 2.*Resource:Eurostat,base of datalfsa_ehomp*

PERCENTAGE (%) OF EMPLOYEES IN THE EU ENTERED A TELEWORKING REGIME AS A RESULT OF THE CRISIS COVID-19
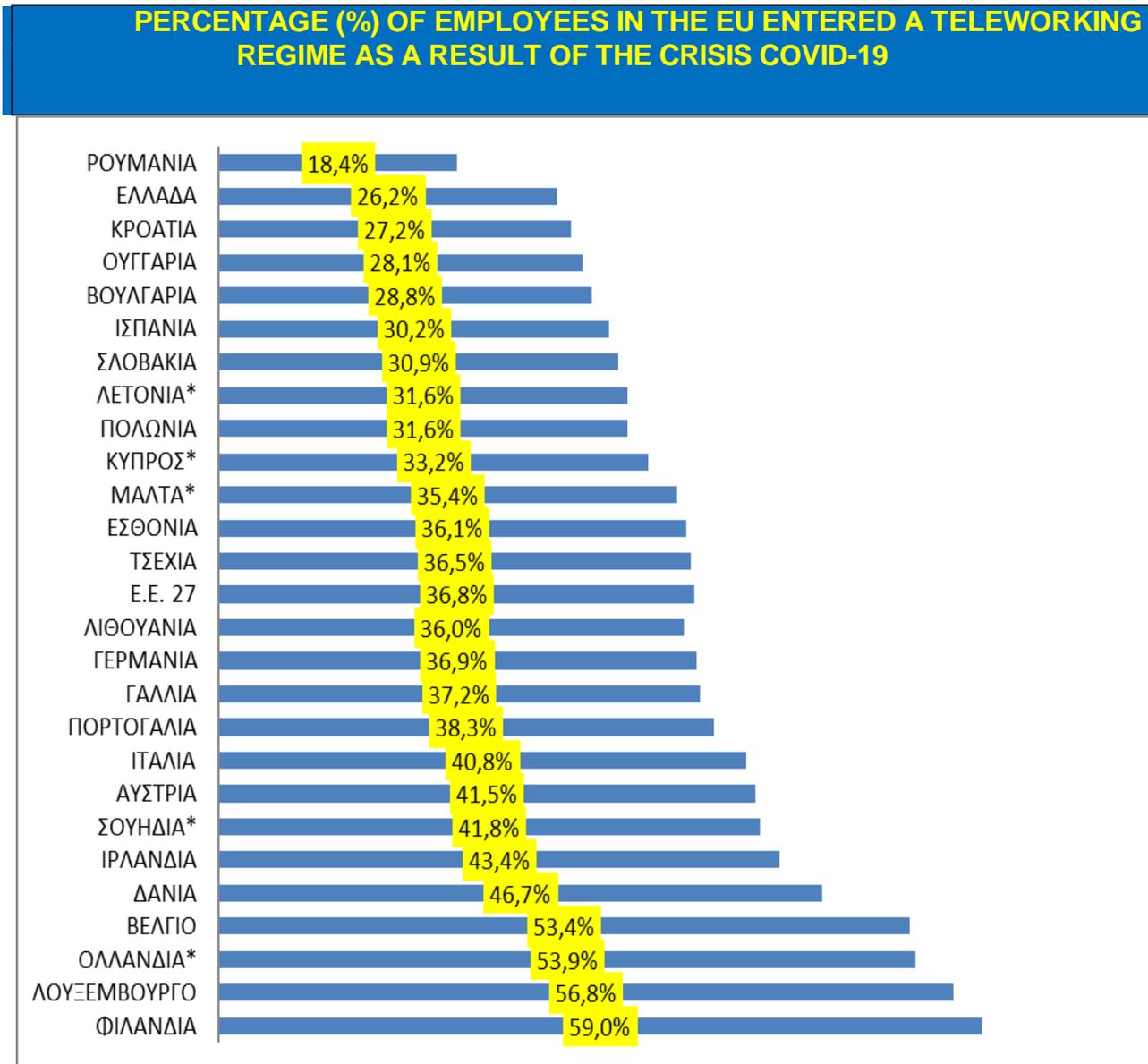
In the above Figure 2. is the prevailing situation of countries with the beginning of the pandemic. In the countries with high percentages we already see an increase of up to 60% with Finland, while within 50% belong Luxembourg, Holland and Belgium. With the other countries doubling their percentages and others where only 5 % was working through teleworking now the percentage reaches 30% as we observe in Cyprus, Poland, the Czech Republic, Lothian.

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In general, it is observed that the countries of the European Union are moving at a fast pace, but significant deviations are noted mainly in the initiatives taken by each country but also due to the factors that push its development. Countries such as the Nordic countries, Denmark, the Netherlands and the United Kingdom, are considered pioneers in the genre mainly because of the advanced technologies, their developed economy and their legal framework.

In contrast to the northern countries, the southern countries are even more attached to the family where there is a strong lack of personal space for work through the house. Subsequently, the Mediterranean countries show the lowest rates of use of telework due to the lack of technological means, the management of a company, the regulatory framework and in general the mentality of the inhabitants of these countries.

As mentioned above, a very important role in the development of telework depends on the factors that influence or not in its development. A key factor is the degree to which states are integrating into the Information Society following government initiatives, as well as the degree to which technology and the media have penetrated both businesses and homes. An example is Denmark where the government applied a tax exemption to employers who would provide computers to employees for private use, thus gaining access to the Internet and computer use.

Other important factors are transport, the environment and spatial planning. In large urban centers, spatial factors dictate teleworking to reduce traffic congestion and protect the environment. In addition, countries where, due to geographical morphology, consist of remote areas, teleworking was a lifeline. Finally, it is worth noting that teleworking puts people who belong to specific categories back into the game of work, such as the THINK program where it gave people with disabilities to work and the IBM German program WABE, which supported women through teleworking. I could not work with a physical presence on a company premises.(Weinβbach H.,2006)

Finally, another important factor has to do with trade union action in each country. that is, organized trade union actions to raise public awareness as well as to support and promote

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labor issues in defense of the employee himself. This in turn leads to the modernization of the institutional framework in terms of establishing telework as a flexible form of work but also to the social acceptance of such a form of work .(Weinβbach H.,2006)

6. Teleworking in Greece

Chapter 6 presents the current situation of Greece in terms of technology and teleworking, its legal framework in force in Europe, the prospects of teleworking for further development in Greece and some suggestions that show the .

6.1 Current situation

Given the particular situation we are experiencing, we would have to observe the evolution of telework before the pandemic data and reaching the current situation in the middle of a Covid.

According to the Eurostat survey, as shown in Table 1 previously expanded, Greece has one of the lowest teleworking rates in Europe. Compared to 2009, the percentage increased from 4.3% in a decade to just 5.3%. These low rates of telework use are due to the rapid technological developments that have taken place in the 21st century and to the modern organizational systems that have penetrated businesses. Referring to companies, in a survey conducted by BSE in 2018 at 831 with at least 30 employees in six different sectors of employment, the results were 1 in 4 companies that use systematic teleworking. The differentiated percentages had to do with the industries with 50% to touch the companies dealing with the digital-technological part and to follow the companies that deal with a wider part of health.

Figure 3.
 "Quantitative research in industrial enterprises on human resource development issues"July- October2018

Resource: SEV

The General Secretariat for Research and Innovation, taking into account the global research and technological priorities, the strengths and weaknesses of the Greek scientific community as well as the needs and problems of the Greek society, proceeded together with all the forces of the Ministry of Development to implement the Business

Competitiveness Plan 2000-2006, which was completed on 31/12/2009. One of the main features of the program was the upgrading of the technological capacity of Greek companies, the development of entrepreneurship and the creation of new jobs.(SEV,2017)

Technological Innovation and Research were one of the eight priorities of the Business Competitiveness Plan. One of the main directions of the policy in this field for the period 2000-2009 also concerned the Strengthening of Research and Technological Development Activities for Competitiveness.

During the period 2007-2013, Research, Technological Development and Innovation actions are implemented within the Competitiveness Operational Program OP II. The actions aim at strengthening the cooperation between the research and business community "COOPERATION", the strengthening of research , with emphasis on Small and Medium-sized, the establishment of innovative businesses (Spin off / Spin out), the development of innovative clusters, the enhancement of excellence in research, but also the support of research human resources and infrastructure. It also seeks to strengthen the Greek presence in the European and international research firm and to participate in the activities of the European ResearchArea.

Figure 4: Internet access. Percentage participation of the population aged 16-74, First quarter 2010 - 2020
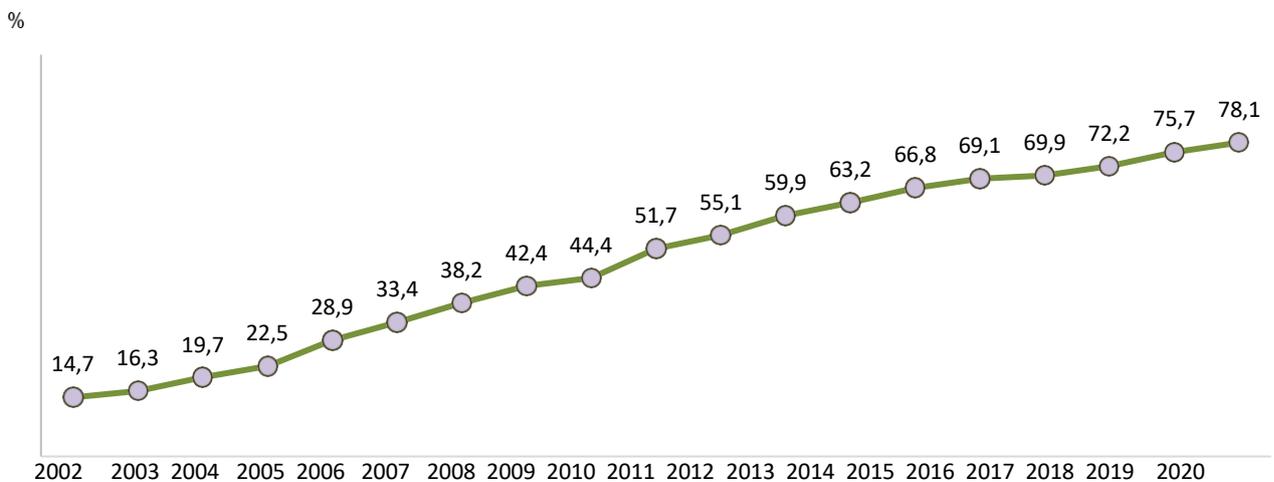
The image above shows a survey conducted by Elstat from 2002 to 2020 and depicts the access of 16-74 year olds to the Internet. Observing the percentages, one can very easily

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distinguish the spectacular progress of the Greek society and the familiarization of the population with the Internet. From 14.7% in 2002, in less than twenty years, we observe a rapid increase reaching 80% today. The companies are moving in the same direction, where according to SEPE in a survey conducted in 2013 companies with ten people and more employees, had access to the Internet at a rate of 96.5%, while the smaller companies again a high percentage of 88.1 %. In addition, large companies provided 37.8% of mobile devices to employees, as opposed to small companies, which accounted for 17%. Reaching today and based on a recent survey by Elstat in 2019, 85.5% of Greek companies use a computer with the percentage increasing slightly to 89.2% in 2020.(ELSTAT,2020)

While we observe a systematic increase in the use of the Internet since the beginning of 2002, and with the use of the Internet remaining stable even by companies already with a huge percentage from 2013 until today, we would say that Greece must face what we call digital immaturity. This digital immaturity is due to the lack of a national digital vision. There have been some fragmented digital strategies and actions that have failed to have a common denominator and direction. Instead, there was confusion between the Digital Strategy and Technology, Information Technology and Communication (ICT) projects. As a result, its real needs are overlooked by the economy and not focused on a specific digital vision. Therefore, the technologies and the use of the various European funds became an end in themselves and not a means of achieving national digital goals. In addition, there is a lack of adequate and effective cooperation between the public and private sectors. Over time, digital actions have been implemented in individual sectors of the economy, often operating at the expense of the private sector. But the public sector in turn has shown inadequacies in the digital governance model, with Greece significantly delaying the introduction and adoption of a digital governance model, which clearly defines a division of responsibilities for all stakeholders and is responsible for planning, implementation and renewal of the strategy. To all this must be added the absence of performance monitoring through indicators. Another issue is that the existing regulatory framework in Greece has not followed the rapid pace of technological progress, being a deterrent to the development of digital initiatives and actions. An illustrative example is privacy issues, which by definition should be maintained. Finally, inability to connect and achieve

synergies between companies and the education system. Both businesses and the wider education system, with a focus on higher education, have followed parallel paths, without achieving synergies in the common value base for society and the economy. There has been a clear convergence effort in recent years, but most actions are still fragmented or based on individual initiatives. .(ELSTAT,2020)

6.2 National institutional framework

In the context of Greek society, it is noteworthy that Greek law has been slow, compared to other European countries, to enact a fundamental law around teleworking, clearly defining the obligations of both employers and employees.

In the last thirty years, the Greek legislation has gone through various stages, reaching the current legislation. In the early 90 'there were some legal regulations that did not exclusively cover teleworking but also covered it, such as the provision of article 1 par. 1876/1990 for the free collective negotiations provides that the law also applies to natural persons who work in dependent conditions and need protection corresponding to that of employees, even if they are not related dependent work. In practice this means that collective agreements apply to teleworkers, and that they can specific to this category of workers, as long as they are represented by trade unions. Another aspect is the provision of article 22 of Law 1902/1990, which provides that in social security of IKA are automatically coveredby persons who are employed and principally employed in the process production and packaging of products or services in one or most companies are paid on a flat-rate basis and work in at home or in a laboratory outside the business, even if they use their own tools. The question arises as to whether its provisions apply labor law to teleworkers. Traditionally, labor law only applies to dependent employment relationships. Dependence is a legal concept and has been shaped by legal science and jurisprudence. It is considered that there is dependence of the employee on the employer when the time, place and the manner of providing the work are determined by the latter, who, with the instructions and with the supervision he exercises, supervises, guides and controls execution of the work.(SEV,2020)

A step closer to the recognition of teleworking was made with law 2639/1998 (article 1 par. 1) which defines teleworking as an informal form of employment and an effort is made to solve the problem. The recognition of telework is legally obtained from law 2639/1998 (article 1 par. 1) which defines the classification of telework as the employment relationship of teleworkers provided that the agreement between the employee and the employer for the provision of telework will not be concealed dependent employment contract if the contract is drawn up in writing and notified within 15 days to the competent Labor Inspectorate. It is also provided that the above presumption does not apply if the teleworker offers the job exclusively or mainly to the same employer. The employer is additionally obliged, in the Labor Inspectorate, a detailed consolidated list of teleworkers under the status of independent services or works, within 9 months from the publication of the above law, otherwise it is presumed that a dependent employment contract has been concluded. Another important step was taken with the integration of the European "Agreement - Framework for Teleworking" of 2002 from the General Collective Bargaining Agreement 2006-2007, an arrangement that does not cover adequacy for employees. The incorporation of the Agreement was merely an authentic transposition of the text, but did not include the regulation of specific details based on Greek law. from the form given by the parts of their employment relationship.

Reaching today, we see that the latest Law 3846/2010 article 5 is in force. The law states that when an employer draws up an employment contract for telework, he is obliged to deliver in writing to the employee, within eight (8) days, all the information referred to in execution of the work and in particular as to the hierarchical connection with his superiors in the company, his detailed duties, the way of calculating the remuneration, the way of measuring the working time, the restoration of the costs caused by its provision (telecommunications, equipment, device failures, etc.). If the contract contains an agreement for tele-readiness, its time limits and response deadlines of the employee are defined. Subsequently, if normal work is converted into teleworking, this agreement stipulates an adjustment period of three (3) months, during which either party, after a period of fifteen (15) days, the employee may terminate the teleworking. to return to his job in a position similar to the one he held. In addition, the employer assumes in each case

the costs caused to the employee by this form of work and in particular telecommunications. reimburse the cost of repairing the equipment used to carry it out or replace it in the event of a breakdown. This obligation also applies to devices owned by the employee, unless otherwise specified in the contract or employment relationship. The contract or employment relationship defines the manner of monetary restitution by the employer of the use of the employee's workplace. Collective agreements also specifyspecific frameworks for the settlement of the same issue. Finally, the employer, no later than two (2) months from the preparation of the employment contract, informs the teleworker in writing about the person and the contact details of his representatives staff in the company. .(Telework Exchnage GSA,2006)

However, it must be emphasized that there is a legislative aim to establish a single and coherent regulatory framework that will replace the current regulation for teleworking, which is fragmentary and incomplete (Article 5 of Law 3846/2010), and will incorporate, giving effect principles and best practices currently being discussed at European level for digital work. The new regulations are crucial because they will largely determine - institutionally - the quality and functionality of distance work, which is expected to be part of the work normality in the post-coronavirus era. Because telecommuting was brought to the fore by the pandemic, as a solution of necessity, but this is not the essential reason that imposes it. The reason why teleworking will continue to be a job choice in the future is digitization, this broader and multilevel process of transforming and adapting the economy, society and, of course, the world of work in evolving information and communication technologies.

The latest developments are that the latest labor bill that is ready to go to a vote in the Greek Parliament, refers to teleworking, protecting the free time and quality of life of employees, institutionalizing the right of electronic disconnection of the employee. In this way the emphasis is on the balance of personal - professional life. The right of every employee to abstain completely from the provision of work and the performance of work by telephone, electronic or digital, outside working hours and during his legal leave is legislated. In this way, the guaranteed 8 hours are protected, as well as the five-day work.

In this context, Greece becomes one of the first countries of the EU and the OECD, after France and Italy, which legislates the recognition of the right, but also the obligation to take relevant measures. For example, the ability to configure the business server so that professional e-mails are not forwarded to employees or the automatic disconnection of a connected server and the inability to reconnect it after completing the daily schedule.

6.3 Prospects for the development of teleworking

In countries such as Greece, the need for further control and development of teleworking is a need for its progress and balance at European and national level. For this to happen there must be growth prospects.

At company level, the company that wants to implement a program must plan to implement such a distinction between telework and work. This will be achieved by planning and pursuing a strategic development of information and communication technologies and providing the necessary infrastructure for teleworking to employees. At the governmental level, the steps it can take for a better future institutional framework that must prevent employers from unilaterally changing working conditions to defy the needs of teleworkers and push them to accept worse conditions than normal . This should be extended if the institutional framework for insurance coverage of new forms of work and telework, in particular, is sufficient and is supplemented where necessary to facilitate its use. In all this we must not forget that for a better future teleworkers must be included in the existing bodies of collective representation. There should be substantial government support for companies that facilitate their creation. Necessary infrastructure to be able to operate remotely with special measures (grants, infrastructure subsidies for teleworkers, etc.). Such actions to support telework at the company level give impetus to increase the productivity of the work of their employees and therefore to increase the work of companies and create demand for employment. Telecommunications charges for teleworking are one another crucial issue. The state could put pressure on the formulation of favorable and, above all, fixed tariffs for teleworking, initially for public sector teleworkers and then request an extension of the favorable tariff policy for all teleworkers. The need to extend legislation is also an urgent need for health and safety at work, to

cover new forms of work for teleworkers when working from home. Another important factor is that the education system must prepare future employees suitable for the new work culture that will contribute to its development competitiveness in the industry in the near future. Especially for the media, it is proposed to consider the creation of Counseling Centers in the respective Chambers, so that they can use counseling services and information services on flexible forms of work and teleworking of their staff. Finally, the cooperation of all stakeholders, at European and national level, is required through an extensive and ongoing social dialogue around new forms of work organization, such as teleworking, which is vital for adapting to new technologies. (Telework Exchnage GSA, 2006)

6.4 Proposals for the development of teleworking

It is obvious that teleworking appeared in Greece in the data imposed by the pandemic. However, as things stand, teleworking will continue to dominate both the private and public sectors.

One element that led us to this belief is the design of the National Plan for Recovery and Sustainability, the so-called "Greece 2.0", which mentions specific actions for the digital development of Greece, which is directly related to telework. For the digital switchover, investment and project reforms include, inter alia, the pre-installation of fiber optic infrastructure in buildings to facilitate the transition to use of fiber optic networks by businesses and households. Development of 5G network corridors on the highways of Greece. Connection of the mainland with modern submarine fiber optic cables with Greek islands and Cyprus. Digital transformation of companies, with the acquisition of equipment, cloud services and internet services, such as new electronic payment technologies, remote work, digital office, etc. Digitization of key files in various domains and their integration in the respective information systems. Ensuring the interface and interoperability of systems and individual registers and individual applications between Government operators. Upgrading of central infrastructure and cloud computing services (Cloud Computing). Central hub for managing and analyzing multidimensional big data.

Expansion under implementation of a document management system and the National Public Sector Network. Information system for the management of the transactions of the Public Administration with the citizens and the business (CRM). Modernization and completion of the digital transformation of the Centers Citizen Service (KEP). Public data management and security reform Compliance with GDPR (GDPR Digital Skills and Skills Training Program. Other investments in digital public services and digital transformation of selected cities - "smart cities" etc. In particular, reforms such as the transition to technology are mentioned. Facilitation of innovative digital development services Implementation of a coherent plan for the preparation of development and monitoring of 5th generation networks on Greek highways Reform aims to create innovative digital infrastructure, strengthen the competitiveness of key economic sectors (eg tourism , transport) and review of procedures for the development of new innovative initiatives that will take advantage of the benefits of fifth generation networks.(Greece 2.0,2021)

The continuous improvement and strengthening of digital governance is a clear strategic choice for Greece, which was recently intensified and further explored due to the COVID-19 pandemic. More specifically, in the last 12 months, the results of this strategy are significant and are reflected in the increase of digital services provided but also in the organization of projects and actions for adoption by the Public Administration and civil servants. However, the country needs to further improve the efficiency and effectiveness of the Public Administration, further improving its "digital performance". The general goal of this Axis is the modernization of the Greek Public Sector by improving its operational model and achieving the provision of improved, quality services to citizens and businesses. In addition, important trans-European initiatives, such as "smart cities", are included in the current axis and bring to the fore global challenges related to both the digital and the green transition. As populations in large cities continue to grow, the demand for improved services, and in particular the impetus for better management of available resources, will continue to grow. Accelerating efforts to improve the country's digital performance will be a catalyst for both citizens and businesses, as well as meeting the country's current challenges and modernization. The proposed reforms and investments are aimed at the digital transformation of Public Sector organizations and the strengthening of their digital services, business process improvements accompanied by the

integration of modern information systems, significantly enhancing the interoperability of cyber security systems, widespread use of modern technologies such as cloud computing and technologies for efficient big data management.

The outbreak and rapid spread of the COVID-19 pandemic created an unprecedented situation with immediate and significant consequences for all sectors of the economy and business. In order to face the problems and challenges that have arisen, in combination with the opportunities opened by the changes that occur mainly due to the rapid technological developments in the fields of digitization from the transition to during the 4th Industrial Revolution, Greek companies asked access to resources of valuable objects for the integration of digital technologies and consequently their transformation their business models that will ensure their viability in the competitive environment that is formed. In this context, the aim of this axis is to raise awareness and, consequently, the adoption of digital technologies by companies in order to expand the digital presence and interaction with their customers through innovative digital channels. Also, the actions of this axis aim at supporting the further development of companies through tax incentives for investments in digital technologies, but also at increasing their resilience to crises. In addition, the Axis intends to facilitate and make more transparent the interactions between companies and government authorities, while at the same time supporting the green transition. This will be achieved through the proposed package of investments and initiatives, which include the provision of digital products and services to support the digital conversion of SMEs, the establishment of a central mechanism for assessing the needs of individual SMEs, evaluating the results of digital transformation services, awareness business executives and support, transfer of know-how and training planning by experts, so that companies can take advantage of the tools and services offered through a digital market platform (digital market creation) and provide tax incentives in the form of excessive cost amortization and fixed assets for software procurement, cloud computing services, installation of specialized equipment, etc., in order to accelerate investments in modern digital technologies.

However, in addition to government policies and reforms, those directly involved, ie both employees and employers, should seek to regulate key areas in the telework sector to be

voluntary or non-voluntary. have the right of revocation to return to the previous employment status, equal rights among employees, the right to provide information on business matters, colleagues, employers, the right to join unions as well as the promotion of health and safety. Employers, on the other hand, need to keep in mind that they must provide written information that clearly defines their employment relationships and rules. This information relates to the work to be performed by the teleworker, the place where the teleworking will take place, the working days and hours, the manner of remuneration, to determine the cost to be covered by the employer in the event of defects in technological equipment , the training they should receive and information about personal data and their security.

7. Research

7.1 Aim and research questions

The research is aimed at people who have worked in the past or are working now through teleworking methods in order to capture the extent to which people have come into contact with this type of work and through the answers to capture their experience. The questions they were asked to answer were:

-What form of Telework did they use / use?

- As a teleworker which of the following characteristics do you have?

-As a teleworker have you received any specialized training for Teleworking?

-What / what tools did your company provide for remote work?

-Ways of communicating with the employer / manager / boss.

-There are some advantages that teleworking offers. Do you agree?

-Here are some disadvantages of teleworking. Do you agree?

-Telework works.

-Do you know the current legislation regarding telework within Greece?

-You know the current legislation on telework within the European Union.

-Do you believe in the future that teleworking will develop in companies?

7.2 Research Method

The method used to collect the data is the quantitative descriptive method. This method is used in cases where the quantitative relationship between variables is studied, but no variable is influenced by the researcher. In particular, a contemporary review is made which examines the same phenomenon in a specific time, in different groups in opposite cases. A point that justifies the decision to select the quantitative method is the possibility offered to the researcher to confirm whether the findings of the other research that has been conducted on different samples of the population, in different settings and at a different time, are either valid or rejected under the circumstances the apply when the survey is conducted.(Williams C.,2007)

Postgraduate Dissertation

7.3 Data collection tool

A questionnaire was used to collect the required primary data. The questionnaire was designed by the researcher, in order for the research questions asked to be answered, since the research questions themselves guide the design of the data collection tool. The questionnaire is made up of 28 questions, of which the first twelve examine the demographic and professional characteristics of the individuals who participate in the survey. Gender, age, educational background, personal income ,type of employmentand marital status refer todemographic characterestics of employees, while .job position, sector of work as well as business size refer to job characterestics of the participants in the survey.

Questions 14 to 22 examine the employees on the telework part. That is, they were asked if they were working this season through teleworking, if they had worked with this method before the pandemic, what form of teleworking they work with and what characteristics they have as teleworkers, and they were also asked about their employer if they had a pay cut there. the period, if they were given tools for their work, in what ways they communicated with their superiors as well as if they had received any training.

Then questions 23 and 24 investigate the view of employees about teleworking. Specifically, through 24 closed-ended questions, the participants are asked to state the degree, to which, they agree with various statements that refer to teleworking. These statements refer to views that result from the literature about the advantages and disadvantages of teleworking.

The last questions 24 to 28, are more general and personal.Participants are asked which factors they think are most meant by the implementation of teleworking, if they know the current legislation at Greek and European level as well as to what extent they believe that the work will develop in the future.

7.4 Research sample

110 employees who work in various sectors in the country participate in the survey in total. The number of participants in the survey is within accepted levels, since it is greater than 30, which is the minimum accepted limit in a quantitative survey, however this number is not representative of the overall population of employees in the country. In detail, 60 males and 52 females took part in the survey.

An important parameter that is associated with the research sample, is the sampling technique that was used. Actually, the researcher approached individuals within her professional and social environment and thn these persons promoted the quenstionnaire to other persons that they know.

7.5 Results

From figure 5 to 14 the demographic data of the participants are displayed in detail. We observe that the majority of the participants are 76 women versus 34 men, with the predominant solar group 31-45 with a marital status married with most 2 to 1 children. their educational level is high with 37 of the 110 having a master's degree. Their incomes range from moderate to low, where 58 participants have an annual income that does not exceed 20,000€. About half working in the private sector in small businesses holding positions such as clerk and administrative staff. Among the various occupations of the participants, the largest percent 30.9% are teachers of various levels and followed by civil servants with a percentage of 9.1%, which is reflected in the type of work where they declared full-time.

Figure 5.Gender
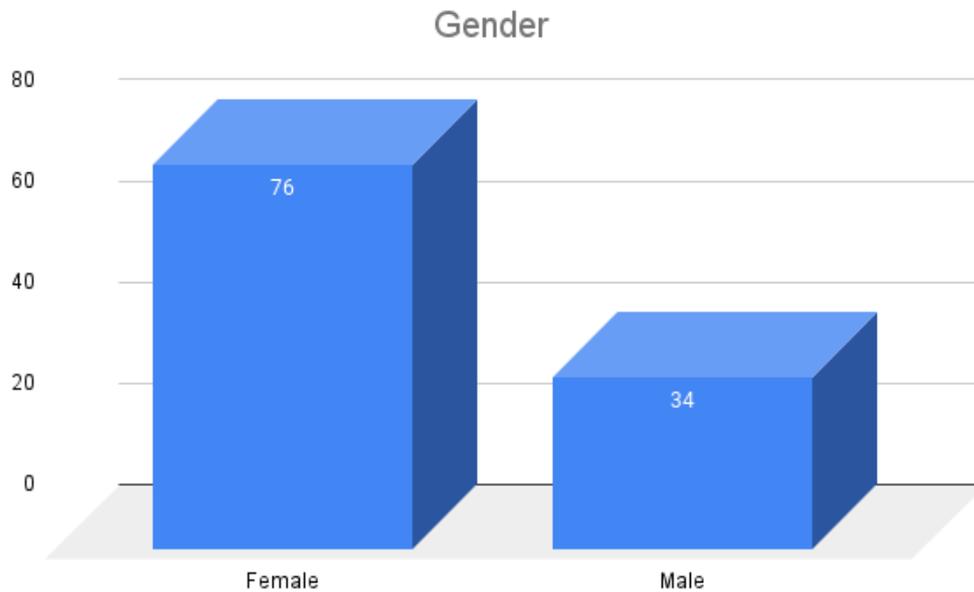
The figure above shows the gender of the 110 participants, of whom 76 are women and 34 are men.

Figure 6.Age
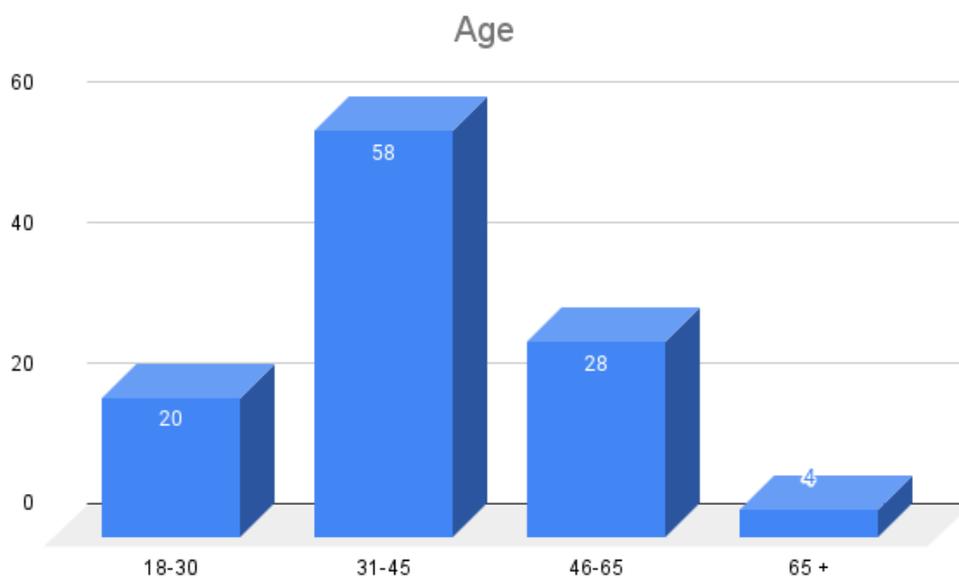
Figure 6 shows the age group of the research participants. We observe that the majority belongs to the age group 31-45, followed by the age group 46-65 and 18-30 with 28 and 20 responses respectively. While little was the participation of the age group 65+ with just four answers.

Figure 7.Miral Status
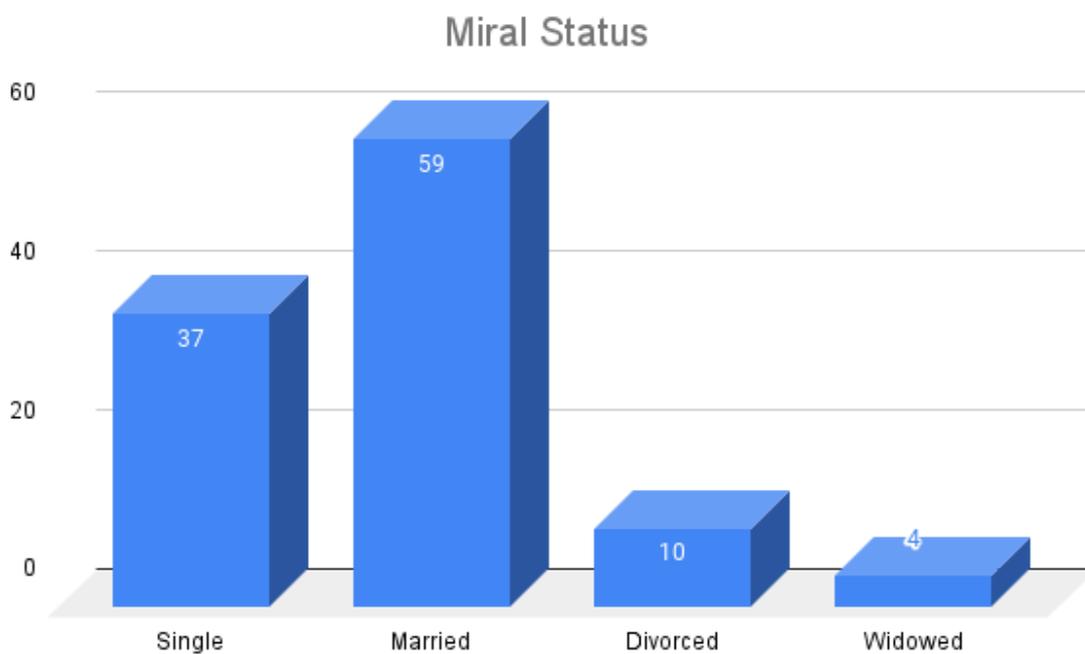
Miral Status

The figure above shows the marital status of the respondents. Almost half of them notice that they are married with the single people following , while only 14 of the total number of participants cover the divorced and the widowed with 10 and 4 people respectively.

Figure 8. Yearly Person Income
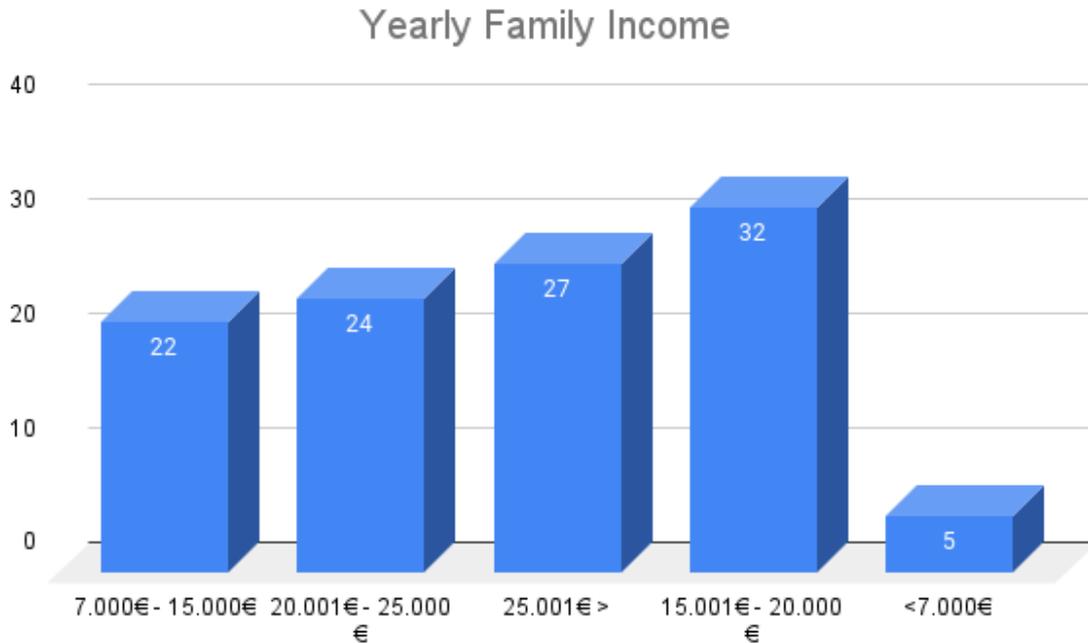
Figure 8 shows the annual family income of the participants. From the representation we realize that we do not have any outburst. In 32 out of 110 people the annual family income ranges from 15.000€ – 20.000€, the 27 people form their income over 25.000€, with the third and fourth place being completed by the answers 20.001€-25.000€ and 7.000€-15.000€ respectively. While only 5 people declared income below 7.000€.

Figure 9. Educational Background
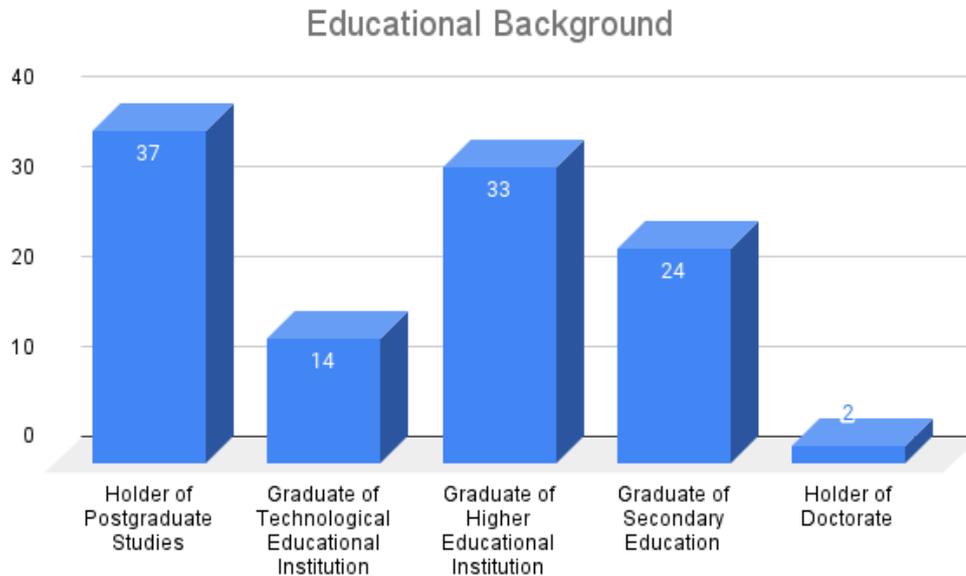
Figure 9 shows the educational level of the participants. The months are held by the Holders of Postgraduate which is 37 out of 110. The following are the 33 participants who are graduates of Higher Educational Institution as opposed to the 14 that are graduates of Technological Educational Institution. The positions are filled by the 24 people who are graduates of Secondary Education, while only 2 people are Holders of Doctorate.

Figure 10. Type of Employment

Sector of Employment
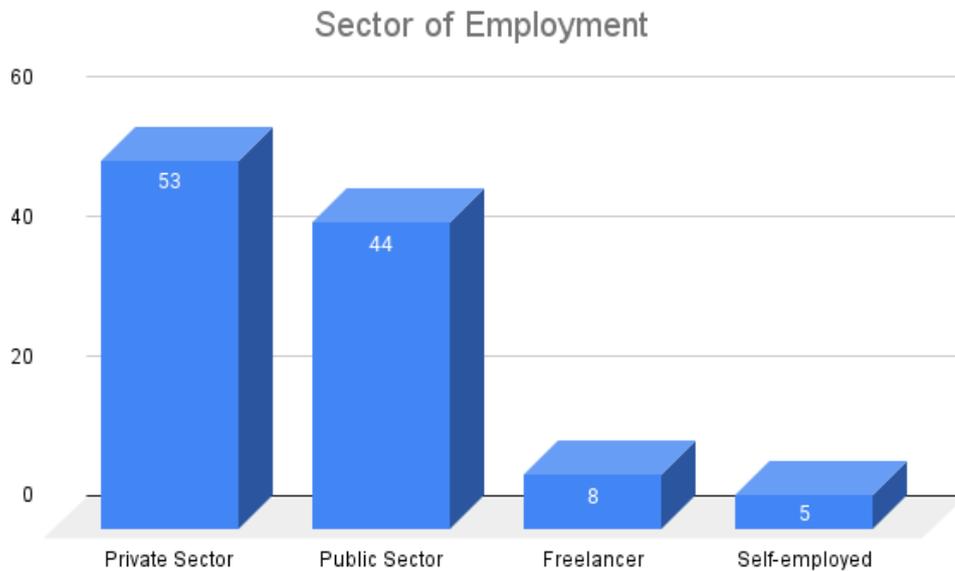
Figure 10 illustrates the sector of employment of participants. The two large numbers are covered by the 53 people working in the private sector and the 44 people working in the public sector. Few are the freelancers only 8 and the self-employed only 5 people.

Figure 11. Size of Business
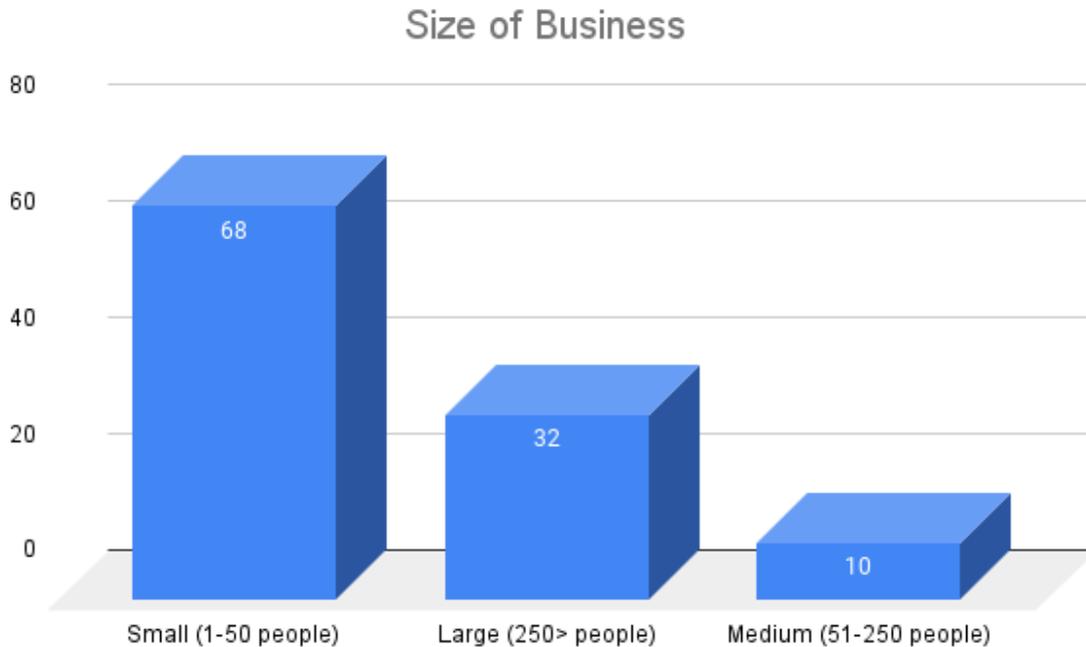
Figure 11 shows the size of the company in which the participants work. The majority of respondents, 68 people, stated that they work in a small business (1-50 people), followed by 32 people are working in a large business (250>people) and the ten participants are working in a medium business (51-250 people).

Figure 12. Job Position
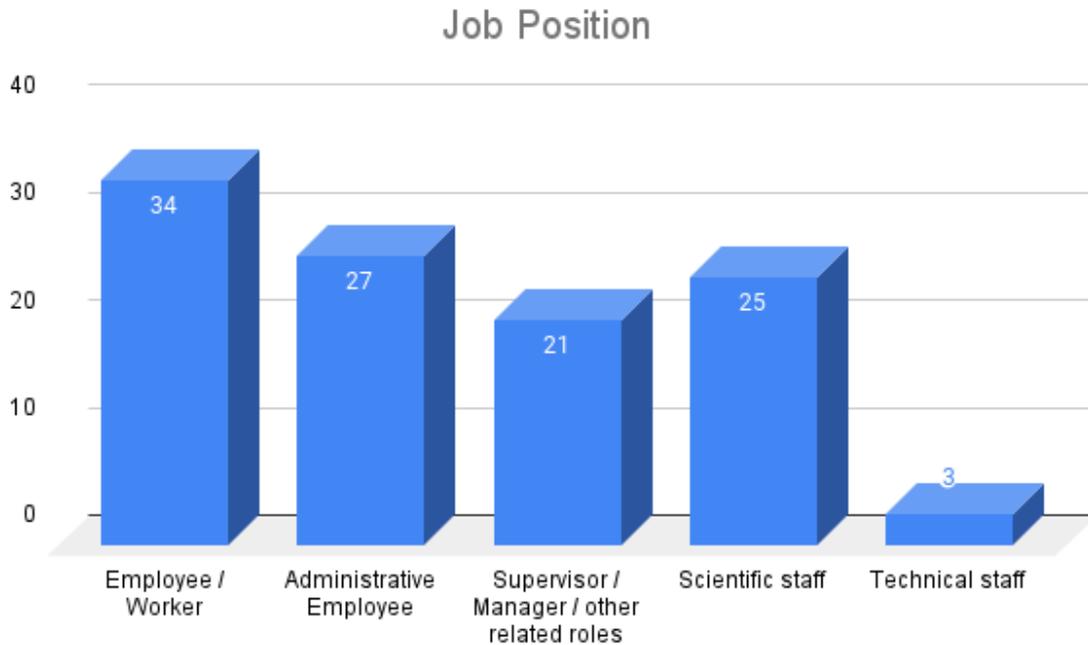
Figure 12 shows the job position of the participants. 34 out of 110 people to declare employees /workers, to follow the 27 people who are administrative employees, 25 people to declare scientific staff, 21 people to fill positions supervisor/manager/ other related roles and only 3 people to be technical staff.

Figure 13.Job
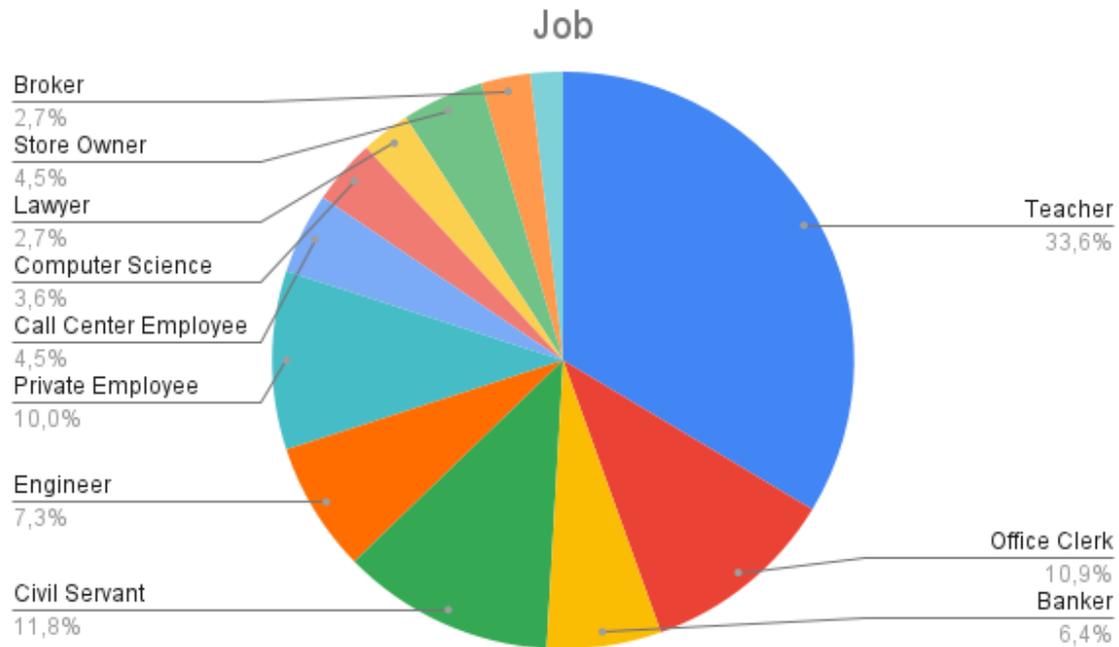
Figure 13 shows the work of the participants. 33.6% of the respondents stated that teachers, with the next large percentage 11.8% being public employees, 10.9% office workers, 10% who are private employees. Lower rates are followed by professions such as engineer (7.3%), banker (6.4%), call center employee (4.5%), shop owner (4.5%), computer science (3.6%) and lawyer (2.7).

Figure 14. Job Type
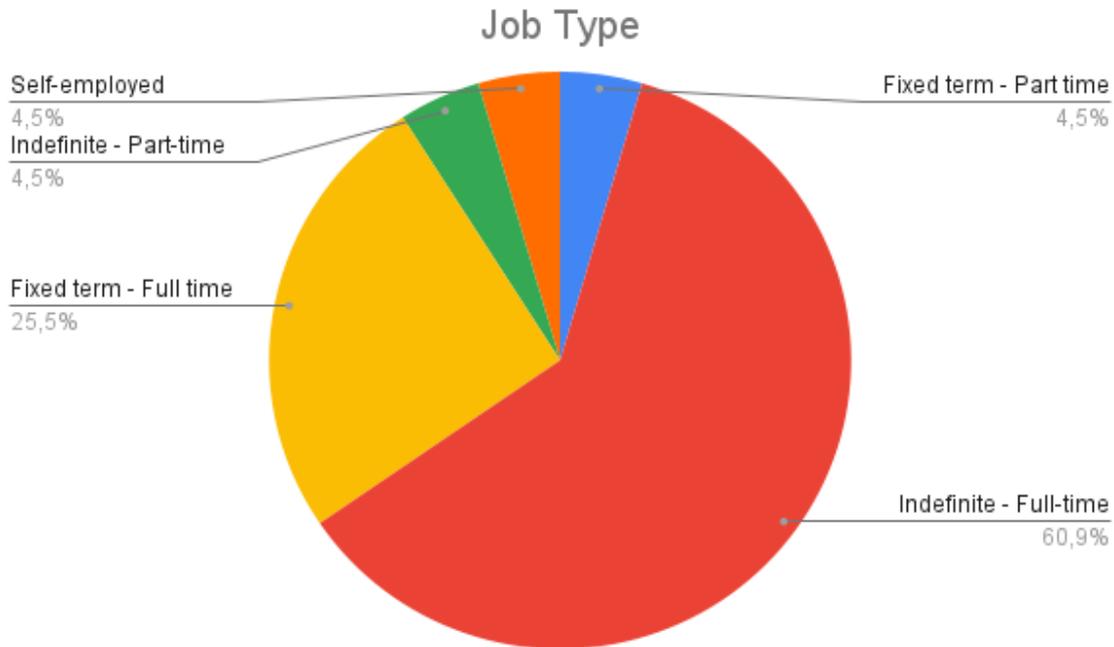
Figure 14 shows the type of work of the respondents. The overwhelming percentage of 60.8% indicates indefinite - full time, followed by the percentage of 25.5% fixed term – full time. The answers of indefinite -part-time, fixed term-part-time and the self-employed ranged at 4.5%.

In figures 15 to 22 the participants answered questions regarding teleworking. In particular, the majority answered that they are working this period either exclusively or some days through teleworking, continuing by saying that 79 out of 110 had not worked before this method before the pandemic. Also, almost all the participants did not accept any salary reduction while the most widely used type of telework is from home, followed by group and tele-services. As for the questions as teleworkers, for what characteristics do they have, the answers ranged to about the same levels, pointing out that they did not receive any training. 22% was made using all possible means such as telephony, video conferencing and email.

Figure 15.
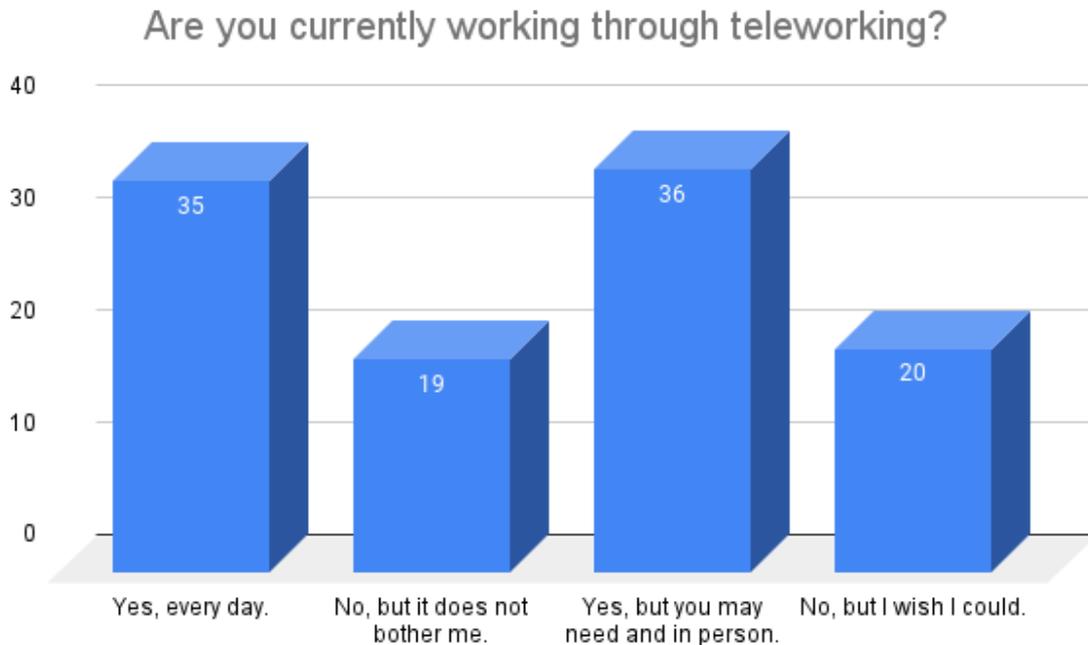
Figure 15 shows whether the respondents during the survey period worked through teleworking. The 36 people stated that they work through teleworking but may also need and in person and the 35 people work all days exclusively through teleworking. In contrast, the 20 people said no, but I wish I could and the 19 said no, but it does not bother me.

Figure 16.
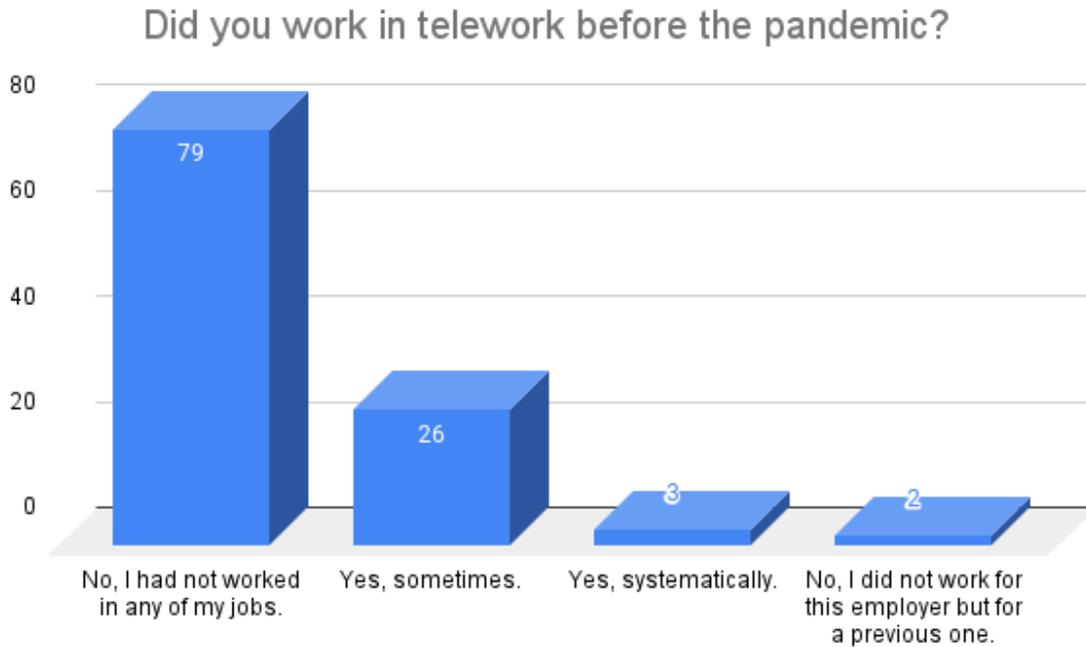
Figure 16 shows whether the participants had worked by telework before the pandemic. The 79 people said no had not worked through teleworking, the 26 tstated that they had worked some time and on the contrary only 3 people worked on a daily basis through teleworking while 2 stated that they had worked for a previous employer.

Figure 17.

During your employment through teleworking, was your salary reduced?

Yes
1,8%

No
98,2%
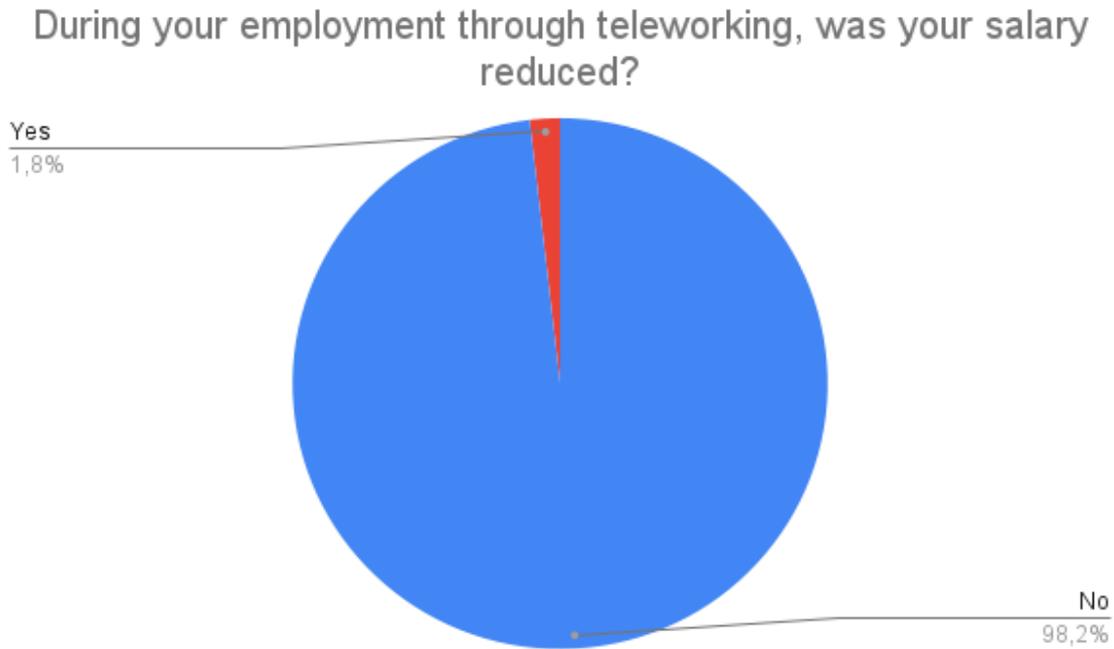
Figure 17 shows the answers of the respondents if their salary had been reduced during the period they worked through teleworking. The overwhelming percentage of 98,2% said No with just 1,8% to say Yes.

Figure 18.

What form of teleworking do / did you use?

Telework Centers 0,9%
Tele-Services 11,8%
Nomadic Teleworking. 1,8%
Home-based 63,6%
Remote teamwork (eg 20,9%
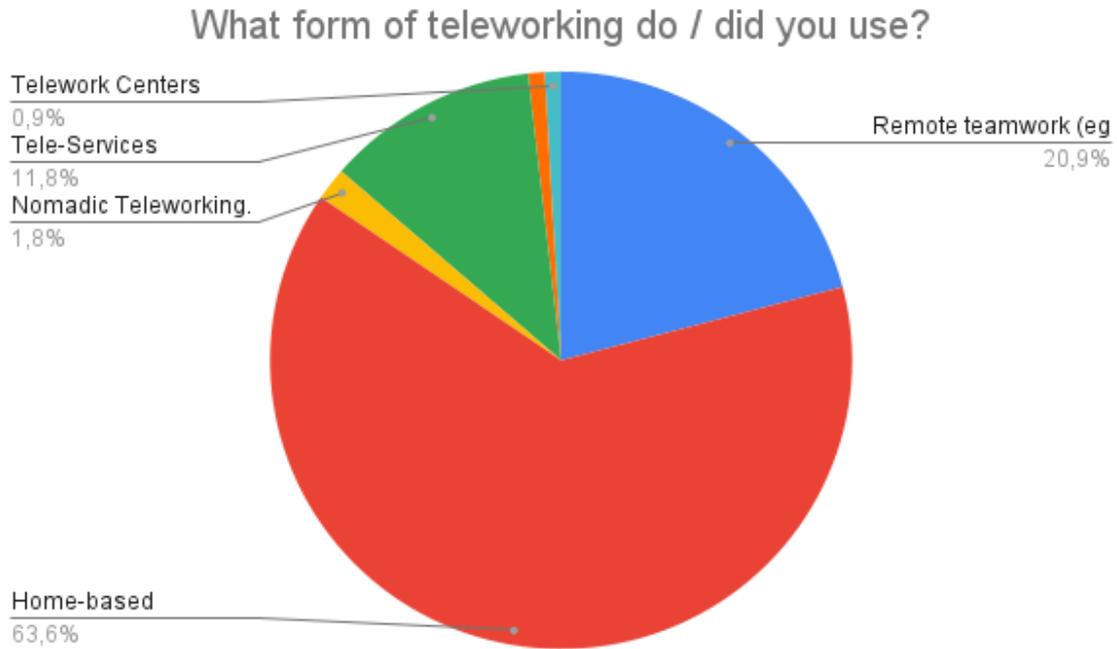
Figure 18 shows the types of telework they used or used. The large percentage of 63.6 % indicates Home-based with 20.9% indicating remote teamwork. A significant percentage of 11.7% declared tele-services, while a minimum of 1.8% nomadic teleworking and a 0.9% telework centers.

Figure 19.
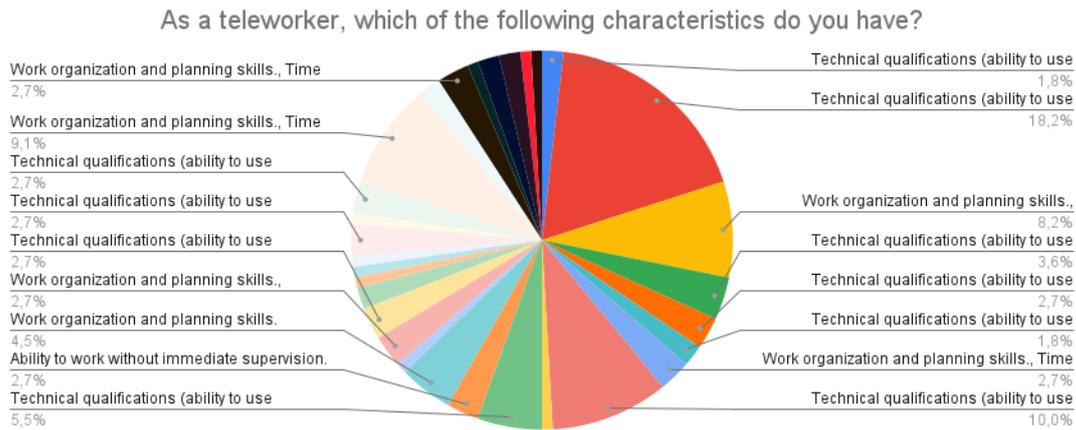
Figure 19 illustrates what characteristics they have as teleworkers. observing the figure one will see that the answers were varied. It is worth mentioning that 18.2% have technical qualifications, time management, organizational skills, problem solving, skills. The next bit 10% that has technical qualifications, 9% to indicate work organization and planning skills, time management, problem solving and 8% work organization and planning skills, problem solving.

Figure 20.
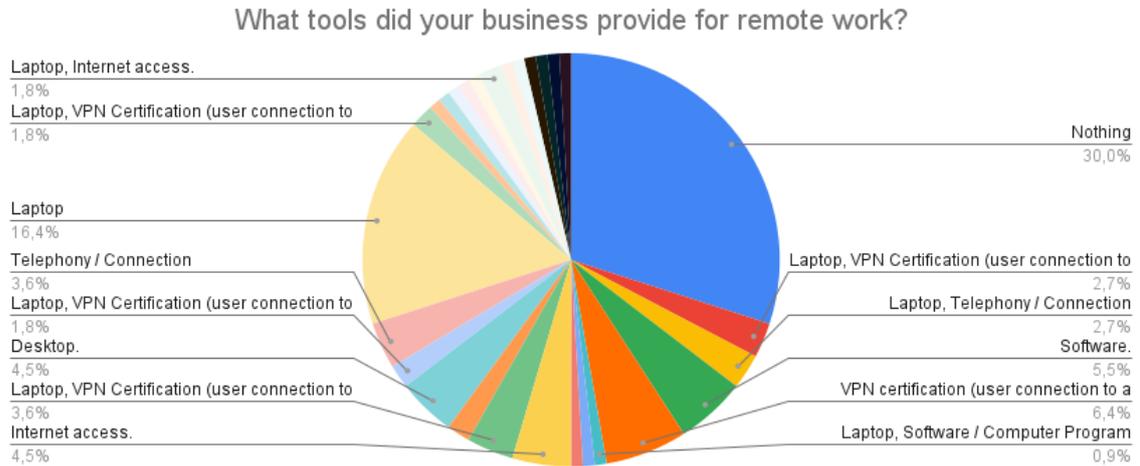
Figure 20 shows the tools received from the employer for teleworking. The answers were varied, it is worth noting the 30% who stated that they did not receive any help from the employer and the 16.4% who stated that they provided him with a laptop. Among the other answers is telephony/connection, internet access, VPN certification, desktop, software.

Figure 21.
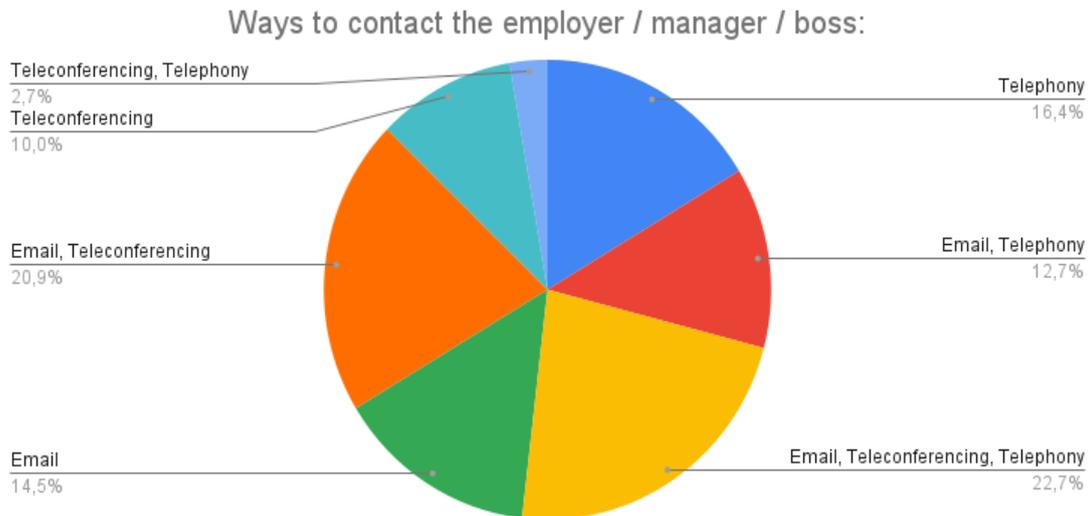
Figure 21 shows the ways in which the teleworker communicates with the employer. We observe that in a percentage of 22.7% chose e-mail, teleconferencing, telephony while 20.9% chose e-mail, teleconferencing. Others chose a mode of communication such as 16.4% that used the telephone, 14.5% the email and 10% teleconferencing. Low percentage 12.7% noted the email, teleconferencing while only 2.7% the teleconference, telephony.

In the figures 22 to 32 that follow, the participants answered about some advantages that telework offers. Starting with the time saving, 50.9% agree and follow the 24.5%, which are neutral, following the same logic in saving money 54.5% agree while 21.8% hold a neutral stance. Regarding the flexibility of working hours and the harmonization of professional-personal life we would say that the participants are not positive, as in the first case the percentage 38.2% is somewhere in the middle while in the part of harmonization to continue this neutral attitude 39 , 1% with the answers "Agree" and "Disagree" being almost equal. In addition, participants seem to agree with the most freedom offered by teleworking at 46.4%, while we see that it holds a neutral position at 49.5% for the question related to less stress. In the last questions we see that the participants disagree with the advantages offered by teleworking, 42.7%, while they disagree with the possibility of more jobs related to the 49.1% who disagree with finding a second job. On the contrary, 46.4% agree with the possibilities offered by teleworking for expansion abroad, while 37.3% seem to be skeptical about the possibility of employing isolated social groups and with 34.5% disagree that teleworking reduces unemployment . social groups and 34.5% disagree that teleworking reduces unemployment.

Figure 22.
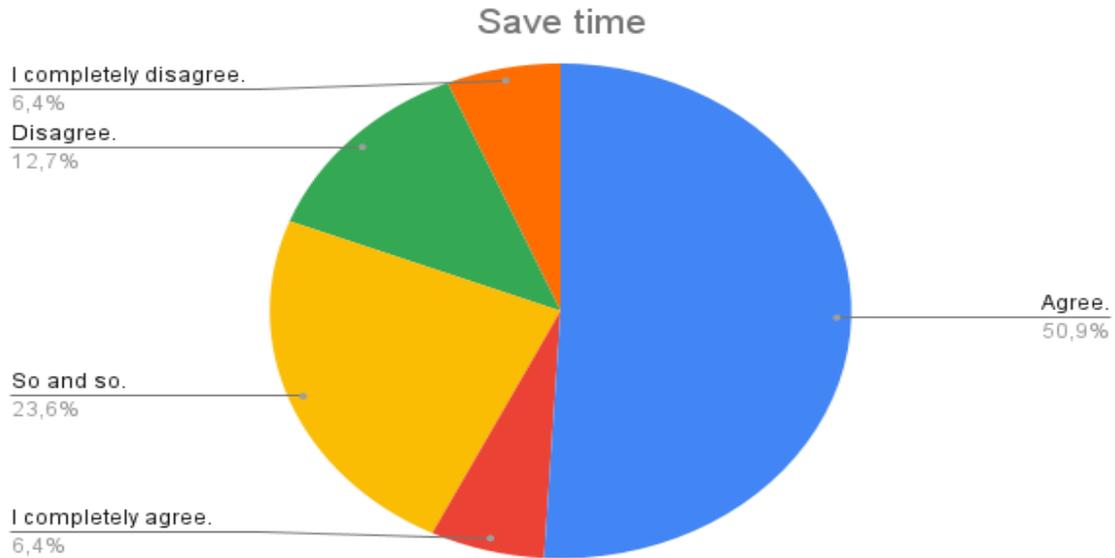
Figure 22 shows how much they agree that one of the advantages offered by telework is saving time. At least 50.9% agree with 23.6% being neutral and 12.7% disagree. While in a percentage of 6.4% we meet the two ends of the completely agreement but also of the completely disagreement.

Figure 23.
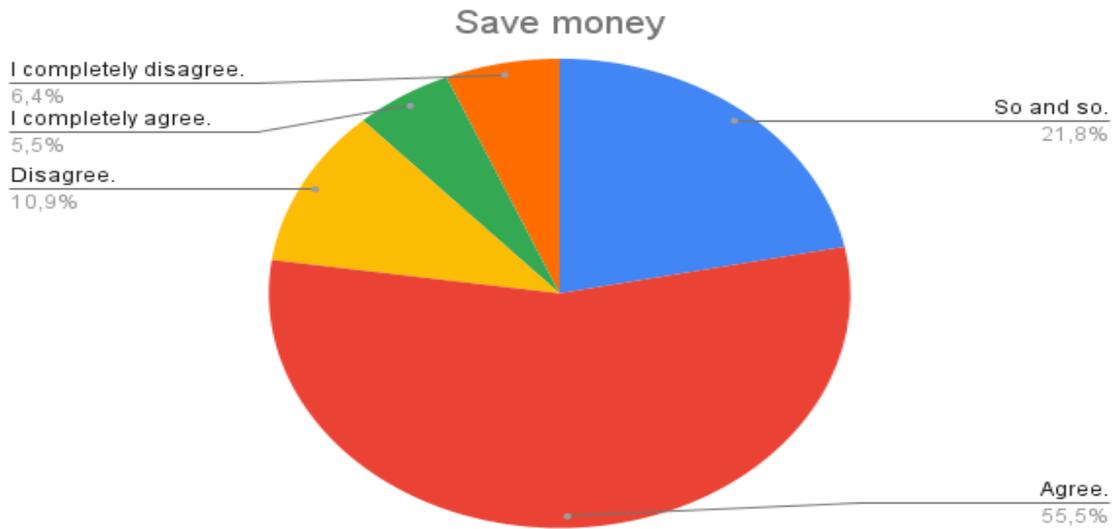
Figure 23 shows how much we agree that one of the advantages of teleworking is time savings. The majority with a percentage of 55.5% agree with the 21.8% being neutral. The 10.9% disagree and in lower percentages 6.4% completely disagree and 5.5% completely agree.

Figure 24.
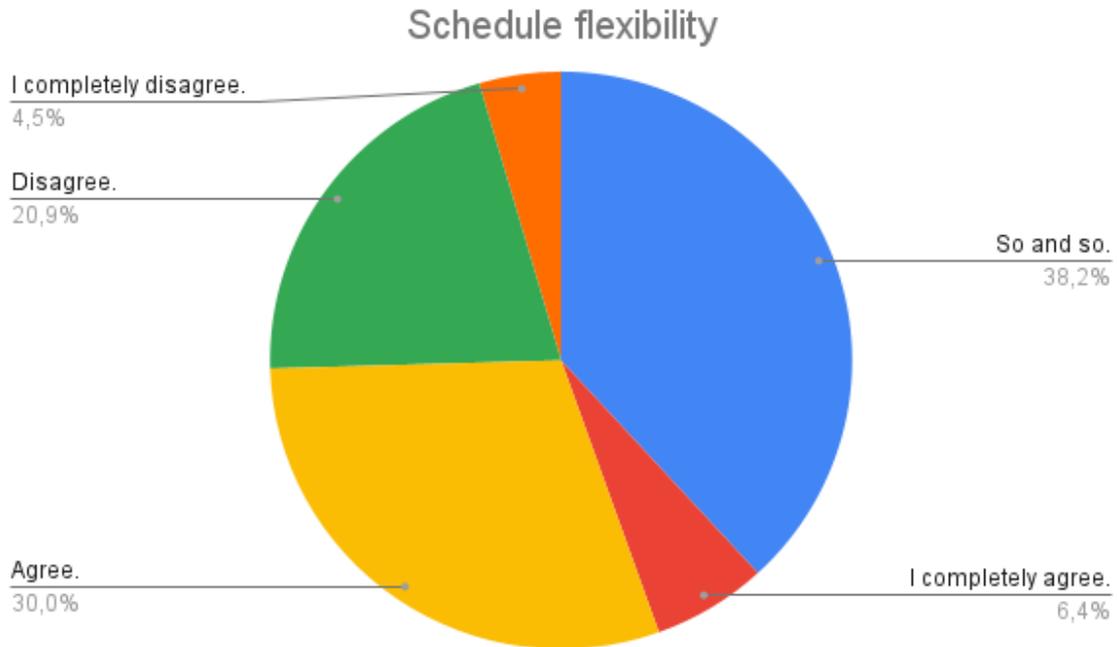
Figure 24 shows how much they agree that one of the advantages of teleworking is schedule flexibility. The 38.2% remain neutral, the 30% agree and follow the 20.9% who disagree. In lower percentages 4.5% they completely disagree and in 6.4 they completely agree.

Figure 25.

Harmonization of work with personal life.
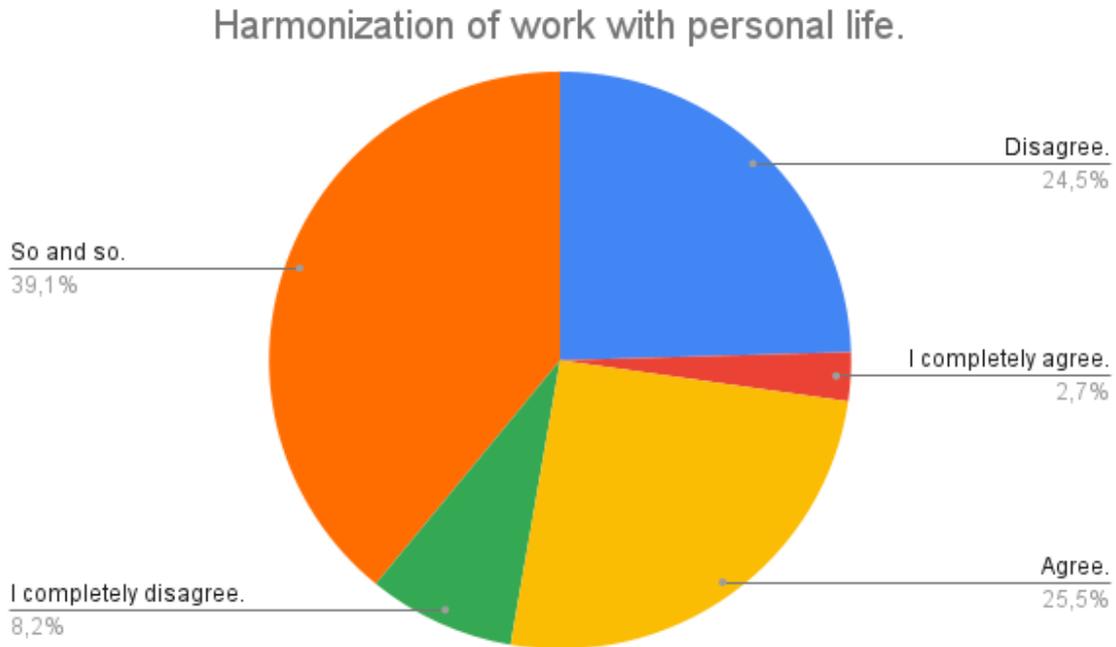
Figure 25 illustrates to what extent we agree that one of the advantages of teleworking is that it contributes to the harmonization of personal and professional life. The largest percentage 39.1% keep a neutral stance, with 25.5% agree and 24.5% disagree. The 8.2% completely disagree, while 2.7% completely agree.

Figure 26.
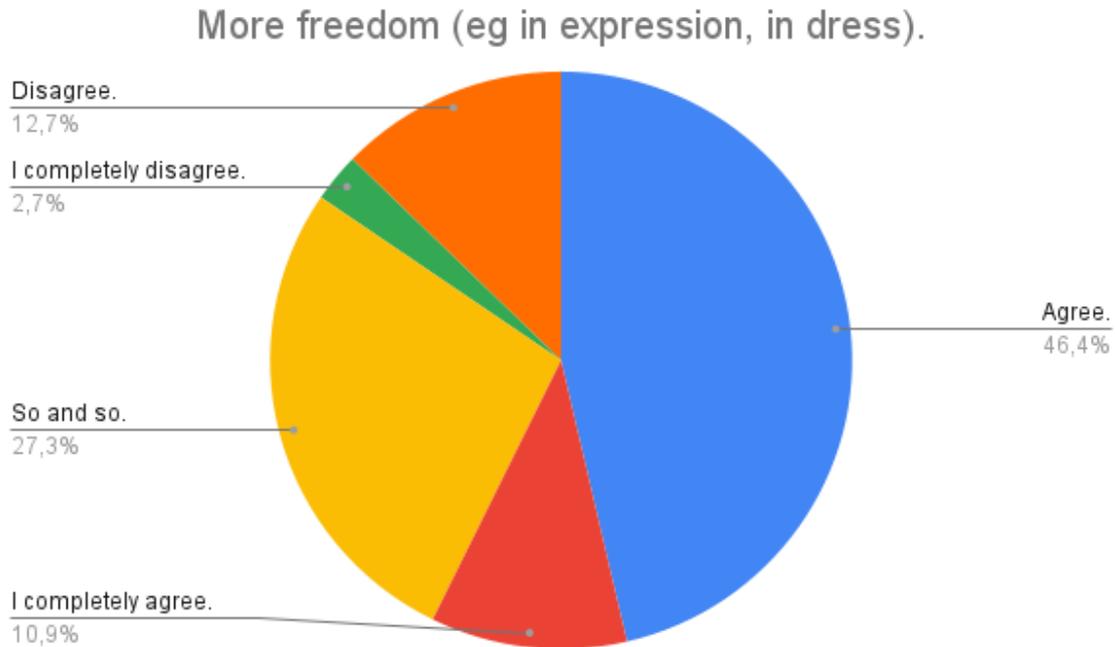
Figure 26 illustrates to what extent we agree that one of the advantages of teleworking is more freedom (eg in expression, in dress). The largest percentage 46.4% agree, followed by the neutral with 27.3% and disagree 12.7%. The 10.9% completely agree while the low 2.7% completely disagree.

Figure 27.

Less stress (eg senior supervision, work pressure).
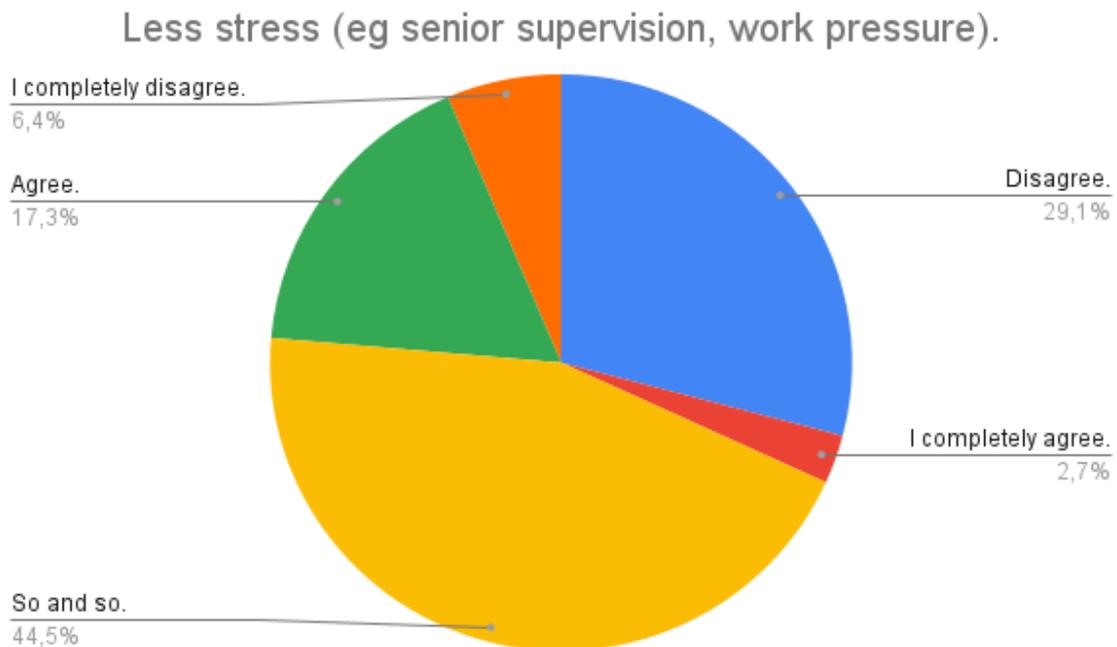
Figure 27 shows how much we agree that one of the advantages of teleworking is less stress. The 44.5% maintain a neutral stance, with 29.1% disagree and only 17.3% agree. At lower rates 6.4% strongly disagree and 2.7% strongly agree.

Figure 28.

More options in finding a job.
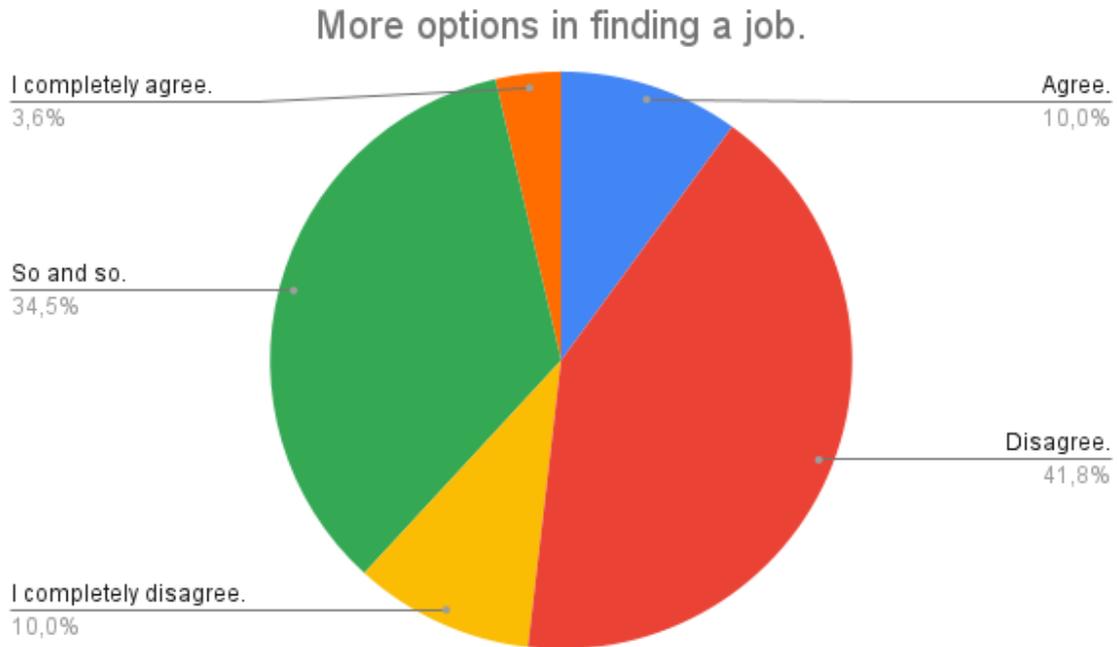
Figure 28 shows how much we agree that one of the advantages of teleworking is that it offers more job opportunities. The large percentage of 41.8% disagree with 34.5% answering neutrally. The impressive thing is that in 10% we find the percentage that agree but also the same percentage completely disagree. While only 3.6% completely agree.

Figure 29.
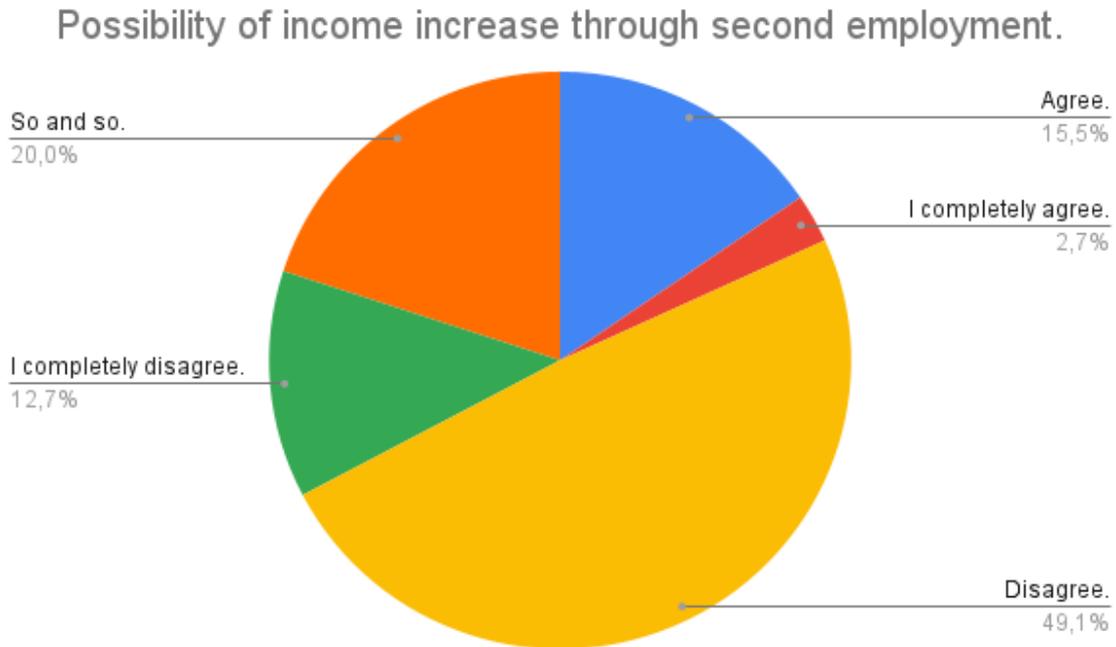
Figure 29 shows how much we agree that one of the advantages of teleworking is giving you the potential to increase your income through a second job. Almost half of the people ,49.1% ,disagree with this advantage, the 20% neutral attitude and with the 15.5% agree. The 12.7% completely disagree and only 2.7% completely agree.

Figure 30.
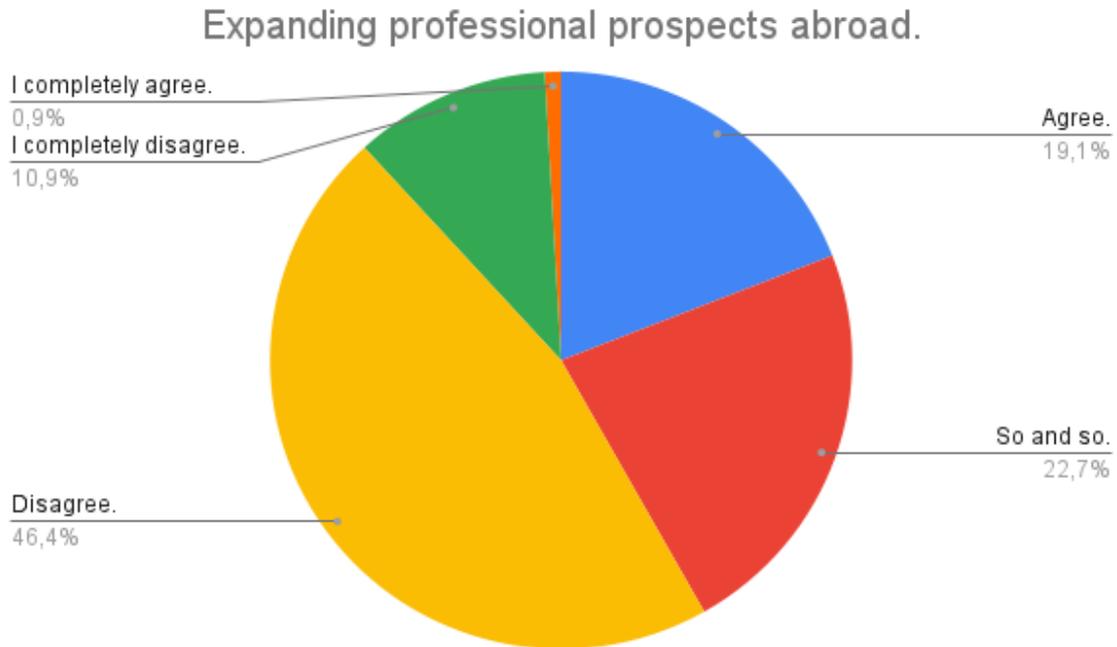
Figure 30 illustrates whether we agree that one of the advantages of teleworking is the expansion of professional prospects abroad. The 46.4% disagree, 22.7% are in the middle while 19.1% agree. The 10.9% strongly disagree while just 0.9% strongly agree.

Figure 31.
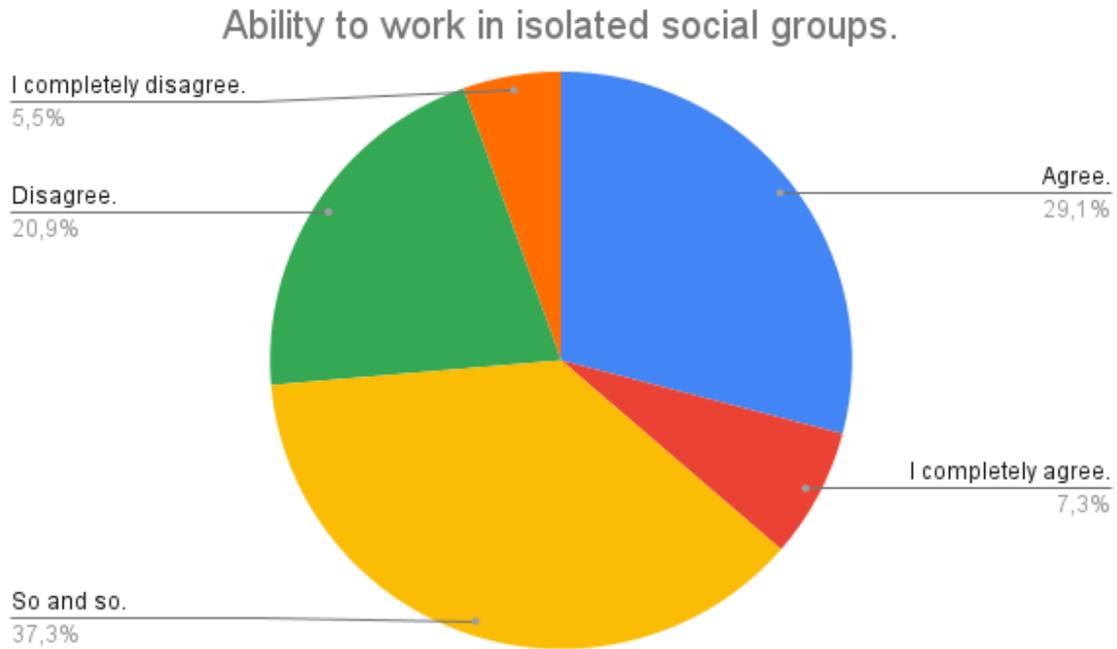
The figure illustrates to what extent we agree that one of the advantages of teleworking is that it enables working in isolated social groups. The 37.3% remain neutral, with the 29.1% disagreeing and 20,9% disagreeing. On the contrary, 7.3% strongly agree and 5.5% strongly disagree

Figure 32.
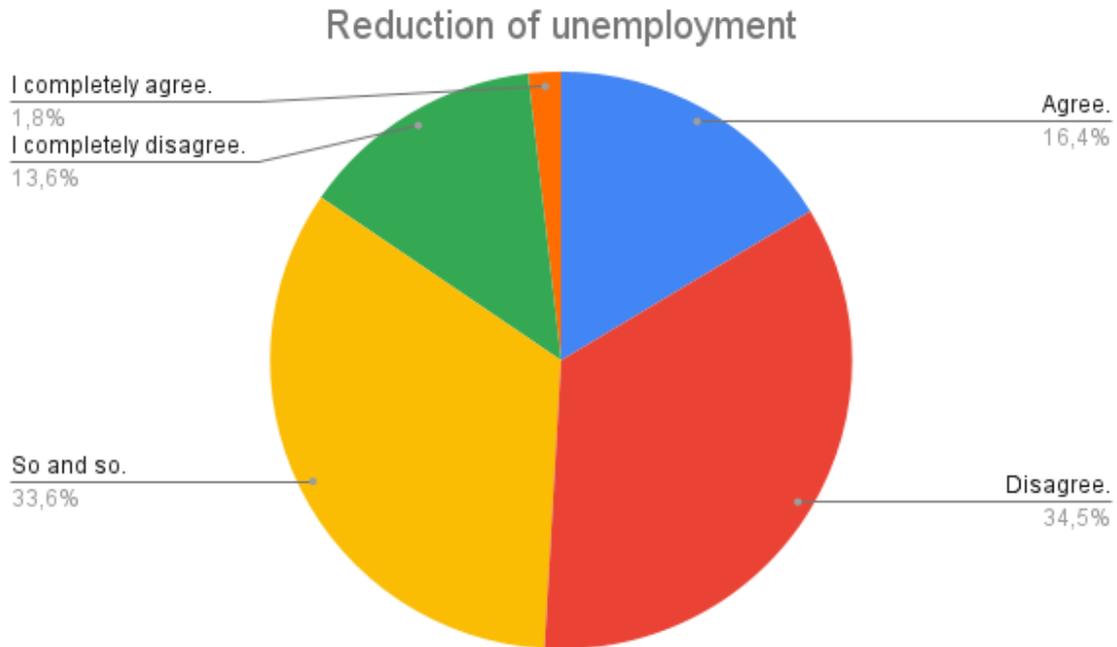
Figure 32 illustrates whether we agree that one of the advantages of teleworking is that it helps reduce unemployment. The largest percentage of 34.5% disagree, following the 33.6% that remains neutral and only 16.4% to agree. 13.6% completely disagree and 1.8% fully agree.

Figures 33 to 42 follow some of the disadvantages that participants were asked to address. Specifically, the participants showed that they agree with the disadvantages mentioned in indistinguishable limits of professional-personal life in 53.6%, in the reduced professional opportunities in 46%, in the violation of personal life in 54.5%, in the fact that the contact was lost with colleagues in 54.5% and in the violation of labor rights in 44.5%. On the contrary, they seem to disagree with the reduction of productivity to 32.7% and the reduction of wages to 41.8%. More neutral is the attitude towards the increase of unemployment to 38.2%.

Figure 33.
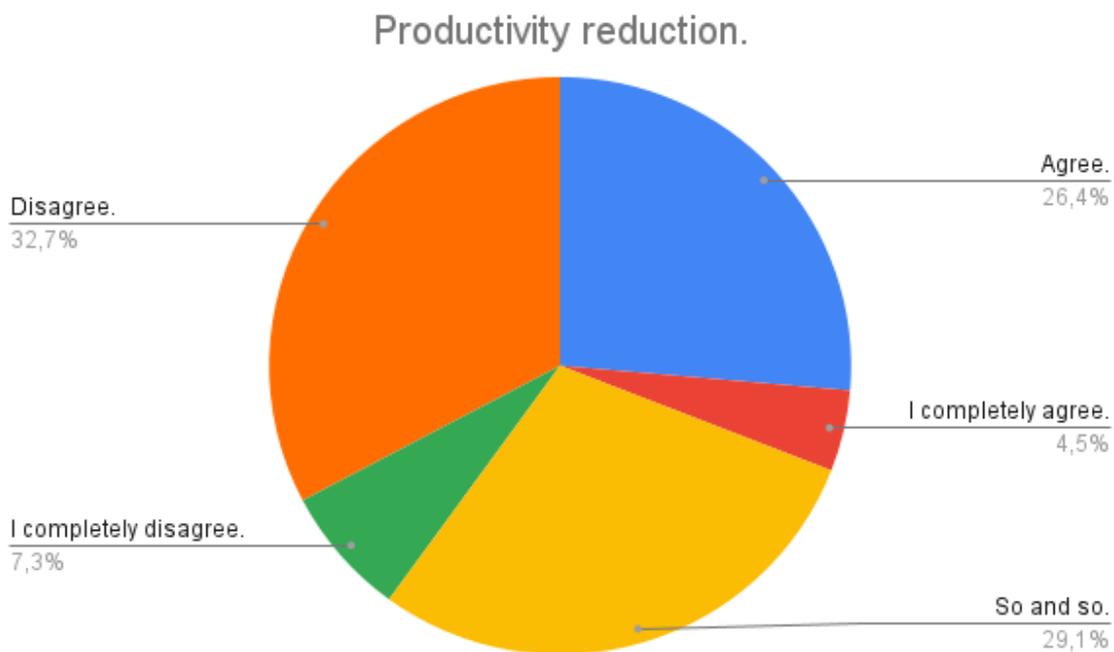
Figure 33 shows how much we agree that one of the disadvantages of teleworking is the reduction in productivity. The 32.7% disagree with this position as opposed to the 26.4% who agree and the 29.1% who are neutral. The 7.3% strongly disagree and 4.5% strongly agree.

Figure 34.

Non-discriminatory limits of professional-private life.

- I completely disagree. 3,6%
- So and so. 21,8%
- Disagree. 6,4%
- I completely agree. 14,5%
- Agree. 53,6%
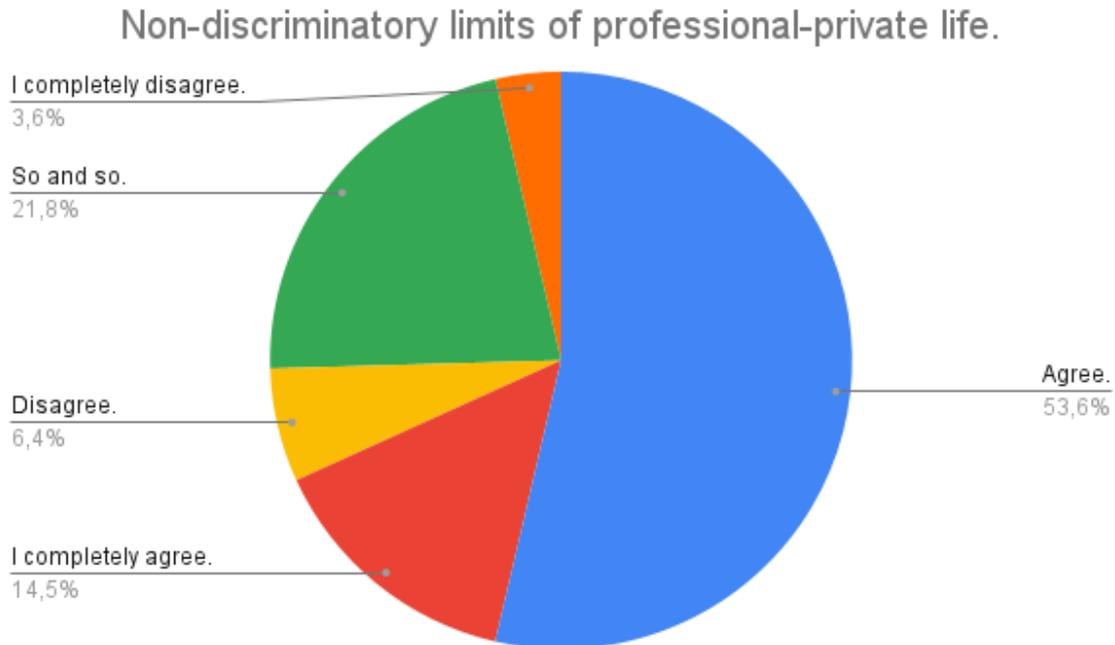
Figure 34 shows how much we agree that one of the disadvantages of teleworking is the non-discriminatory limits of professional-private life. Over half of the 53.6% agree with this position as opposed to a single 6.4% who disagree with the 14.5% who strongly agree. A percentage of 21.8% keeps a neutral stance and a small percentage 3.6% completely disagree.

Figure 35.
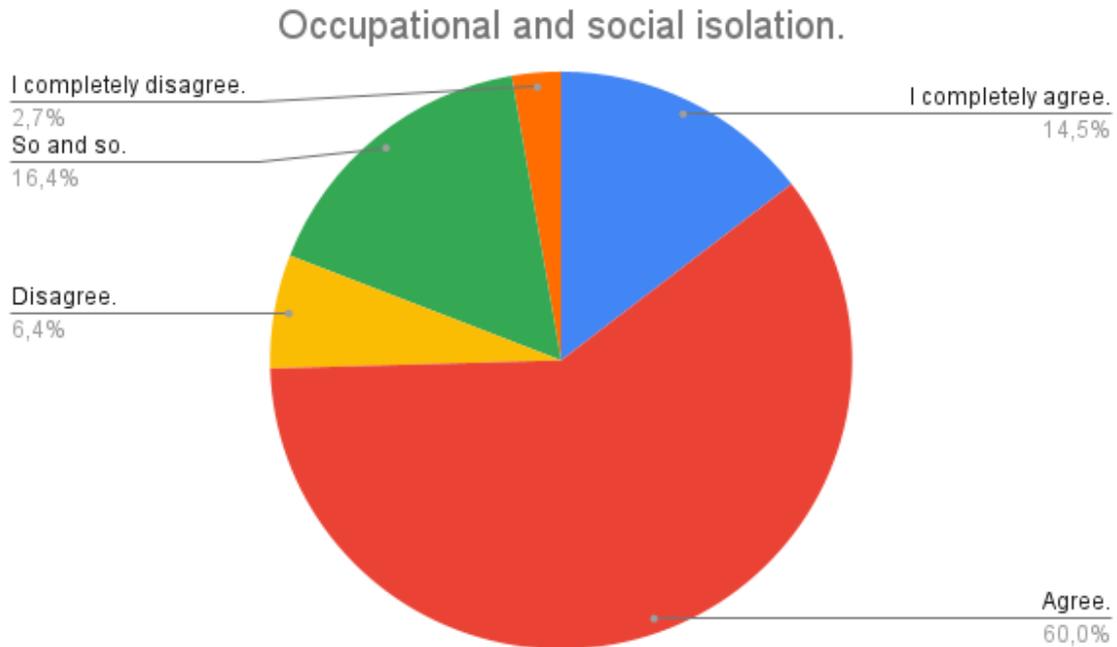
Figure 35 shows how much you agree that one of the disadvantages of teleworking is professional and social isolation. The overwhelming percentage of 60% agrees with the specific placement in uncontested with a 6.5% who disagrees and a 16.4% in the middle. Remains high and the percentage I completely agree at 14.5% with the 2.7% completely disagree.

Figure 36.

Figure 36 shows the extent to which you agree that one of the disadvantages of teleworking is the difficult control of working time. I agree with the largest percentages at a rate of 39.1%, followed by so and so with 8.2%. The remaining percentage is divided among those who disagree with 10.9% with whom I completely agree 5.5% and completely disagree 6.4%

Figure 37.

Reduced opportunities for professional development.

I completely disagree.
3,6%
I completely agree.
1,8%
Disagree.
19,1%

Agree.
46,4%

So and so.
29,1%
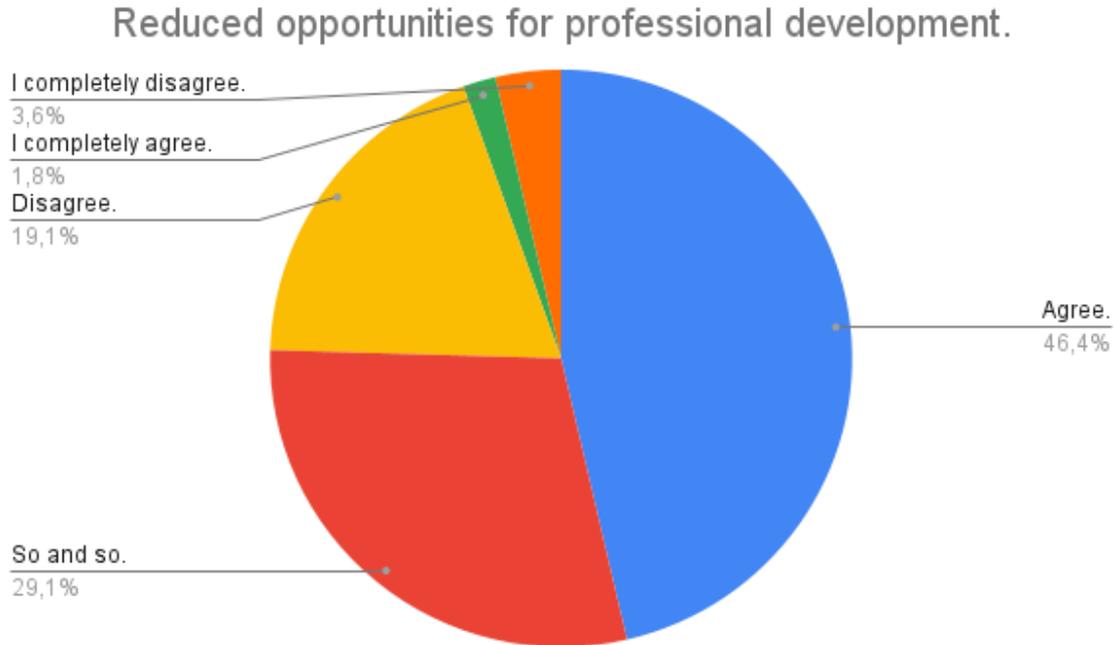
Figure 37 shows how much you agree with the fact that one of the disadvantages of teleworking is the reduced opportunities for professional development. The highest percentages are received by those who agree with 46.4% and the neutrals by 29.1%. Those who spread cover 19.1% with the minimum percentages of 1.6% I totally agree and I totally disagree at 3.6%.

Figure 38.
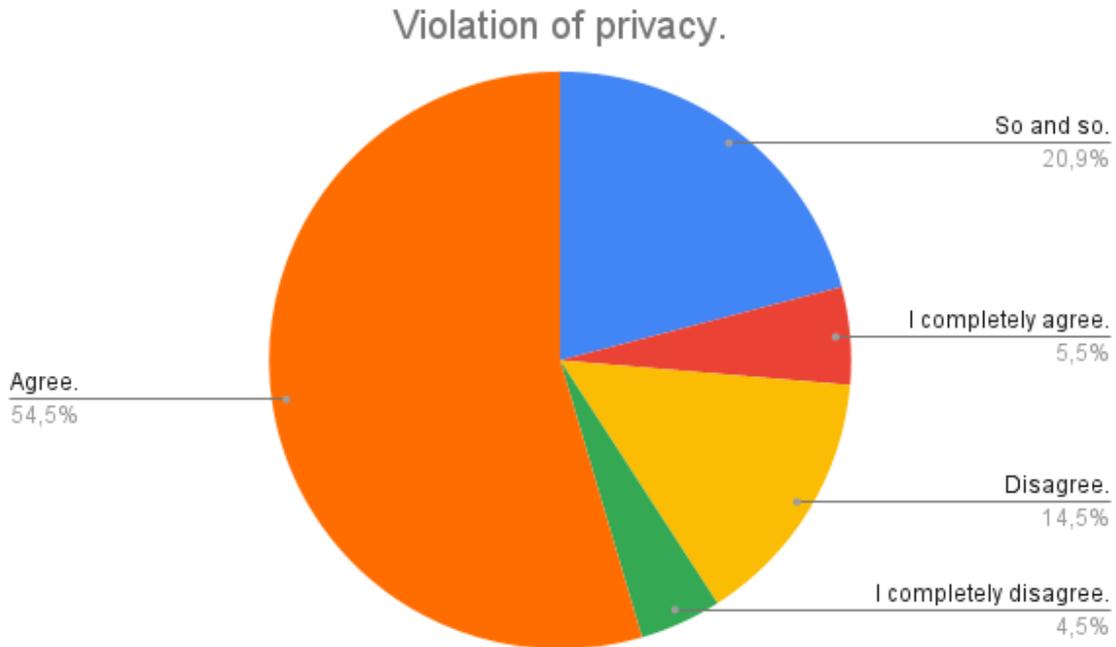
Figure 38 shows how much you agree that one of the disadvantages of teleworking is the violation of privacy. At least half of them at 54.5% agree with the answers being followed so and so at 20.9% and the dissenters being 14.5%. Those who strongly agree and strongly disagree complete the percentages of 5.5% and 4.5% respectively.

Figure 39.
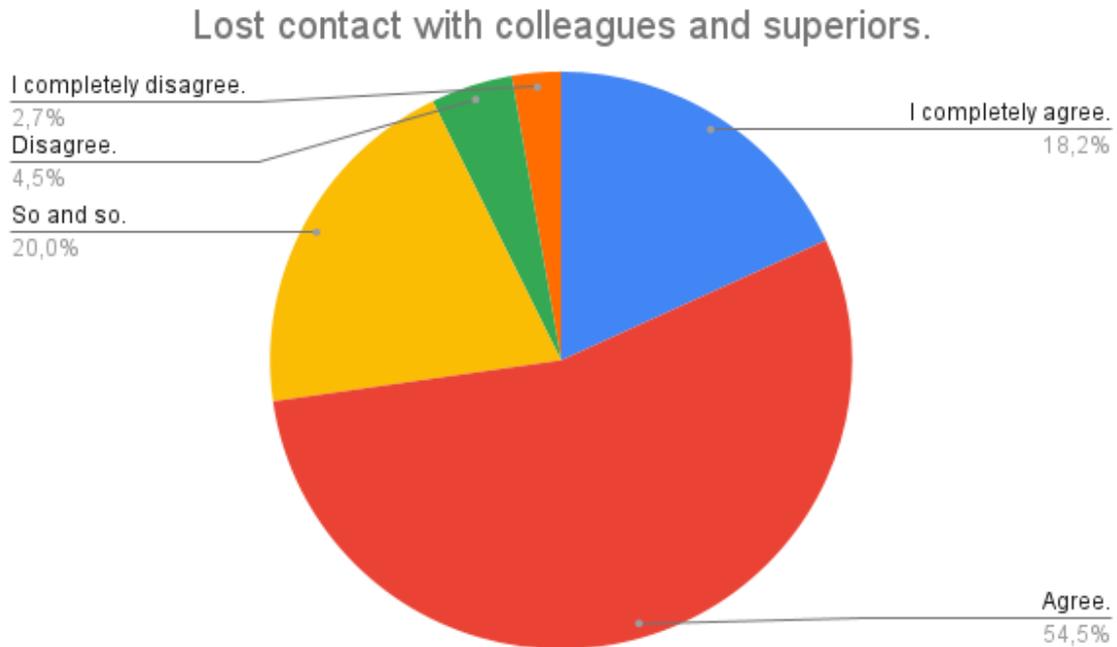
Figure 39 shows the extent to which you agree that one of the disadvantages of teleworking is that contact with colleagues and superiors is lost. 54.5% agree with this position and follow the 20% which is neutral. the percentage is strongly I completely agree 18,% with the dissenters being only a 4.5% and a minimum of 2.7% I completely disagree.

Figure 40.
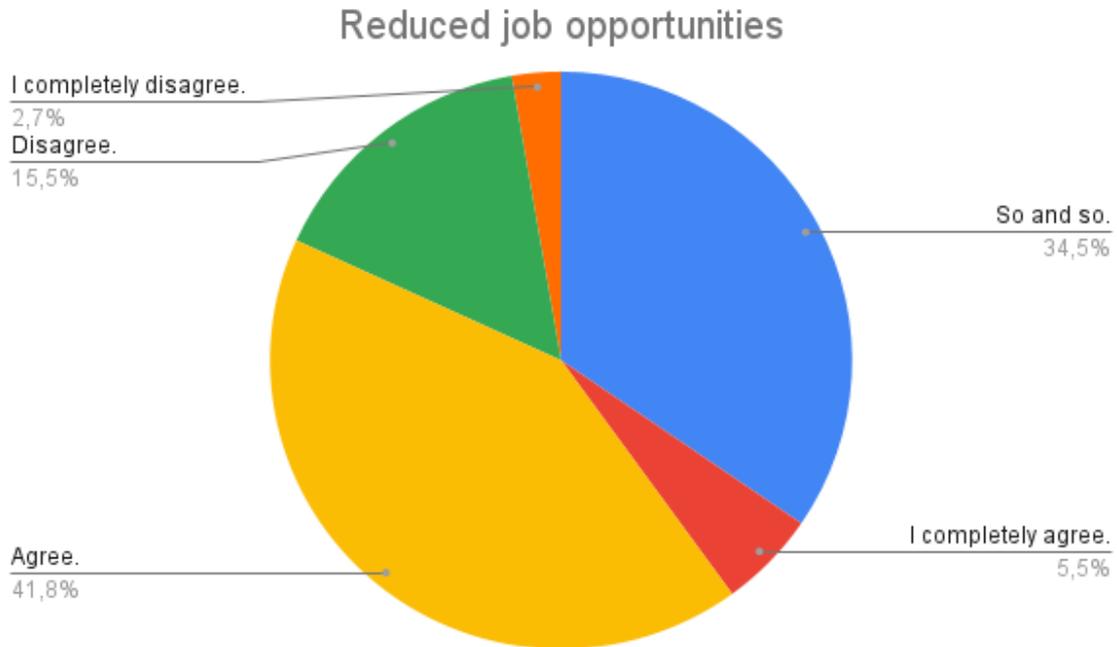
Figure 40 shows how much you agree that one of the disadvantages of teleworking is the reduced professional opportunities. The percentage at 41.8% agrees with the 15.5% who disagree. More neutral stance holds 34.5% while 5.55% strongly agrees and 2.7% strongly disagrees.

Figure 41.
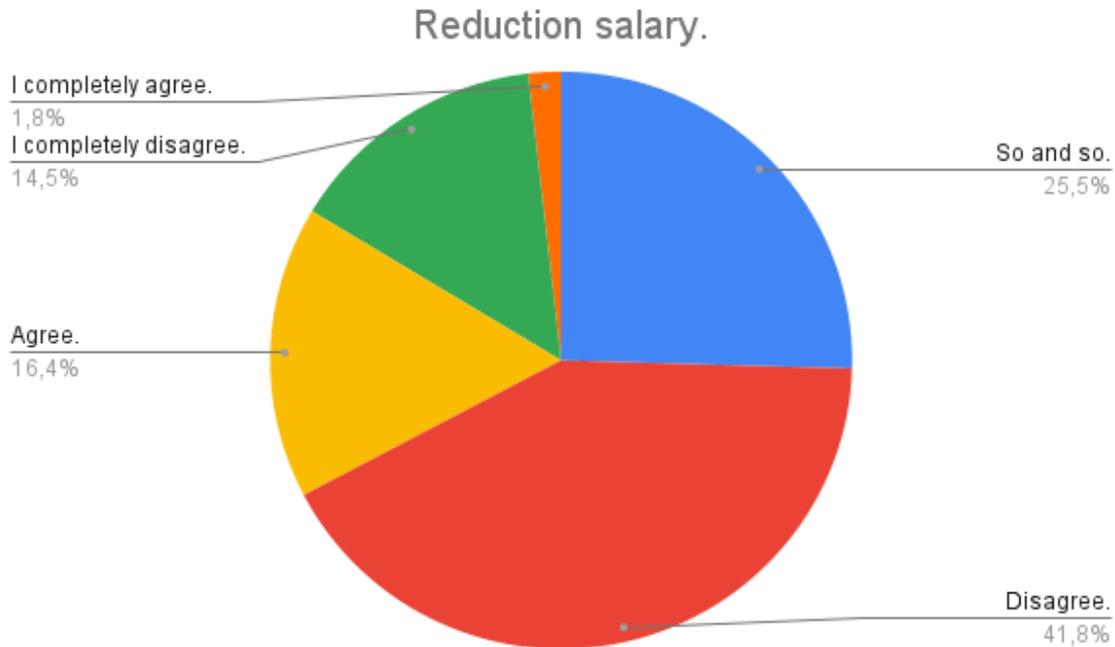
Figure 41 shows how much you agree that one of the disadvantages of teleworking is the reduction of salary. The 41.8% disagree with this position in combination with the high 14.5% I completely disagree following the 25.5% which is neutral. just 16.4% agree with the pay cut and 1.8% strongly agree.

Figure 42.

Violation of labor rights.
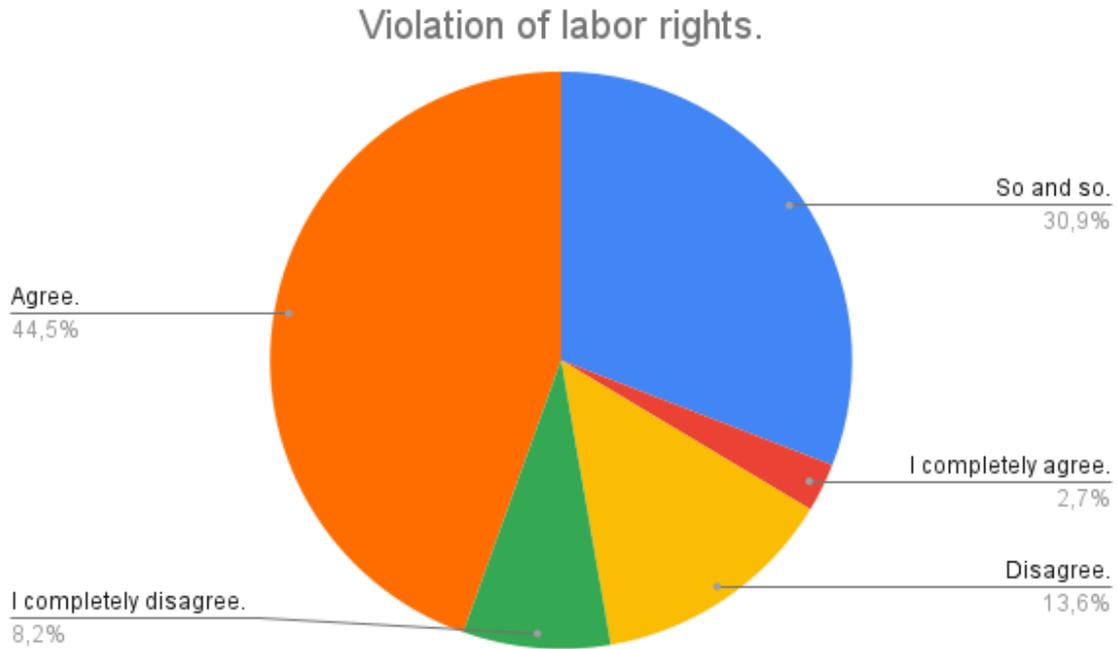
Figure 42 shows how much you agree that one of the disadvantages of teleworking is the violation of labor rights. The 44.5% agrees that labor rights are being violated in relation to the 13.6% who disagree. Neutral stance holds 30.9% followed by 8.2% who strongly disagree and a 2.7% who strongly agree.

Figure 43.
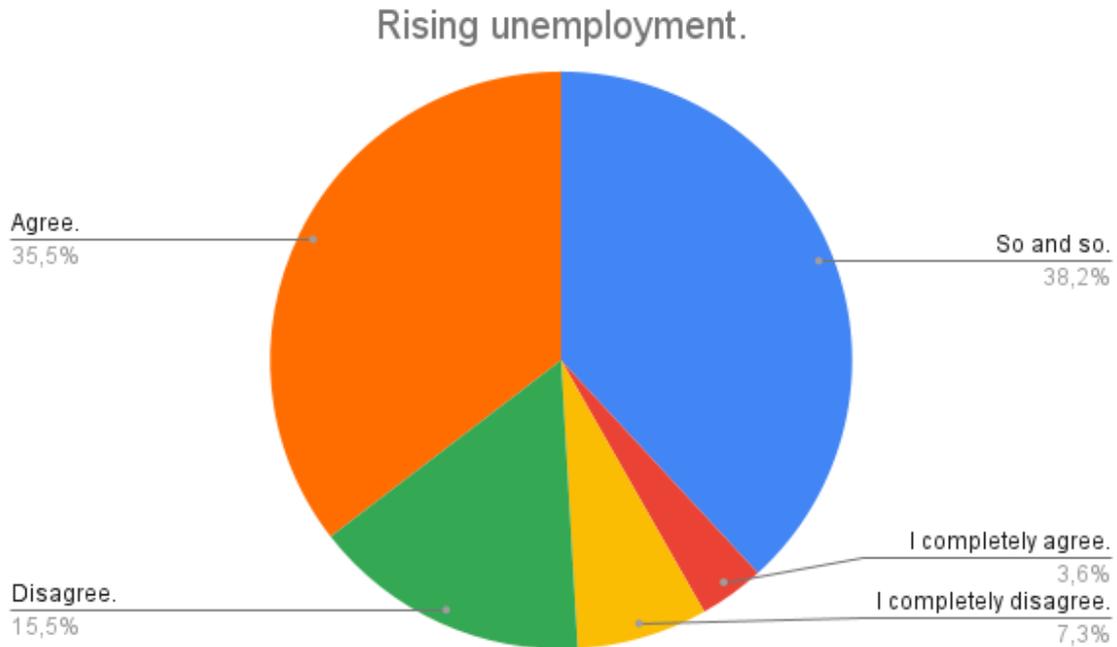
Figure 43 shows how much you agree that one of the disadvantages of teleworking is that it causes an increase in unemployment. The highest percentage of 38.2% is not certain following the 35.5% that agrees. the dissenters are 15.5% and 3.6 completely agree while 7.3% strongly disagree.

Finally, in figures 44 to 47, more general questions were asked. Specifically, when asked who is most favored through teleworking, 47.3% mention all the factors (business, employee, society, economy and environment) while around the legislative part 51.8% does not know the current legislation in Greece but wants to be informed with the percentage being almost identical to 55.5% on European legislation. to the last question whether they believe that teleworking will develop in the future, 93.6% are convinced.

Figure 44.
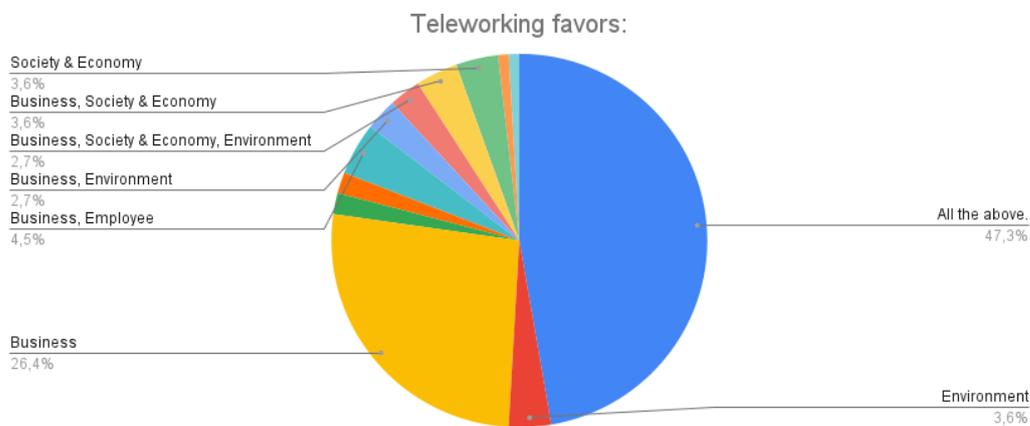
Figure 44 shows the participants' answers as to which sector is most favored by teleworking. Almost half of the 47.3% chose the answer to all of the above, including business, the employee, the economy-society and the environment. immediately after a high percentage of 26.4% gathered the answer that the business is favored. at much lower rates we have 4.5% who claim that the company is favored, employee. 3.6% and 2.7% are distributed in different answers.

Figure 45.

Are you aware of the current legislation regarding telework within Greece?

No
20,9%

No, but I would like to be informed.
51,8%

Yes
27,3%
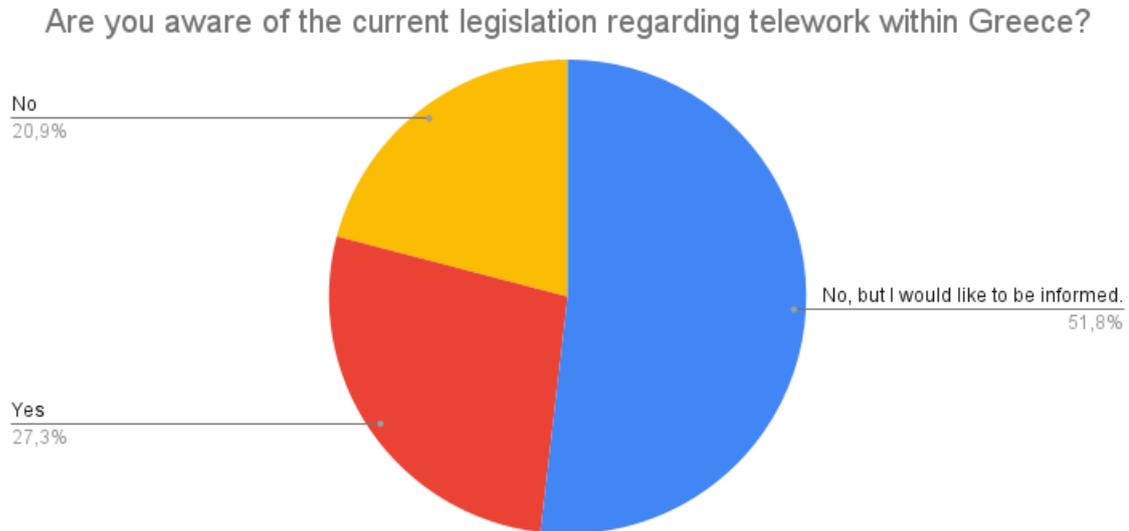
Figure 45 shows the answers to the question if they know the current legislation on telework in Greece. more than half of 5185 answered no, but I would like to be informed 27.5% stated that they know while 20% answered no without intending to be informed.

Figure46.
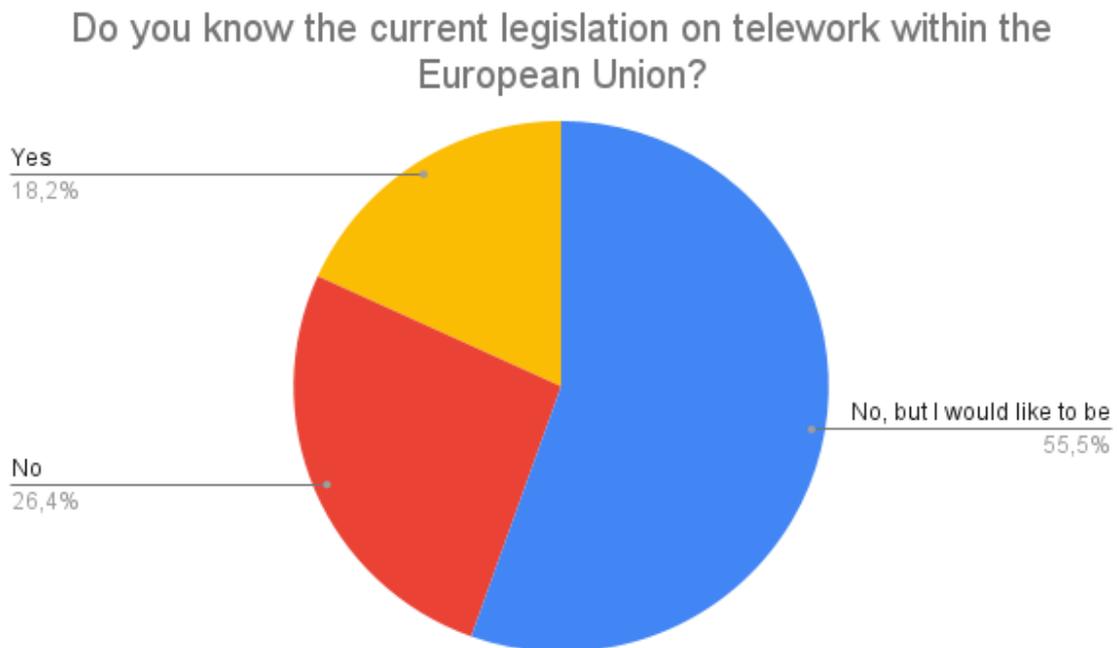
Figure 46 shows the answers to the question if they are aware of the current legislation on telework in the European Union. more than half of the 55.5% said no, but I would like to be informed then follows the 26.4% who do not know and do not show the intention to be informed and finally the low of 18.2 stated that they know the legislation.

Figure 47.

Do you believe that teleworking will grow in business in the future?

No
6,4%

Yes
93,6%
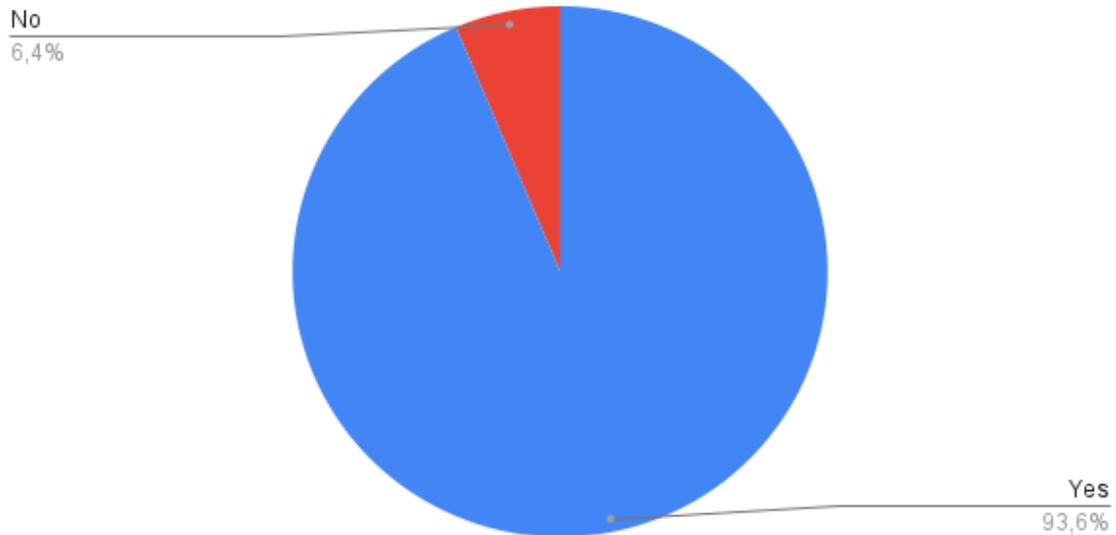
Figure 47 shows the answers to the question if you believe that teleworking will develop in business in the future. Almost all respondents in a percentage of 93.6% answered yes with a small percentage of 6.4% answering no.

7.6 Conclusions

In conclusion, the main findings of the research conclude that the majority of participants in the research are women. The solar group of those who answered mainly covered the younger and active ages with the predominant being 31-45 years old. Their family profile belongs to the category of married people with their annual family income mainly ranging between at least 20.000€ – 25.000€. In the educational background, we observe that the participants have completed the university school with the majority having a master's degree. In the field of employment, the majority of participants work in the private sector and mainly in small businesses with staff ranging from 1 to 50 people. As for the job they hold, 52 said ordinary employees. As for the profession practiced by the most ostentatious teachers due to the rapid growth of distance education, followed by civil servants and office workers. In the type of employment, we observe that the use of teleworking is done by people of indefinite full time employment, declaring continuity and permanence in the maintenance of teleworking.

The second part of the questions concerns teleworking. Most of the participants worked during this period or intended to work telework. If they had worked teleworking in the past before the pandemic, 79% had no contact which indicates a sharp and rapid familiarization of workers with this form of work. Regarding the reduction of the salary, a small percentage decreased with the overwhelming 98.2% keeping its salaries at the same levels. Among the various types of telework, the most commonly used is the home where the most common form is used. As for the tools he received from the employer to deal with teleworking, 30%, a fairly large percentage, did not receive any assistance with the remaining percentage accepting tools such as software, Internet access, telephony. When it comes to communication between employer and employee, most have opted for traditional means of communication such as telephone and e-mail, with teleconferencing active.

The third part of the questions focused on the benefits of teleworking. In Chapter 2 of the project there is an extensive report on some of the benefits. Thus, on this basis, the thirteen most common benefits were selected in which they were asked to express their agreement and disagreement.

One of the main advantages is the time saving where it is confirmed by 50.9% of the respondents, taking into account the most hours of sleep, without wasting time when going to and from work. Added to this is the money saving where 55.5% agree, as he does not spend money on transportation, such as fuel or various tickets on the means of transportation. In terms of program flexibility, the majority move from neutral to dissent, because although teleworking can in some cases give work scheduling flexibility, there are set deadlines and usually working hours remain the same. This is combined with the advantage of harmonizing personal life with professional life, where even here the whole tends to disagree as the teleworker works mainly from his personal space in which the other members of the family coexist and it is difficult to maintain the balance. On the other hand, 46.4% agree that personal space offers more freedom in how to express themselves, how to dress offers confidence to the employee to work diligently at work, while increasing his efficiency. This could be less stressful, but most respondents disagree 44.5% as work stress seems to remain.

There is a general view that outsourcing teleworking into our daily lives will be a way for more employment opportunities. In the survey, 41.8% do not agree with the respondents in combination with the figures 30 & 31, where the attitude remains negative both for the possibility of finding a second job and for work abroad. On the other hand, favored social groups agree that isolated social groups include the elderly, people with disabilities, women raising young children or people in isolated areas have the right to experience it at work. Finally, as to whether it contributes to reducing unemployment, the majority disagrees with 31.5%, in any case it is something that is confirmed by Figures 29, 30 & 31, where under the conditions of the pandemic any increase in jobs is limited.

In the fourth part, the questions addressed the disadvantages of teleworking. In the second chapter there is an extensive reference to the disadvantages faced by the teleworker. One

of them is the reduction of productivity as the removal from the labor sector, without the direct supervision of the superiors, gives the impression that the teleworker is dropping his efficiency. 32.7% of the participants disagree with this position, thus showing their professionalism. Another major drawback is the blurred boundaries between work and personal life. With 53.6% agreeing, we understand that the teleworker through the personal space tries to face both professional and family obligations. This is also confirmed by Figure 36 where 39.1% find it difficult to control working hours either due to working longer hours or due to reduced working hours. In the same context, 54.5% agree that his property is being violated. That his property is being violated.

In addition, another disadvantage of teleworking is social and occupational isolation, which confirms 60% of respondents who realize that work is a way of social cohesion and social inclusion. This is combined with 54.5% agreeing that contact with colleagues and superiors has been lost. Thus, you lead to 46.6% where he agrees that opportunities for professional development are reduced, as there is no direct contact with superiors for a thorough evaluation. In terms of job opportunities, 41.8% agree that it is declining. On the other hand, 41.8% disagree with the reduction of wages, but 35.5% agree that it causes an increase in unemployment. Finally, in all the above disadvantages, 44.5% agree that teleworking violates their labor rights.

The last part of the questions concerns some general questions. Among other things, they were asked to answer who benefits from teleworking with 47.3% answering all the above which means business, employee, economy & society, environment, while 26.4% stated only business. Then, based on chapter 6 where the current legislation in Greece is mentioned, the participants were asked to answer if they know it with 51.8% saying no, but they would like to be informed. In the same way, they were asked if they know the current legislation in the European Union with 55.5% saying no, but I would like to be informed. Finally, the overwhelming 93.6% stated that they agree that teleworking will grow in business.

In summary, the above results make it clear that teleworking has come to stay in our lives. Of course we see that conditions are improving with employers having to be more willing

to integrate employees into the new form of employment by offering all the necessary technical means and the appropriate infrastructure. Employees in turn need to become familiar with the new data by learning to maintain the required balance between personal and professional life without violating their personal data and rights. On the other hand, the state must inform both companies and employees about the legal framework, so that fundamental principles are not violated.

Given the pandemic in which the research is being conducted, future research should be done by asking participants the same questions by comparing the findings.

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