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Master's in Business Administration (MBA)

Postgraduate Dissertation

“Evaluating the Impact of Remote Work on Employee Engagement
and Performance in the Private Sector in Greece”

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HOU A.E.S. Member

Patras, Greece, May 2026

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Abstract

This thesis examines the impact of remote work on employee engagement and employee performance in the private sector in Greece. The rapid spread of remote work during the COVID-19 pandemic and its gradual transition to permanent or hybrid work models have fundamentally changed organizational practices and work experiences. In this context, the study investigates whether and to what extent remote work affects engagement and performance, and which factors enhance or limit this relationship.

The research is based on a quantitative methodology, using a structured questionnaire distributed to employees in the Greek private sector who work in a fully remote, hybrid or in-person model. Variables such as autonomy, quality of communication, organizational support, technological resources, work-life balance, as well as demographic characteristics are examined. Data analysis is performed with statistical methods such as multiple linear regression, analysis of variance and control for modifying effects.

The results show that remote work does not affect all employees uniformly, but its impact is shaped by organizational and individual factors. The study contributes to the literature by providing empirical data from the Greek context and offers practical suggestions for the formulation of effective Human Resources Management policies in modern, flexible work environments.

Keywords

Remote work, Employee Engagement, Employee Performance, Private Sector in Greece, Flexible Work Environments.

Περίληψη

Αυτή η διπλωματική εργασία εξετάζει την επίδραση της εξ αποστάσεως εργασίας στη δέσμευση και την απόδοση των εργαζομένων του Ιδιωτικού Τομέα στην Ελλάδα. Η ραγδαία εξάπλωση της τηλε – εργασίας κατά την περίοδο της πανδημίας COVID- 19 και η εγκαθίδρυσή του σε ένα από τα κύρια μοντέλα εργασίας, έχουν οδηγήσει σε αλλαγές της οργανωσιακής πρακτικής και της εργασιακής εμπειρίας. Στο πλαίσιο αυτό, η τρέχουσα εργασία εξετάζει αν και σε ποιο βαθμό η εξ αποστάσεως εργασία επηρεάζει τη δέσμευση και την απόδοση των εργαζομένων, καθώς και ποιοί παράγοντες μπορούν να ενισχύσουν ή να περιορίσουν αυτή την αλληλεπίδραση.

Η έρευνα βασίστηκε σε ποσοτική μεθοδολογία, μέσω δομημένου ερωτηματολογίου που απεστάλη σε εργαζόμενους στον ελληνικό ιδιωτικό τομέα, είτε που εργάζονται πλήρως εξ αποστάσεως, ή σύμφωνα με κάποιο υβριδικό μοντέλο ή δια ζώσης στον χώρο της εκάστοτε εταιρείας. Στην παρούσα έρευνα, εξετάστηκαν μεταβλητές όπως η αυτονομία, η ποιότητα της επικοινωνίας, η οργανωσιακή υποστήριξη, οι τεχνολογικοί πόροι, η ισορροπία μεταξύ εργασίας και προσωπικής ζωής καθώς και δημογραφικά χαρακτηριστικά. Η ανάλυση των δεδομένων διενεργήθηκε με τη χρήση στατιστικών μεθόδων, όπως πολλαπλή γραμμική παλινδρόμηση, ανάλυση διακύμανσης και έλεγχος για τροποποιητικά αποτελέσματα.

Τα αποτελέσματα δείχνουν πως η εξ αποστασεως εργασία δεν επηρεάζει κάθετα , το ίδιο, όλους τους εργαζομένους αλλά διαμορφώνονται βάσει προσωπικών και οργανωσιακών παραγόντων. Η μελέτη συνεισφέρει στην υπάρχουσα βιβλιογραφία, παρέχοντας εμπειρικά δεδομένα από τον Ιδιωτικό Τομέα στην Ελλάδα και προσφέρει πρακτικές προτάσεις για την διαμόρφωση αποτελεσματικών πολιτικών Διαχείρισης Ανθρώπινου Δυναμικού στα σύγχρονα και ευέλικτα περιβάλλοντα εργασίας.

Λέξεις – Κλειδιά

Εξ αποστάσεως Εργασία, Δέσμευση Εργαζομένων, Απόδοση Εργαζομένων, Ιδιωτικός Τομέας στην Ελλάδα, Ευέλικτα Περιβάλλοντα Εργασίας.

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List of Abbreviations & Acronyms

Acronym	Definition
ANOVA	Analysis of Variance
COVID-19	Coronavirus Disease 2019
HR	Human Resources
HOU	Hellenic Open University
JD-R	Job Demands–Resources Model
IWPQ	Individual Work Performance Questionnaire
SET	Social Exchange Theory
SDT	Self-Determination Theory
SPSS	Statistical Package for the Social Sciences
UWES	Utrecht Work Engagement Scale
UWES-9	Utrecht Work Engagement Scale – 9 items version

1. Introduction

1.1 Background and Context of Working Remotely

Remote working is one of the most common and rapidly evolving work models of our times (Bloom, 2020, Eurofund, 2020). Its broad adoption during the COVID – 19 pandemic led to a deep social and organizational shift, altering the way we perceive work, collaboration, and productivity. Now, in the post-pandemic era, working remotely is no longer approached as a temporary solution but as a permanent and systematically applied working model, globally used by firms and organizations (Bloom, 2020). International literature confirms that the post-COVID – 19 eras’ working conditions contributed to the creation of new opportunities but also new challenges that affect employees, managers, and total organizational performance (Allen, Golden & Shockley, 2015).

Remote work is defined as a flexible working arrangement in which employees perform job tasks outside the employer’s premises through the use of information and communication technologies (Gajendran & Harrison, 2007; Eurofound, 2020). Within such work arrangements, employee engagement becomes an important factor influencing employees’ attitudes and performance. Schaufeli, Salanova, González-Romá and Bakker describe employee engagement as a positive and fulfilling psychological state characterized by vigor, dedication and absorption (Schaufeli et al., 2002). Vigor reflects high levels of energy, resilience and persistence in one’s work, even when facing difficulties. Dedication refers to a strong sense of involvement accompanied by feelings of enthusiasm, pride, and significance in relation to one’s job. Absorption, on the other hand, describes a state in which employees are fully concentrated and happily immersed in their work activities.

The above definition reflects the degree to which employees invest cognitive, physical, and emotional energy in their roles and represents an active motivation towards work tasks. (Schaufeli et al., 2002).

Employee performance refers to the ability of employees to perform their work-related duties (Borman & Motowidlo, 1997) effectively. Performance can be categorized into task performance, which include the execution of duties linked to the role and contextual performance, which includes behaviors coordinated with the organizational culture.

Previous research has shown a strong and positive link between employee engagement and performance (Borman & Motowidlo, 1997).

The concept of employee engagement has become crucial to the contemporary working environment because it positively links to performance, allegiance to the organization, employee well-being, and overall effective operation of the company (Bakker & Demerouti, 2007). Within the framework of teleworking, commitment has even more value, since traditional factors that enhance and at a point ensure the employees' participation, such as physical interaction, interpersonal and informal relationships, are completely altered. At the same time, employee performance is a crucial indicator of successful organizations and often can be affected by the structure, support, autonomy, and communication quality between management and employees. (Tandon & Srivastava, 2025).

In the private sector in Greece, remote work is gradually maturing. According to Eurostat (2023), the percentage of employees working from home during the Covid- 19 pandemic increased from 5% to almost 14% in 2021, while later stabilized at a lower but still increased number. In addition, according to Eurofund (2021) Greece was one of the countries that increased the number of remote workers during lockdown (Braesemann et al., 2021).

Although the model was widely used by organizations during the pandemic, its transition into a permanent or even a hybrid model raises new challenges and questions, especially when it concerns a sector where traditional physical presence and face-to-face communication were required. Greek work culture emphasizes physical presence, hierarchical supervision and face-to-face communication (Katsaros, 2024). The transition to more flexible working models required crucial changes in administration and performance evaluation systems (Smite et al., 2022).

Despite the global literature being broad about the matter, Greek studies are limited about the way remote work affects employee engagement and performance, which creates a research gap and highlights the need for further investigation. Most Greek researchers are focused on the Public Sector or referring to the pandemic era. The lack of systematic empirical data about how remote or hybrid working models affect employee engagement and performance makes the following research necessary (Lu & Yu, 2025).

1.2 Research Gap

International literature has often offered contradictory findings regarding the impact of remote work (Gajendran & Harrison, 2007; Wang et al., 2021). Studies have shown that working remotely is linked to high autonomy, amplified work satisfaction, and performance, especially when supported by effective communication and adequate technological resources (Bartik et al., 2023). In contrast, vital challenges have been identified to accompany remote workers, such as a broad feeling of not belonging, weak social bonds, workload increase due to blurred lines between personal and professional hours, and lastly, the need for managerial support (Narayan, 2024).

An interesting fact is that the impact of remote work on employee engagement and performance is not even, but they usually depend on several factors, such as:

- Frequency and quality of communication
- Level of organizational support
- Technology skills
- Characteristics of the company culture
- Demographic and professional characteristics of the employees

Studies also differ in their examination of various work arrangements, including fully remote, hybrid, and on-site models. The literature suggests that each of these working models may produce different effects on employee outcomes and organizational performance (Barreto, 2025). In particular, recent research indicates that hybrid work arrangements may provide a balanced approach by combining the flexibility and autonomy of remote work with the opportunities for social interaction and collaboration offered by on-site work (Thakkar & Ahmedali, 2024).

The lack of research data for the Greek private sector, combined with contradictions in the literature review, creates the need to study the variables that affect employee engagement and performance of remote work in Greece (Lu & Yu, 2025).

1.3 Significance of the Study and Research Questions

The goal of this study is to investigate and evaluate how remote work impacts employee engagement and performance in the Greek Private Sector, by focusing on the direct effects but also on the factors that can enhance or limit those relations. The research aims to contribute to a better understanding of the dynamics of remote work and to provide useful practical guidance for businesses, by connecting theoretical models like The Job Demands – Resources Model (JD – R) (Bakker & Demerouti, 2007) and the The Self – Determination Theory (Ryan & Deci, 2020) with empirical data from Greek organizations.

The importance of this study lies firstly in closing the gap in literature about systematic investigation of the relationship between teleworking and employee engagement and performance in the meta- pandemic era. At the same time findings of the research can be used by Human Resources departments as indications about the policy designs implemented in remote or hybrid working models, by considering not only productivity but also employees’ well-being.

For HR executives, the study can provide guidelines on shaping the working models, enhancing organizational support and redesigning performance systems on remote work environments.

Results of the study may also be able to support implementations in organizational policy about balance between flexibility, the right to disconnect and equal treatment (Eurofound, 2021).

Lastly, for remote employees, understanding the factors that can amplify engagement and performance in remote working models, may contribute to better time management, self - regulation and balancing professional and private life (Hackman & Oldham, 1976).

The research questions are the following:

- To what extent does remote work affect employee engagement and performance within the private sector in Greece?
- Do different working models (fully remote, hybrid, on-site) have a differentiated impact on employee engagement and performance?
- Which remote-work-related factors (e.g., autonomy, availability of tools, communication quality, managerial support) predict employee engagement and performance?

- Does the impact of remote work on employee engagement and performance differ based on demographic characteristics (e.g., age, gender, education level, years of experience, position level)?

The above questions are in line with the theoretical models and the methodology of the study.

1.4 Theoretical Background, Key Models and Methodology

This study will be based on three fundamental theoretical models, which have already been used in many empirical studies to study human resources and organizational behavior. These models will help understand employee commitment and engagement, and are as follows:

The Job Demands – Resources Model (JD – R):

One of the most important theoretical models for studying commitment and performance. According to JD–R, all occupations have specific demands and resources. Employee commitment is higher when resources such as autonomy, organizational support, and technological resources are equivalent to the job demands. On the contrary, higher demands without the necessary support can lead employees to engage and commit less (Bakker & Demerouti, 2007).

The Self – Determination Theory SDT:

The SDT theory argues that internal commitment amplifies when the needs for autonomy, competence, and relatedness are met (Ryan & Deci, 2020). Teleworking may enhance autonomy, however it may reduce connectivity due to lack of physical presence. Fulfilling the needs mentioned can lead employees to stronger internal commitment to the organization.

Social Exchange Theory – SET

Social Exchange Theory (Blau, 1964) supports that the relationship formed between employees and organization are based on mutual exchanges. When employees are treated with trust, support and justice they reciprocate with increased commitment, improved performance and dedication.

In teleworking environments equal treatment, transparency and trust are significant due to physical distance which can reduce the sense of reciprocity.

Organizational Support Theory – OST

Related to the Social Exchange Theory, the Organizational Support Theory (Eisenberger et al., 1986) highlights the importance of organizational support. Employees who think that their organization appreciates their contribution and supports their well-being have shown higher levels of engagement and performance. In remote working models, communication transparency, managerial trust and development opportunities are important signs of organizational support.

The study will be concluded by following a quantitative survey-based research strategy. A Likert – scale questionnaire will be used to collect the needed data.

The sample will include employees of the private sector in Greece, working on one of three models: fully remote, hybrid, and on-site.

The statistical methods that will be used are ANOVA, multiple regression, and moderation analysis.

1.5 Structure Overview

Chapter 1: Introduction

An introduction to the concept of remote work will be made as a contemporary working model to show the importance of employee engagement and performance in it. Also, the chapter introduces research questions, theoretical background, and methodology that will be used.

Chapter 2: Literature Review

The Literature Review chapter discusses International and Greek literature on remote working models, employee engagement, and performance. Presents the basic theoretical models and findings included within previously published studies.

Chapter 3: Research Methodology

The methodology chapter presents the research design, data collection methodology, and describes the sampling process.

Chapter 4: Analysis for Research Findings

This chapter presents the results of data analysis and compares the findings of each working model (remote, hybrid, and on- site).

Chapter 5: Discussion and Recommendations

This chapter discusses the research findings compared to the theoretical models and the literature review.

Chapter 6: Conclusion and Suggestions

The chapter summarizes the key findings and offers suggestions for companies and propositions for further studies.

2. Literature Review

2.1 Definition and Remote Working Models

Remote work refers to an employment type in which the employees conduct their job-related tasks outside of the organization's premises, using Information and Communication Technologies. (Eurofound, 2020; CIPD, 2025). Working remotely is not a new phenomenon. It has been studied since the 2000s to determine if it can improve professional and personal life while lowering organizational costs. The COVID-19 pandemic accelerated the adoption of remote working models and making it one of the dominant work models across various industries and organizations. In modern literature, we distinguish three basic working models:

- 1) Fully remote working model, where employees can conduct their everyday tasks fully off premises.
- 2) Hybrid working model, which combines remote and on-site work, usually with pre-determined days of employees' presence in the office.
- 3) On-site work, which in this study will be applied as a reference point for the comparative process.

Recent studies show that after the COVID-19 pandemic, hybrid work has become the most popular working model in many organizations, since it allows employees to combine the autonomy and flexibility of working remotely and the benefits of social interaction and collaboration in the physical workplace (Cisco, 2025). However, implementing working remotely can vary between industries, due to the nature of work, the level of digital literacy of the organization and managerial practices that are applied (CIPD, 2025).

In this study, remote work is defined by conditions that include the frequency of remote work, the quality of digital tools, the level of managerial support, and the degree of autonomy provided to employees.

This allows the study to examine how remote working conditions influence employee engagement and performance.

2.1.1 Employee Engagement

Employee engagement is a key concept in organizational psychology and Human Resources management. The term is used to describe the level to which employees are psychologically

connected to their work, invest energy, are dedicated to their role, and actively achieve organizational goals.

Schaufeli, Salanova, González-Romá and Bakker (2002) define employee engagement as a positive fulfilling work - related psychological state with three main characteristics: vigor, dedication and absorption. Vigor refers to high levels of energy and psychological resilience during work, dedication refers to a sense of meaning, enthusiasm and pride in one's work, while absorption describes the full focus on work tasks.

Engagement is clearly distinguished from related concepts such as job satisfaction and motivation. Job satisfaction is typically understood as a passive evaluation of the work experience, while work engagement describes an active relationship between the employee and their work (Schaufeli & Bakker, 2004). Motivation refers to the drivers behind work behavior (i.e., why individuals exert effort), while organizational commitment concerns the employee's attachment and intention to remain with the organization. In this dissertation, engagement is treated specifically as a work-related psychological state (vigor, dedication, absorption), rather than as organizational commitment (Schaufeli & Bakker, 2004).

The importance of employee commitment has been confirmed by many studies that show that high levels are associated with increased performance, lower intentions to leave, reduced burnout and improved psychological well-being of employees (Bakker & Demerouti, 2007).

In hybrid and remote working models, work engagement is one of the most critical mechanisms that links working conditions and outcomes.

Engagement is usually measured by using validated psychometric instruments. The Utrecht Work Engagement Scale is widely used in international studies and across cultures and industries as a reliable way to assess vigor, dedication, and absorption in quantitative research (Schaufeli & Bakker, 2004)

In this study work engagement is treated as a dependent variable which can be affected by remote working conditions and functions as a critical link between job characteristics and employee performance. This approach is fully aligned with current theoretical approaches, highlighting engagement as key indicator of the work experience..

2.1.2 Employee Performance

Employee performance is a key concept in Human Resources Management and refers to how well an employee achieves goals and expected results associated with their role. Current literature links performance with effectiveness in performing tasks and the employee’s contribution to overall organizational outcome.

Many researchers distinguish between task performance, which refers to execution of basic tasks of the role, and contextual performance, which includes behaviors that can support the social and organizational environment, such as collaboration, initiative and responsibility (Borman & Motowidlo, 1997). This distinction is very important in the work environment because performance includes measurable results and qualitative aspects of work behaviors.

Performance can be measured using objective or subjective indicators. Objective indicators include measurable outcomes like KPIs and productivity indicators. Subjective indicators are based on employee’s self-assessments and supervisor ratings (Katsaros, 2024).

Early studies on remote work expressed concerns about maintaining a high level of performance outside the physical workplace. However, recent research shows that employee performance can be sustained or even improved under the condition that employees have enough autonomy, appropriate digital tools and clear guidance from the management (Makridis & Schloetzer, 2024). Factors like trust, communication and organizational support are highlighted as crucial for performance in remote and hybrid models.

Employee performance is closely linked to employee engagement. International literature indicates that employees with high commitment demonstrate higher quality and consistency in their work. This relationship is very important in the current study since employee engagement is examined as a key factor which determines performance (Bakker & Demerouti, 2007, pp. 309-328).

2.2 Theoretical Background

To assess how remote work impacts employee engagement and performance this study uses theoretical approaches that link working conditions, psychological needs and work behavior. The framework is based on the Job Demands–Resources Model and the Self-Determination Theory, with insights from the Social Exchange Theory.

These theories provide a clear basis for understanding how remote work can improve or weaken employee performance, depending on resources, employee characteristics and administrative support.

2.2.1 The Job Demands–Resources Model

The Job Demands – Resources Model is a widely used, flexible theoretical framework for studying engagement and performance in the workplace. According to it, each job is characterized by demands and resources that influence psychological state and employee behavior.

Job demands can be physical, cognitive or emotional aspects of work that require effort and are associated with some cost for the employee, such as workload, time pressure, or role ambiguity. In contrast, job resources are elements that help achieve job goals, reduce demands, or enhance personal growth, such as autonomy, social support, feedback, and learning opportunities (Bakker & Demerouti, 2007).

The JD – R model, argues that job resources trigger a motivational process that leads to increased engagement and higher performance. In contrast excessive demands without adequate resources can lead to burnout and lower performance. In remote working models, digital support, quality communication and managerial guidance are critical resources that can mitigate the increased demands of physical distance.

Studies using the JD – R model on remote and hybrid work models, show that autonomy and flexibility have a positive impact on engagement, while lack of communication and social interaction can increase demands that have negative impact. The model provides a robust framework for analyzing factors that predict engagement and performance in the work environment (Job demands-resources model, n.d.).

Based on the JD – R model, which explains employee engagement through structural work characteristics, Self – Determination Theory deepens the analysis by focusing on the satisfaction of psychological needs in remote and hybrid environments.

2.2.2 Self-Determination Theory

Self-Determination Theory (SDT) focuses on motivations and basic psychological needs that influence individuals’ behavior and well-being. According to the theory, work

engagement and performance are enhanced when three fundamental psychological needs are met: autonomy, competence, and relatedness (Ryan & Deci, 2020).

In remote work, autonomy is often enhanced, since employees have more control over when and how they will perform their tasks. However, relatedness is threatened by the absence of physical interaction with colleagues and supervisors. Competence depends on access to digital tools, adequate training and clear feedback.

SDT adds an important perspective to remote work by explaining why the same arrangements affect employees differently. When the organization supports employees' psychological needs, remote work can increase engagement and performance. Without support, it can lead to isolation, lower motivation, and reduced performance.

While this theory explains employees' internal motivations, the Social Exchange Theory introduces the relationship between employees and organizations in remote working environments.

2.2.3 Social Exchange Theory

The Social Exchange Theory examines the dynamics of reciprocity between employees and organizations relationships. The theory presents that employees respond positively when they perceive organizational support, trust and equal treatment (Blau, 1964).

In the context of remote work, organizational support, fair performance evaluation and recognition of effort are particularly important. When employees perceive that the organization invests in their well-being and facilitates remote work, they are more likely to show increased commitment and higher scores of performance.

The theories presented complement each other and combined they offer an interpretive framework for understanding the effect of remote work on engagement and performance.

More specific, the JD-R theory focuses on how work related demands and available resources can affect engagement and performance through structure. SDT theory, inserts a psychological dimension by explaining how the satisfaction of employees needs for autonomy, competence and connectivity can contribute to higher motivation and active engagement. Finally, SET theory approaches a relational and organizational dimension, showing that continual support, trust and fair treatment can increase engagement and performance.

The combination of the above theories strengthens the assumption that remote work is not directly affects employee engagement and performance, but is mostly linked to resources, satisfaction of psychological needs and quality of organizational support. This theoretical framework justifies the research questions and the examined variables.

2.2.4 Theoretical Framework and Present Study

The theoretical background of this study argues that the impact of remote work on engagement and performance has many dimensions. It is influenced by job resources, psychological needs and organizational practices.

The Job Demands-Resources (JD-R), Self-Determination Theory (SDT), and Social Exchange Theory models, provided to the study theoretical background to develop the right research questions and interpret the results.

2.3 International Studies on Telework, Employee Engagement and Performance

International literature on teleworking has grown rapidly during the last decade, particularly after the COVID – 19 pandemic. Most empirical studies focus on showing how teleworking affects employee engagement, performance, job- satisfaction and well-being (Makridis & Schloetzer, 2024; CIPD, 2025). The findings are mixed with both positive and negative findings. The differentiation often depends on organizational, technological and individual factors (Atti et al., 2022).

Positive effects of teleworking in engagement and performance

Many of the studies mentioned find a positive relationship between teleworking and employee engagement. Large scale studies show that enhances the sense of autonomy, reduces commuting time, and allows flexibility in scheduling tasks. All these are linked to higher energy for work and engagement. Several studies also indicate that teleworking increases productivity (Makridis & Schloetzer, 2024).

The job Demand- Resources model indicates that autonomy and flexibility are perceived as work resources that activate motivation and strengthen commitment (Bakker & Demerouti,

2007). In the mean time, according to the Self Determination Theory, fulfilling the need for autonomy enhances motivation and active engagement at work (Ryan & Deci, 2020).

Many studies also show that remote working environments can increase productivity, when there are clear goals and adequate organizational support (Katsaros, 2024).

Negative Effects and Psychological Risks of Telework

Despite the numerous positive findings, many studies highlight that teleworking can have an equally negative impact. These studies conclude that the benefits depend on frequency of teleworking, the type of work and the organizational context. Hybrid work models, that combine remote and physical presence, appear to lead to higher levels of engagement than the fully remote and exclusively on site models.

Some studies also note that prolonged telework can lead to social isolation reduced identification with the organization and difficulties in collaboration, especially when effective communication is absent. These findings are linked to the Self – Determination Theory which says that satisfying the need of relatedness is critical for maintaining high levels of motivation and engagement (Papadopoulou & Georgiou, 2023, pp. 123-145).

Boundary Management and Work–Life Balance

Recent literature highlights boundary management as one of the key challenges in remote work environments. The absence of physical separation between work and personal environment, may lead to role confusion and difficulty to disconnect from work. This confusion between professional and personal life is highly linked to burnout, work – family conflict and reduce work engagement.

Studies show that effective boundary management through scheduling and maintaining an organizational culture that respects employees personal time contributes in maintaining higher engagement and performance levels.

Technostress and Digital Overload

Another crucial concept that we find in recent literature is “technostress”. The term refers to the stress some employees’ may present as a result of excessive or complex use of digital technology (Tarafdar et al., 2019). Constant connectivity, email overload and multiple communication platforms may increase the demands linked to the job and negatively affect employee well - being.

According to the Job Demand – Resources theory, “technostress” can operate as a work related demand and if not balanced through resources such as support, education and technological literacy, can lead in reduction of employee engagement and performance (Pansini et al., 2023).

Virtual Collaboration and Organizational Trust

Remote and hybrid working models can significantly alter employee collaboration. Reduced unofficial interaction and lack of physical presence affect team spirit, connectivity and organizational identification.

International literature highlights that trust, communication transparency and accessible leadership are crucial factors in maintaining effective collaboration in virtual environments (Bentley et al., 2016).

Moderating and Contextual Factors International literature emphasizes that working remote is not a categorical factor of engagement or not by itself, but depends on numerous factors.

The role of leadership and organizational support as key factors in successful teleworking. Many empirical studies show that communication with supervisors, frequent feedback and trust are crucial for maintaining engagement in teleworking environments (CIPD, 2025). According to Social Exchange Theory, when employees receive support and fair treatment, they reciprocate with increased engagement and better performance (Blau, 1964).

The quality of digital tools and the degree of technological maturity of the organization also affect the results (Cisco, 2025). In environments where technology works effectively, demands are reduced and engagement is enhanced. Providing clear expectations and recognizing contribution helps mitigate the negative effect of physical distance. These studies argue that teleworking is not a direct factor of engagement or disengagement but depends on organizational and administrative context (Bai & Vahedian, 2023).

Hybrid vs Fully Remote Models

Of particular interest are comparative studies between full teleworking and hybrid models. Many studies suggest that hybrid models show more balanced results in terms of engagement and performance (Makridis & Schloetzer, 2024).

The hybrid model appears to simultaneously satisfy the need for autonomy and the relational need for connectivity (Ryan & Deci, 2020), while reducing the risk of social isolation.

However, its effectiveness depends on the clarity of implementation policies and the level of organizational support.

2.4 Greek Empirical Studies on Telework, Engagement and Performance

Greek literature has increased in recent years, mostly after the COVID – 19 pandemic, when implemented massively and in occasions compulsory. The majority of those empirical studies focus either on the public sector or specific private sectors related to Information Technologies or finance.

Studies that examine telework in the public sector, approached it as a forced adjustment during the pandemic. Studies such as Symeonidou & Mihail (2024) show that working remotely affects engagement in a mixed way by increasing flexibility but also role confusion, workload and coordination difficulties. Conflicts arose between work and family demands and engagement. These studies highlight that without adequate organizational support and guidance; teleworking may reduce the positive work experience. Findings also suggest that engagement is affected positively when the organizations provide adequate resources but reduces when high demands are not supported enough.

Greek empirical studies, referring to the private sector are often limited to specific sectors and organizations. Results in studies like Katsaros (2024) show teleworking may enhance employee performance, when it comes with increased autonomy, trust and digital support. We meet similar findings in postgraduate dissertations in many Greek universities, suggesting that technological literacy of employees and leadership quality are crucial factors for engagement and performance.

However, Greek firms often have hierarchical management and a low degree of digital maturity in some sectors, compared to other countries. These characteristics may affect the effectiveness of remote working, especially when not accompanied by trust and autonomy as parts of the organizational culture.

Limited experience of many organizations in remote working models may also affect employee engagement and performance levels.

Recent Greek research attempts to examine teleworking in the stable conditions that followed the pandemic, highlighting the importance of culture and leadership within the organization. Findings show that engagements mediate between working conditions and

performance, linking those studies to the Job Demands – Resources Model and Social Exchange Theory (Sfeir, 2022).

Methodologically, most of the studies are cross-sectional and use quantitative surveys with questionnaires and self-reported measures, while longitudinal studies remain limited. Furthermore, few studies systematically compare different working models (fully remote, hybrid, in-person) in the same research context, taking into account demographic factors as modifying variables.

Overall, Greek literature shows that teleworking is a phenomenon with many dimensions and complex impact in employee engagement and performance. There are indicators of positive results, especially when paired with organizational support and autonomy but there is a lack of empirical studies that examine the different work models (fully remote and hybrid and on site) in comparison with demographic factors as modifying variables. This gap is addressed by the present research, which will focus on the private sector in Greece and will attempt to investigate the relationship between teleworking, engagement and performance in modern organizational context.

3. Research Methodology

3.1 Research Design

This dissertation, with title “Evaluating the Impact of Remote Work on Employee Engagement and Performance in the Private Sector in Greece”, attempts to examine the relationship between remote work and employee engagement and performance in the private sector in Greece. The study is cross-sectional and will employ a quantitative research methodology using a questionnaire. The results will be statistically analyzed using the SPSS software. Cross – sectional design is commonly used in social and organizational research, to determine the relationship between the variables in a specific moment (Bryman, 2016)

The quantitative approach will allow the systematic measurement of employees’ perceptions, attitudes, and work-related experiences through standardized Likert-scale items. The research aims to analyze the relationship between the established variables and different working models.

The cross-sectional design allows the examination of a diverse group of employees. This approach will help us to identify patterns related to engagement and performance.

The main questions of this research are the following:

1. To what extent does remote work affect employee engagement and performance within the private sector in Greece?
2. Do different working models (fully remote, hybrid, on-site) have a differentiated impact on employee engagement and performance?
3. Which remote-work-related factors (e.g., autonomy, availability of tools, communication quality, managerial support) predict employee engagement and performance?
4. Does the impact of remote work on employee engagement and performance differ based on demographic characteristics (e.g., age, gender, education level, years of experience, position level)?

In the present study, variables were specifically determined to support the empirical analysis.

As dependent variables were set employee engagement and performance. Engagement was measured by using the Utrecht Work Engagement scale (UWES – 9), while performance through selected questions from Individual Work Performance Questionnaire.

Independent variables included factors related to teleworking, it’s advantages and disadvantages, such as work - life balance, technological resources, communication and cooperation, administrative support, organizational culture and its challenges.

Also, moderating variables were used. Those are demographic and professional characteristics, such as gender, age, education level, work experience, type of contract and previous remote working experience before the COVID - 19 pandemic.

3.2 Data Collection

Data collected through an online questionnaire administered via Google Forms, with an estimated completion time of approximately 10 minutes. It is designed to measure variables such as remote work benefits, communication and collaboration, managerial support, technology resources, organizational culture, work-life balance, and remote work challenges. It also uses validated scales, such as the Utrecht Work Engagement Scale (UWES-9) for measuring employee engagement and the Individual Work Performance Questionnaire (IWPQ) for task performance.

Data collection occurred through five-point Likert scale questions (1 = Strongly disagree to 5 = Strongly agree), allowing the systematic documentation of employee perception and experience (Likert, 1932).

To answer the research questions, the questionnaire is structured in the following sections:

The first section measures employee engagement, using the validated Utrecht Work Engagement Scale (UWES-9), which consists of nine Likert-scale items (Schaufeli et al.,2002).

The second section examines remote work benefits using four Likert-scale items.

Third section focuses on work-life balance, measuring the ability to manage boundaries between work and personal life using two Likert-scale items.

The fourth section focuses on effective communication and collaboration with the management through four Likert-scale items.

Fifth section evaluates resources such as digital tools, internet reliability and environment suitability, using three Likert-scale questions.

Section six examines managerial support and work design. Using nine Likert-scale questions addresses supervision practices, manager accessibility, career development opportunities and perceived fairness between remote and on-site employees.

Seventh section focuses on remote work challenges like isolation and disengagement through three Likert scale questions.

The eighth section addresses organizational culture and remote work climate, focusing on support and employee's connection to the values of the organization. In this section there are three Likert-scale questions.

The ninth section uses five questions from the Individual Work Performance Questionnaire (IWPQ) to measure employee task performance through self-reported assessments (Koopmans et al., 2014)

Lastly, a tenth section is focused on demographic and work-related characteristics, which include gender, age, experience, job position, working model, sector of employment, company and contract type through closed-ended categorical questions.

The participation will be voluntary and anonymous. No personal information of the participants will be collected, and all the answers will be treated confidentially and will be used exclusively for academic research purposes.

To improve response, the questionnaire was also distributed through professional networks. An introductory statement informed participants about the academic purpose of the study, ensuring anonymity, confidentiality, and voluntary participation.

Throughout this research ethical considerations were integrated. Participation was voluntary and participants were informed about the academic purposes of the study beforehand. Personal data wasn't collected and all answers were confidential and used only for academic purposes. The study follows the ethical guidelines for academic research established by the Hellenic Open University.

A formal pilot test was not conducted before the distribution of the questionnaire, since the majority of questions are derived from previously validated scales widely used in academic research, such as the Utrecht Work Engagement Scale (UWES – 9) and the Individual Work Performance Questionnaire (IWPQ). Already validated instruments strengthen the measurements credibility.

3.3 Sampling

Due to resources and time constraints a convenience sample was used, utilizing colleagues, professional networks, friends and acquaintances and word-of-mouth to recruit research participants. The sample of the study consisted of 88 employees in private sector organizations in Greece, including industries such as technology, finance, consulting and services. Although, convenience sampling allowed the fast collection of data, due to time limitations of the research, this method has some limitations. The sample is small and it may not represent the whole population working in the Private Sector in Greece. Findings of this research should be interpreted with caution and not being generalized without further research.

Demographic variables such as age, gender, education level, years of experience, company size, job position, employment contract, working model, and remote work experience before the Covid – 19 pandemic were also collected and used as control variables in the analysis.

Before starting the statistical analysis, a data check and clearance was conducted to ensure their quality. Incomplete responses were resourced and removed, and the data were examined for potential outliers and inconsistencies. Cases with missing values were excluded, to ensure reliability of the results. This process left a final dataset consisting of 88 valid responses used in the statistical analysis.

Although the sample is relatively modest, it is considered sufficient for quantitative analysis and for identifying the relations examined in this study.

3.4 Reliability of Measurement Scales

To assess the consistency of the scales used in this study, a reliability analysis was performed using the Cronbach's Alpha index. Cronbach's Alpha is widely used in social research to determine the degree in which the individual items of a scale measure the underlying concept.

In literature, Cronbach's Alpha values above 0.7 are considered acceptable, while in exploratory studies or in scales with limited number of questions, lower values are considered acceptable (Cronbach, 1951).

In the present study, the reliability index was calculated for each scale of the questionnaire, to determine the consistency of the variables that were examined.

Cronbach's Alpha for the questions measuring work engagement using the validated Utrecht Work Engagement Scale (UWES-9) is rather high at .894.

Table 1. Cronbach's Alpha for the questions measuring work engagement using the validated Utrecht Work Engagement Scale (UWES-9)

Cronbach's Alpha	N of Items
.894	9

Removing any questions does not improve the internal consistency of the work engagement scale.

Table 2. UWES-9 Cronbach's alpha if an item is removed
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee Engagement (UWES-9) [At my work, I feel bursting with energy.]	27.96	39.771	.552	.890
Employee Engagement (UWES-9) [I am enthusiastic about my job.]	27.33	35.768	.784	.872
Employee Engagement (UWES-9) [My job inspires me.]	27.43	34.747	.816	.869
Employee Engagement (UWES-9) [When I get up in the morning, I feel like going to work.]	27.90	36.501	.600	.887

Employee Engagement (UWES-9) [I feel happy when I am working intensely.]	27.83	37.346	.543	.892
Employee Engagement (UWES-9) [I am proud of the work that I do.]	27.16	36.657	.669	.881
Employee Engagement (UWES-9) [I am immersed in my work.]	27.51	36.457	.750	.875
Employee Engagement (UWES-9) [Time flies when I'm working.]	27.25	36.734	.603	.887
Employee Engagement (UWES-9) [I get carried away when I'm working.]	27.56	37.544	.610	.886

Cronbach's alpha is rather high also for the scale measuring employee performance using the Individual Work Performance Questionnaire (IWPQ), at .825.

Table 3. Cronbach's Alpha for the questions measuring work performance using the Individual Work Performance Questionnaire (IWPQ)

Cronbach's Alpha	N of Items
.825	5

Removing any of the scale items does not improve the scale's internal consistency, thus all the items will be used.

Table 4. IWPQ Cronbach's alpha if an item is removed

Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

Employee Performance — (Task Performance — IWPQ) [I plan my work so that it is completed on time.]	17.07	4.518	.641	.786
Employee Performance — (Task Performance — IWPQ) [I keep in mind the results that I need to achieve in my work.]	16.90	4.796	.561	.807
Employee Performance — (Task Performance — IWPQ) [I set clear priorities in my work tasks.]	17.08	4.278	.633	.788
Employee Performance — (Task Performance — IWPQ) [I carry out my work efficiently.]	17.03	3.692	.783	.738
Employee Performance — (Task Performance — IWPQ) [I take responsibility for my work outcomes.]	16.69	4.945	.499	.823

Cronbach's alpha is also satisfactory at .784 for the remote benefits scale, even though it consists only of 4 items, with scales with a limited number of items having lower Cronbach's alpha scores. That is not the case for the work benefits scale used in this survey.

Table 5. Cronbach's Alpha for the remote benefits scale

Cronbach's Alpha	N of Items
.784	4

Removing the item about flexibility would improve the scale's internal consistency. However, measuring the importance of flexibility as a benefit of remote work is important and the scale still demonstrates satisfactory internal consistency, so that scale item was still included.

Table 6. Cronbach's alpha for the remote work benefits scale if an item is deleted

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Remote Work Benefits [I11.44 am satisfied with the flexibility remote work offers me.]	7.594		.330	.836
Remote Work Benefits [I12.31 feel my productivity has increased since working remotely.]	5.023		.664	.692
Remote Work Benefits [I12.31 feel engaged and motivated while working remotely.]	5.142		.710	.667
Remote Work Benefits [I11.90 believe remote work is sustainable long-term for my role.]	4.810		.689	.678

Cronbach's alpha for the scale for communication and collaboration is also satisfactory at .727.

Table 7. Cronbach's alpha for the remote challenges scale

Cronbach's Alpha	N of Items
.727	4

Removing any of the items does not improve the scale's internal consistency.

Table 8. Cronbach's alpha for the remote challenges scale if an item is deleted

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Communication & Collaboration [My communication with colleagues is effective while working remotely.]	9.72	5.936	.634	.607
Communication & Collaboration [I feel part of a team despite working remotely.]	9.97	5.402	.629	.596
Communication & Collaboration [I receive clear communication from management regarding expectations.]	9.96	6.491	.408	.727
Communication Delays Reversed	10.81	5.948	.429	.724

Cronbach's alpha for the technology and resources scale is only modest at .508. However, the scale consists of only 3 items and lower Cronbach's alpha is expected for scales with only a limited number of items. Future research could examine including more questions to ensure the depiction of technological resources and the accordant support.

Table 9. Cronbach's alpha for the technology and resources scale

Cronbach's Alpha	N of Items
.508	3

Removing any of the scale's items does not improve its internal consistency, so all the items were included.

Table 10. Cronbach's alpha for the technology and resources scale if an item is deleted

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Technology & Resources [I have the necessary digital tools to perform my work efficiently.]	8.54	1.446	.361	.353
Technology & Resources [I have reliable internet connectivity to work effectively from home.]	8.34	1.660	.341	.408
Technology & Resources [My home working environment is conducive to focus.]	8.91	1.067	.312	.481

Cronbach's alpha for the managerial support scale is quite high at .751, indicating that the scale items measure the same underlying construct.

Table 11. Cronbach's alpha for the managerial support scale

Cronbach's Alpha	N of Items
.751	9

Removal of any of the scale items does not improve its internal consistency, thus all the scale items were included.

Table 12. Cronbach's alpha for the managerial support scale if an item is deleted

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
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Managerial & Work Design [I have regular virtual check-ins with my supervisor.]	Support29.78	19.488	.524	.712
Managerial & Work Design [I receive timely feedback while working remotely.]	Support29.59	18.813	.595	.698
Managerial & Work Design [I can easily reach my manager when I need support.]	Support29.16	21.541	.359	.739
Managerial & Work Design [I clearly understand how my performance is evaluated.]	Support29.56	19.205	.543	.708
Managerial & Work Design [I feel trusted by my manager to work independently.]	Support28.91	20.082	.508	.716
Managerial & Work Design [I have autonomy in scheduling my work.]	Support28.76	22.421	.316	.744
Managerial & Work Design [I have autonomy in making work-related decisions.]	Support28.99	21.746	.421	.731

Managerial & Work Design [I have opportunities for career development despite working remotely.]	Support	29.10	21.198	.382	.736
Managerial & Work Design [Remote and on-site employees are treated equally in my organization.]	Support	29.09	21.962	.229	.764

Finally, Cronbach's alpha for the scale measuring organization culture and climate is satisfactory for a scale with only a few items, at .679.

Table 13. Cronbach's alpha for the organizational culture and climate scale

Cronbach's Alpha	N of Items
.679	3

Removing the item about remote workers' connection to the organization's mission and values slightly improves the scale's internal consistency, but the difference is not significant, and the scale's internal consistency can be considered satisfactory, thus this item was also included to capture an important aspect of organizational culture and climate.

Table 14. Cronbach's alpha for the organizational culture and climate scale if an item is deleted

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational Culture & Remote Work Climate [My organization supports remote work as a long-term working model.]	7.63	2.146	.498	.593

Organizational Culture & Remote Work Climate [My organization promotes a culture of trust and autonomy.]	7.43	2.666	.626	.461
Organizational Culture & Remote Work Climate [I feel connected to my organization's mission and values despite working remotely.]	7.74	2.675	.400	.704

Although, in some cases, such as benefits, technology and managerial support, removing questions would provide us with slightly higher Cronbach's alpha values, those questions were still included since they capture important aspects of the constructs being measured. Retaining these items ensured that the scale reflects the theoretical dimension of teleworking.

Each research question of the study was examined through specific statistical tool. ANOVA was used to determine possible differentiations in engagement and performance among different working models (fully remote, hybrid and on- site). Multiple linear regression analysis is used to determine how variables linked to teleworking can predict employee performance and engagement. Finally, moderation analysis is used to test if demographic and professional characteristics affect the relationship between work conditions and employee outcomes.

4. Data Analysis

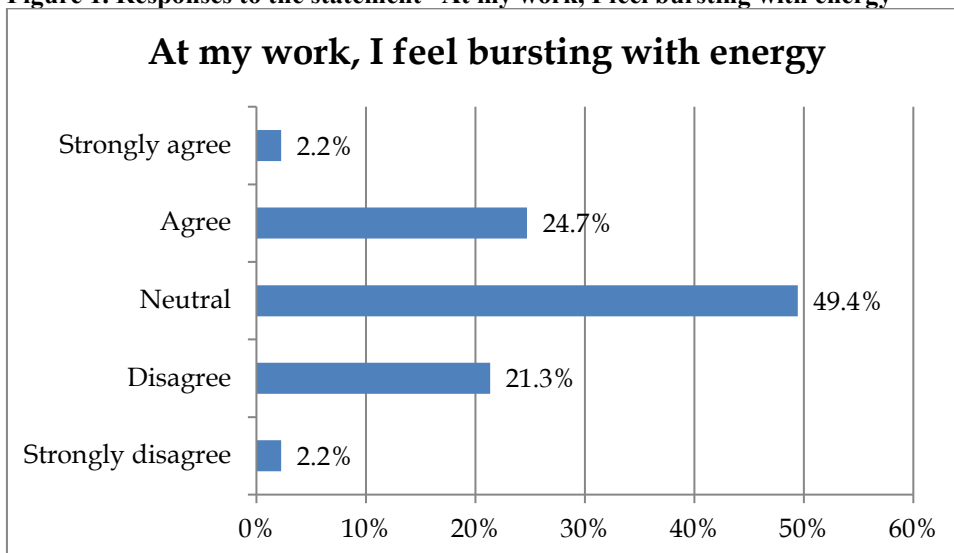
4.1 Data Analysis: Analyzing the collected data

For the data analysis IBM SPSS Statistics was used. Descriptive statistics were used to summarize the demographic characteristics and the main research variables. Inferential statistical techniques followed, such as correlation analysis, multiple linear regression, ANOVA and moderation analysis, in order to examine the relationship between teleworking and employee engagement and performance.

4.1.1 Employee engagement

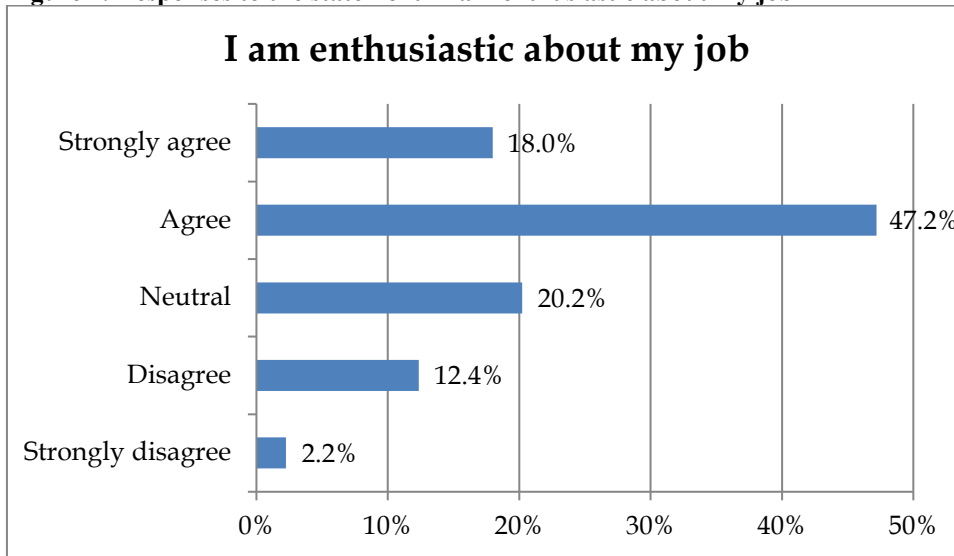
Employees appear to be divided on their perceived energy levels when working, with 26.9% of employees stating that they feel bursting with energy at work, while 23.5% of employees disagree or strongly disagree with the relevant statement. The majority of employees, however, appear to be neutral.

Figure 1. Responses to the statement "At my work, I feel bursting with energy"



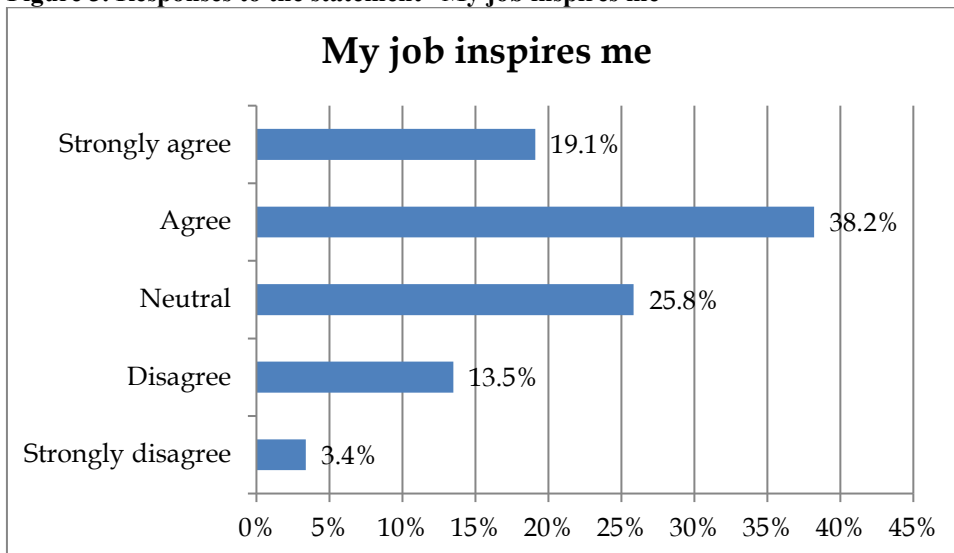
Most employees are enthusiastic about their jobs, with over 65% of them agreeing or strongly agreeing with the relevant question about being enthusiastic for their job. However, around 15% of employees state that they lack enthusiasm about their work, while an additional 20% of employees appear neutral.

Figure 2. Responses to the statement “I am enthusiastic about my job”



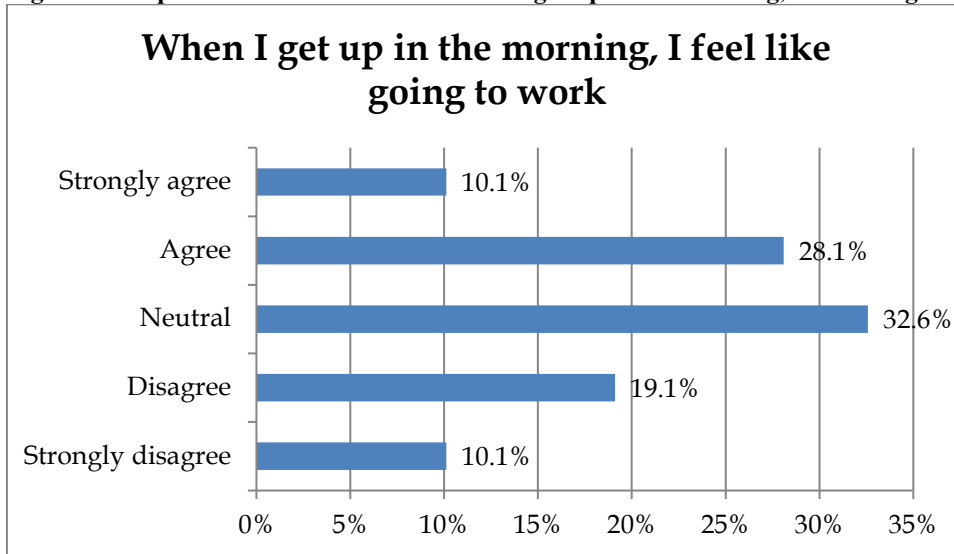
A majority of employees, 57.3% of all employees, state that their job inspires them. The percentage of employees that are not inspired by their jobs, on the other hand, stands at 16.4%.

Figure 3. Responses to the statement “My job inspires me”



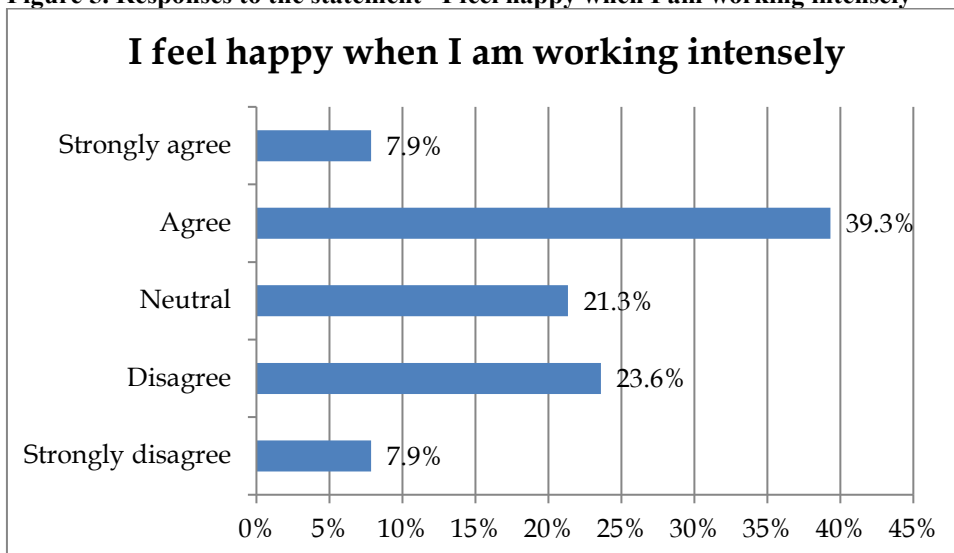
Employees appear to be divided on the statement “when I get up in the morning, I feel like going to work” with a slightly higher share of employees, 38.2%, strongly agreeing or agreeing with the statement, while 29.2% of employees strongly disagree or disagree with said statement.

Figure 4. Responses to the statement “When I get up in the morning, I feel like going to work”



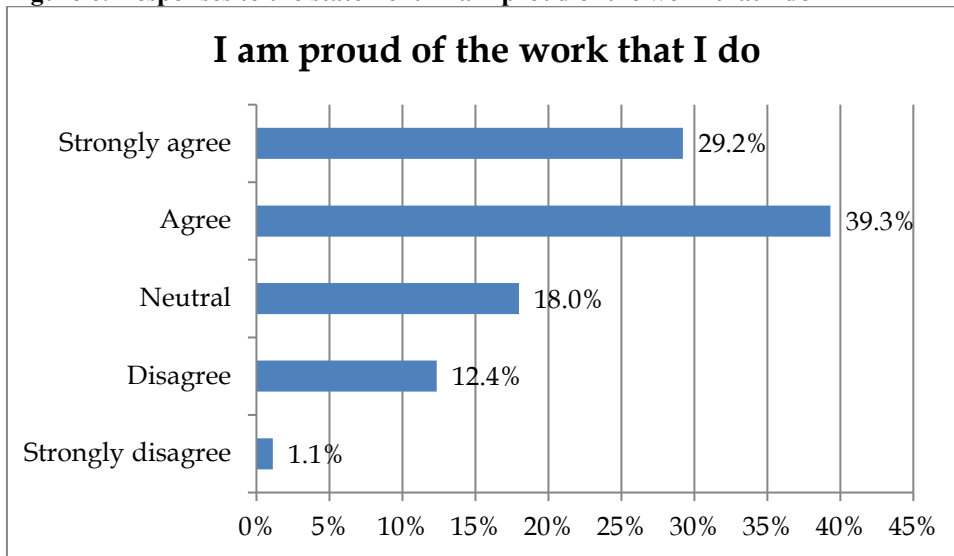
Almost half of employees that participated in the survey, 47.2% of employees, state that they feel happy when working. On the other hand, around 1 in 3 employees, 31.5%, do not feel happy when working intensely. Neutral about the relevant statement are 1 out of 5 employees.

Figure 5. Responses to the statement “I feel happy when I am working intensely”



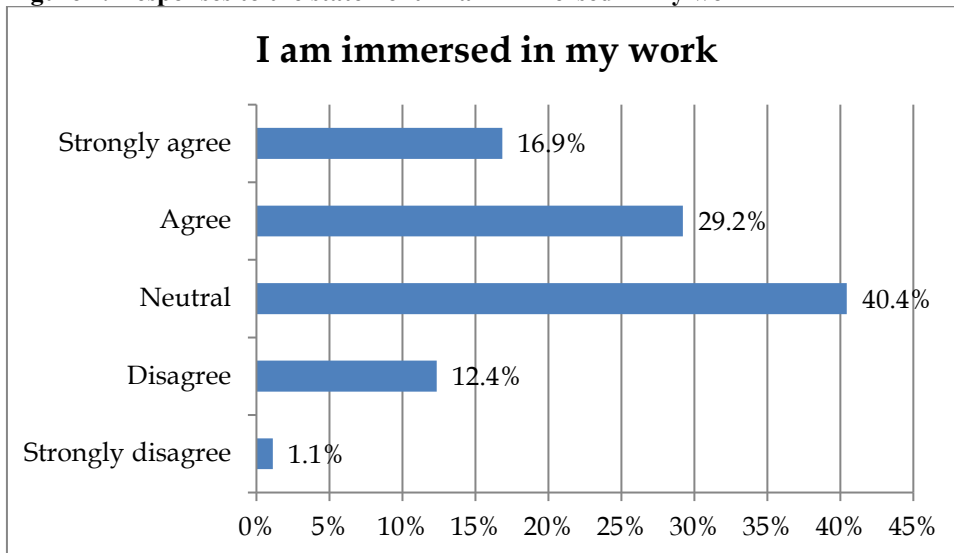
Pride in the work that they do express almost 7 in 10 employees, 68.5%, while, on the contrary, 13.5% of employees are not proud of the work they do. Almost 1 out of 5 employees are neutral about the statement that investigates how proud they are of the work that they do.

Figure 6. Responses to the statement "I am proud of the work that I do"



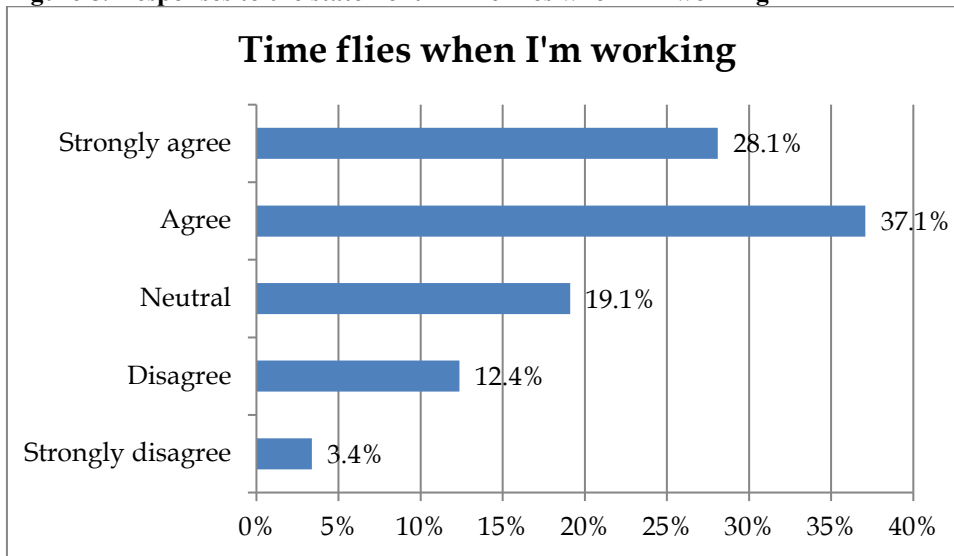
Most employees, 46.1% of employees that participated in the survey, state that they are immersed in their work. Conversely, only a minority of employees, 13.5% of all employees, state that they don't feel immersed in their work.

Figure 7. Responses to the statement "I am immersed in my work"



For most employees time flies when they are working, with more than 6 out of 10 employees, 65.2% strongly agreeing or agreeing with the relevant survey item. On the contrary, time moves slowly when they work for 15.8% of employees that participated in the survey.

Figure 8. Responses to the statement “Time flies when I’m working”

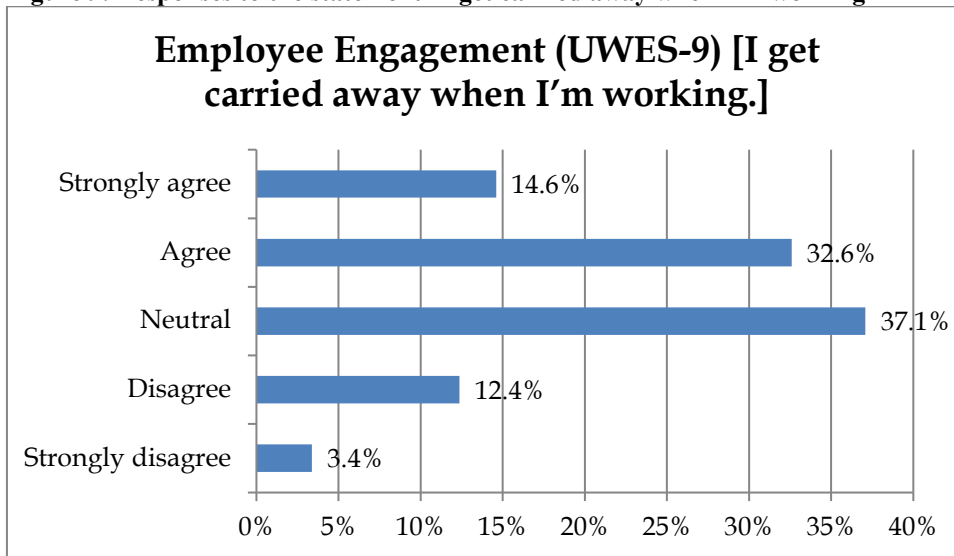


Almost half of employees, 47.2% of all employees, get carried away when working, while only 15.8% state that they don’t get carried away when they are working. A considerable portion of employees, more than 1 out of 3, 37.2% of employees that participated in the present research appear neutral about the relevant statement.

Findings suggest that although the employee engagement level is medium to high, there are some differentiations across engagement dimensions. Mixed engagement responses show that teleworking is not equally effective among all employees. Human Resources could benefit from the knowledge that flexibility on its own is not enough and the implementation of targeted support is crucial in order to clarify each role and enhance engagement.

Also important is the input of the minority groups experiencing lower engagement. These groups may experience lower mentoring, social connection or difficulties in focusing outside the office. Organizations should implement targeted interventions in helping those employees engage more and perform better in the remote workplace.

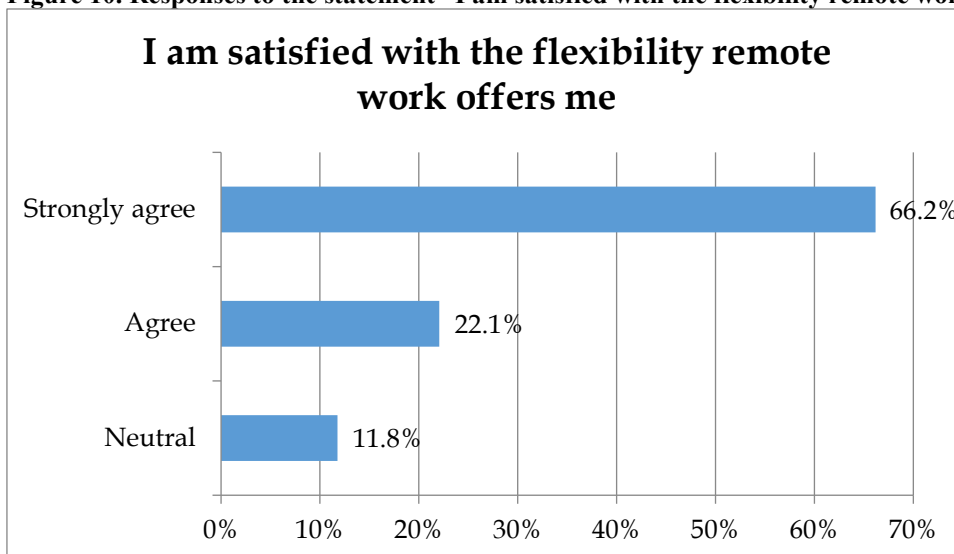
Figure 9. Responses to the statement “I get carried away when I’m working”



4.1.2 Remote Work Benefits

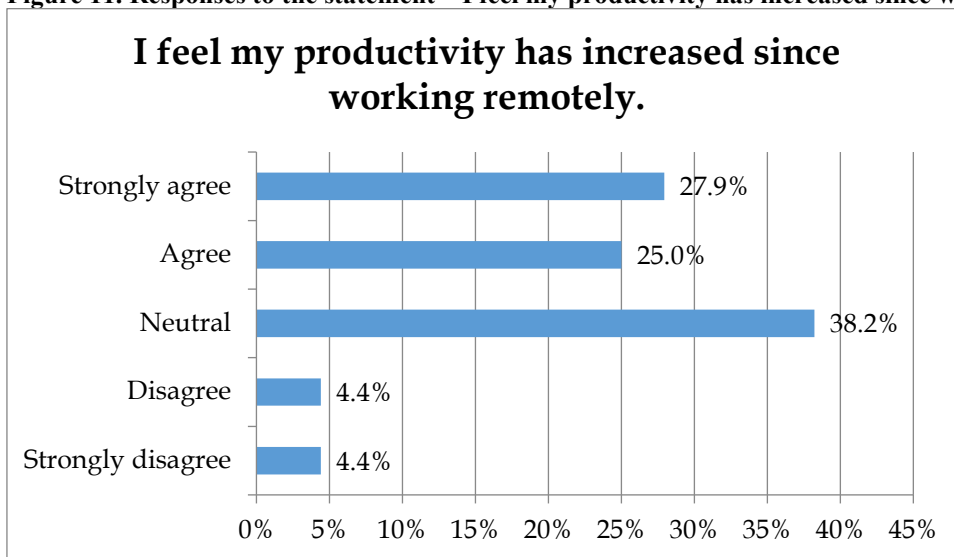
Increased flexibility emerges as a major benefit of remote work. High levels of satisfaction with the flexibility provided by remote work are evident, with nearly 9 out of 10 remote workers indicating that they are satisfied with the flexibility remote work offers. No respondents reported dissatisfaction with this aspect of remote work, while a small minority (11.8%) expressed a neutral stance regarding their satisfaction with remote work flexibility.

Figure 10. Responses to the statement “I am satisfied with the flexibility remote work offers me”



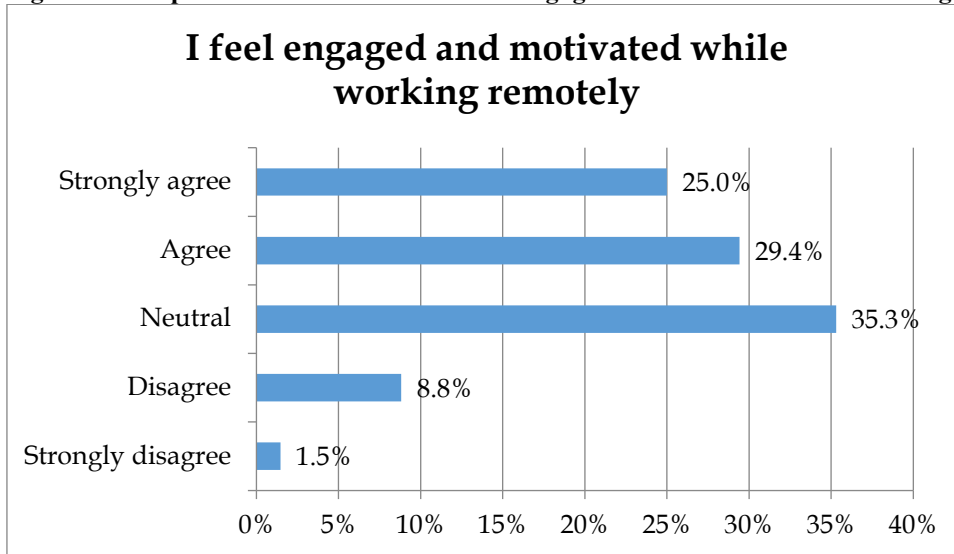
Perceptions of productivity gains from remote work are more mixed, though the overall tendency still remains positive. Just over half of remote workers (52.9%) report that their productivity has increased since working remotely. At the same time, a substantial proportion (38.2%) adopt a neutral stance, suggesting uncertainty or variability in perceived productivity changes. Only a small minority (8.8%) express disagreement, reflecting limited negative perceptions regarding the impact of remote work on productivity.

Figure 11. Responses to the statement “ I feel my productivity has increased since working remotely”



Feelings of engagement and motivation while working remotely show a generally positive but somewhat nuanced pattern. A majority of remote workers, 54.4%, report that they feel engaged and motivated when working remotely. Nevertheless, more than one third, 35.3% of remote workers, express a neutral position. Negative perceptions remain relatively limited, with only 10.3% of respondents stating that they disagree or strongly disagree that they feel engaged and motivated while working remotely.

Figure 12. Responses to the statement “I feel engaged and motivated while working remotely”

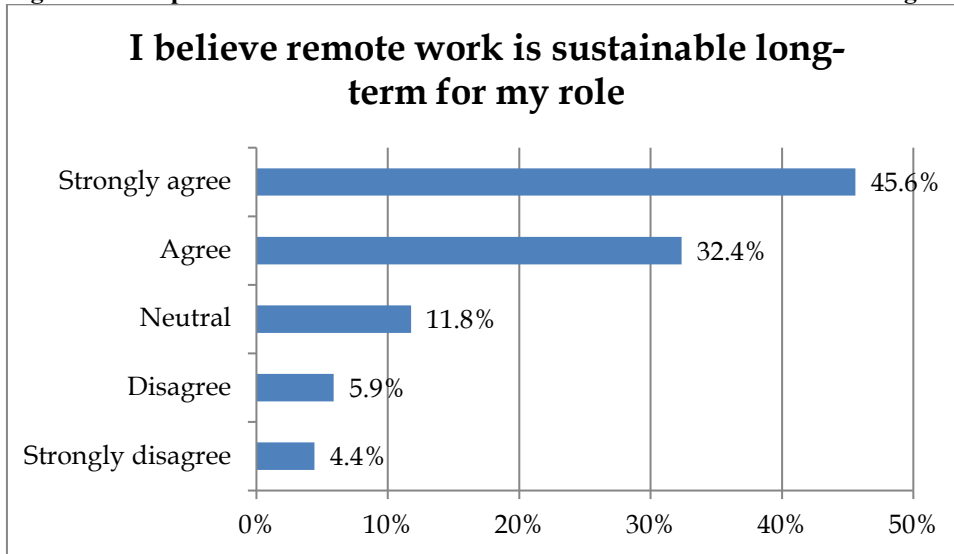


Beliefs about the long-term sustainability of remote work for one’s role are strongly positive. More than three quarters of remote workers, 78% of all remote workers that participated in the survey, state that they believe remote work is sustainable for their role in the long term. A relatively small share of remote workers, 11.8% of all remote workers, adopt a neutral stance, while only a minority, 10.3%, express disagreement, suggesting limited concern about the long-term viability of remote work arrangements for their positions.

These statistics show that flexibility, autonomy and reduced commuting time are important job resources that can amplify employee engagement. However, uneven results implying that these benefits are not experienced equally by all employees.

The minority employees that don’t perceive the above as benefits may be dealing with organizational or personal adjustment difficulties. For the organizations this means that flexibility should be followed by support, managerial guidance and adaptation in the needs of different groups.

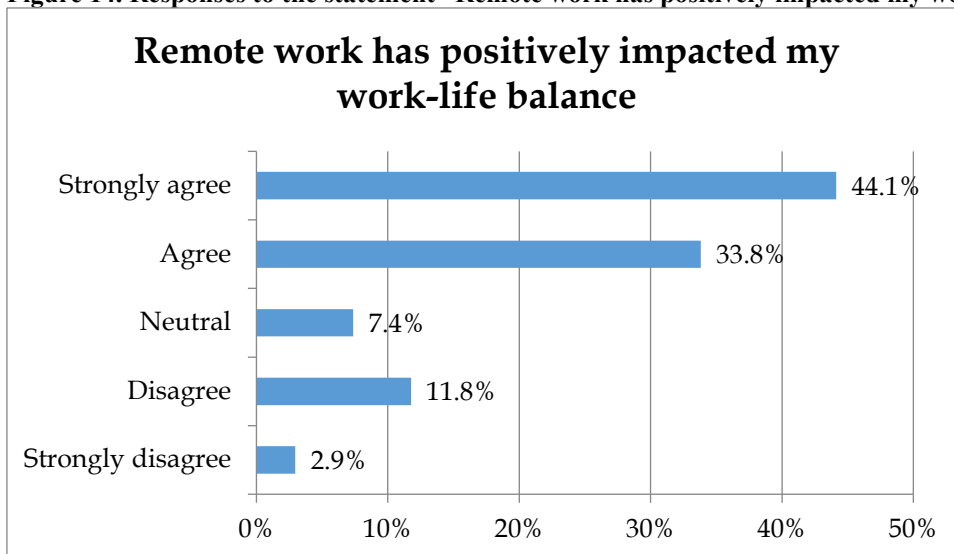
Figure 13. Responses to the statement “I believe remote work is sustainable long-term for my role”



4.1.3 Work – Life Balance

Perceptions of the impact of remote work on work–life balance are overwhelmingly positive. More than three quarters of remote workers, 77.9%, report that remote work has positively affected their work–life balance. Only a small proportion, 7.4% of remote workers, appear neutral, while a relatively limited minority, 14.7%, express disagreement, suggesting that for most employees’ remote work constitutes a meaningful improvement in balancing work and personal life.

Figure 14. Responses to the statement “Remote work has positively impacted my work-life balance”

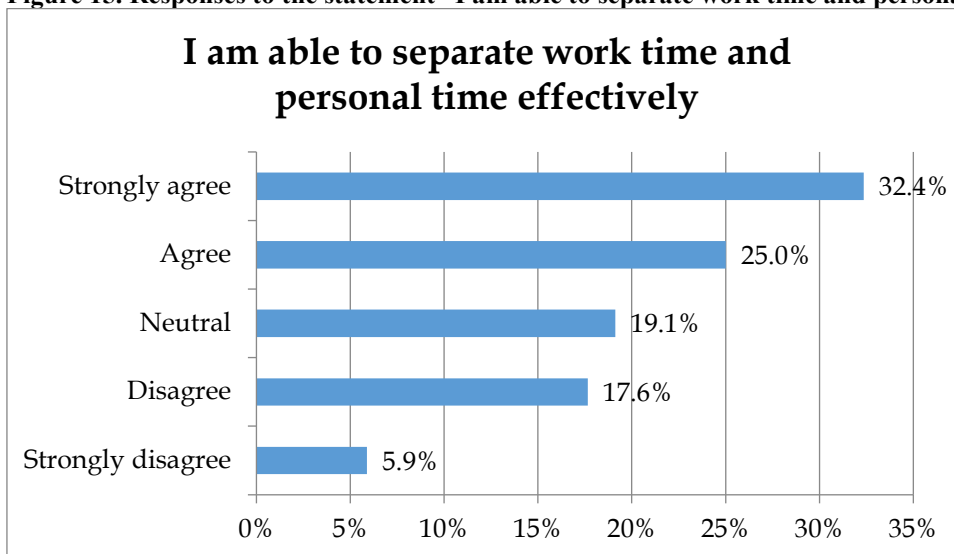


Views on the ability to effectively separate work time from personal time while working remotely are more mixed, though they lean positive overall. A majority of remote workers, 57.4%, report that they are able to separate work and personal time effectively. Nearly one fifth of remote workers, 19.1%, adopt a neutral position, while close to one quarter of all remote workers, 23.5%, express disagreement, pointing to a non-negligible group that may experience challenges managing work and personal boundaries in remote work settings. The mean score for the 5-point Likert scale for the item is 3.54, with a standard deviation of 1.281.

Findings show that teleworking can improve flexibility in the majority of employees. However difficulties in shutting down after working hours for some of the participants reveals possible danger for their well-being. This indicates that teleworking may reduce stress for some employees and increase boundary blur for others.

In this section, it is important to highlight the danger for the minority groups to burn out. Organizations should emphasize strict work boundaries and workload management.

Figure 15. Responses to the statement “I am able to separate work time and personal time effectively”

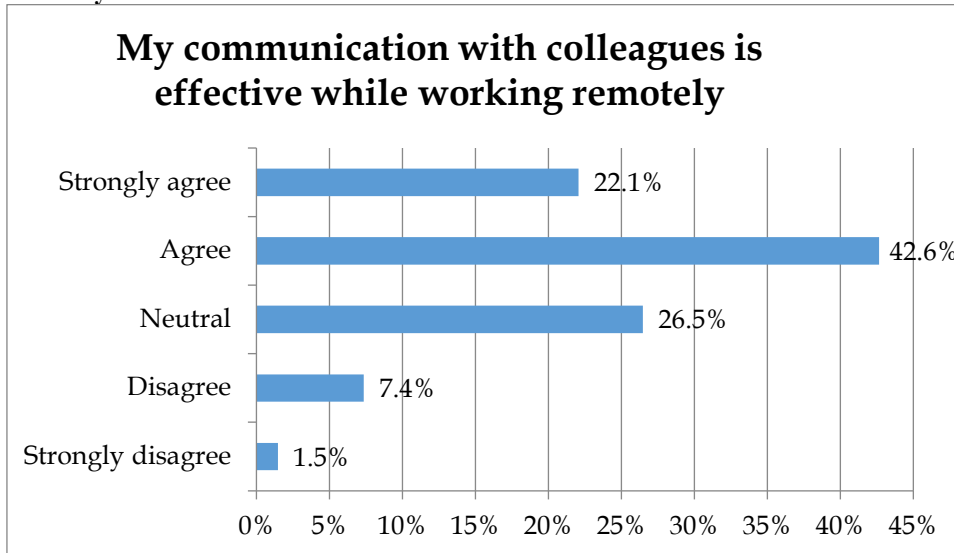


4.1.4 Communication and Collaboration

Perceptions of communication effectiveness while working remotely are largely positive. Nearly two thirds of remote workers, 64.7%, indicate that their communication with colleagues is effective. Around one quarter of remote workers, 26.5%, adopt a neutral stance, suggesting neither clear satisfaction nor dissatisfaction with the effectiveness of communication with colleagues while working remotely. Negative perceptions remain

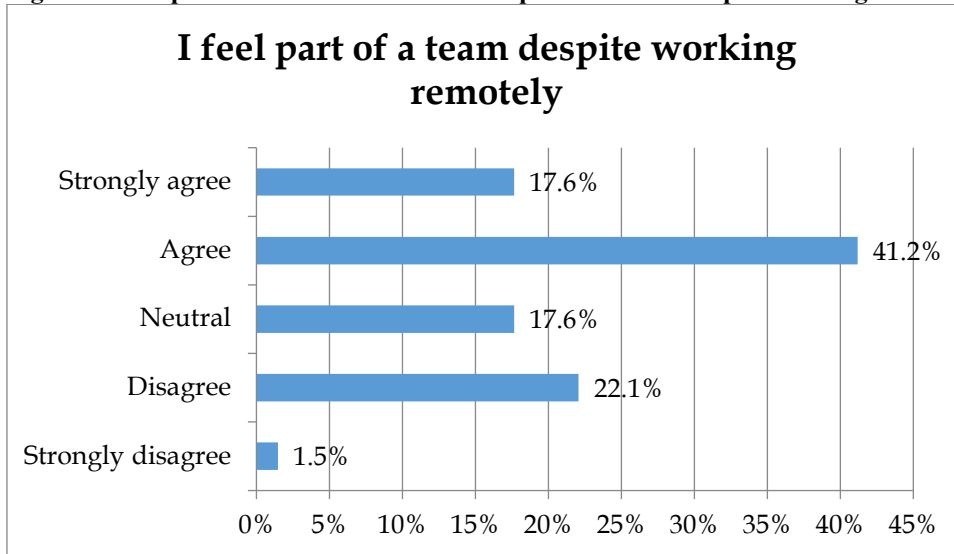
limited, with only 8.9% of respondents reporting that they disagree or strongly disagree with the effectiveness of their communication with colleagues in a remote work setting.

Figure 16. Responses to the statement “My communication with colleagues is effective while working remotely”



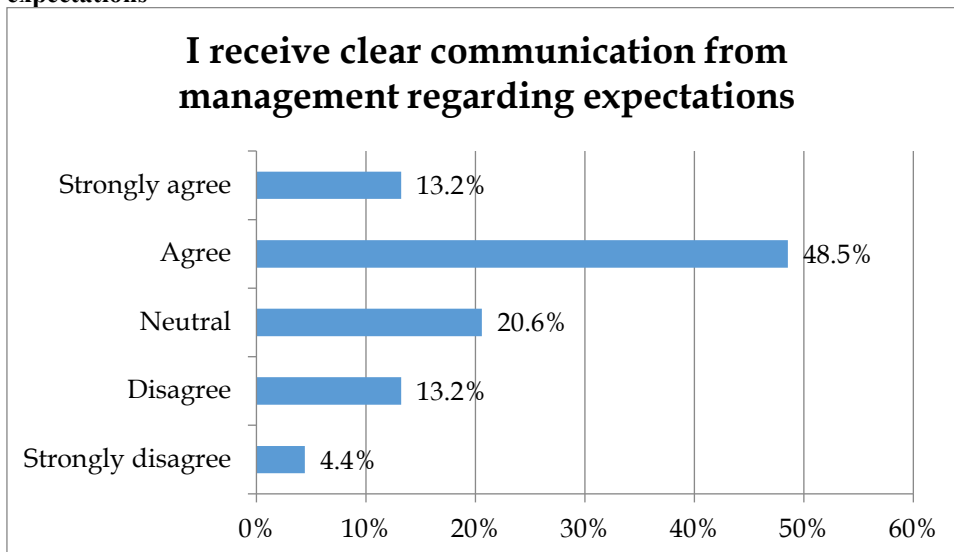
Feelings of belonging and team inclusion while working remotely display a more divided pattern, though the overall balance remains positive. A majority of remote workers, 58.8% of all workers, report that they feel part of a team despite working remotely. At the same time, a notable proportion of remote workers, 22.1% or respondents, express disagreement, suggesting that a substantial minority experience challenges in maintaining a sense of team connection. A further 17.6% of research participants adopt a neutral stance, reflecting mixed or uncertain perceptions regarding team belonging working remotely.

Figure 17. Responses to the statement "I feel part of a team despite working remotely"



Perceptions of managerial communication clarity are generally positive, though not without some reservations. A clear majority of remote workers, 61.7%, report that they receive clear communication from management regarding expectations. Around one fifth of remote workers, 20.6%, adopt a neutral position, while a smaller but meaningful share of remote workers, 17.6%, indicate disagreement, suggesting that improvements in managerial communication practices that could further enhance remote work experiences.

Figure 18. Responses to the statement "I receive clear communication from management regarding expectations"

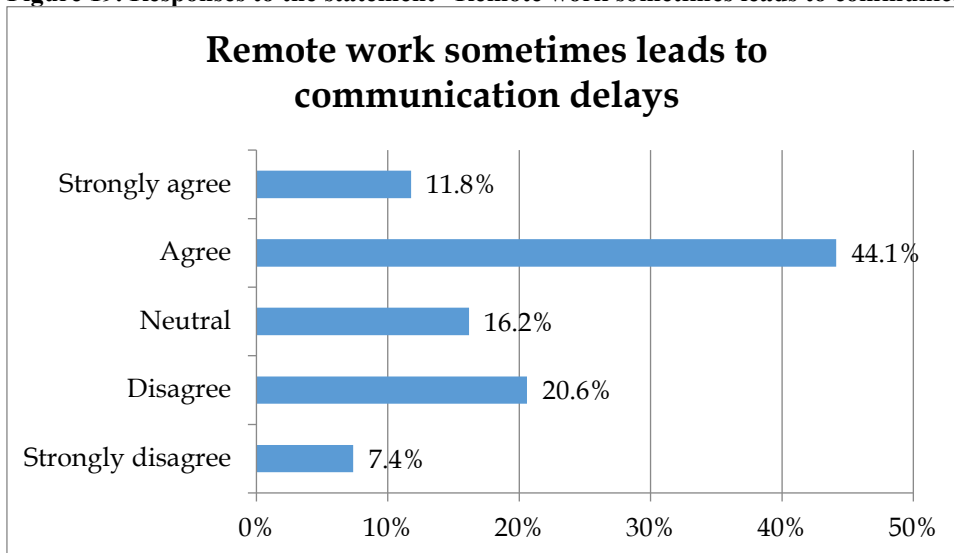


Communication delays appear to be a noticeable challenge in remote work. Over half of employees, 55.9%, report that remote work sometimes leads to delays in communication.

Meanwhile, 16.2% remain neutral on this issue, and 28% of remote workers do not perceive communication delays as an issue. This suggests that although a substantial proportion of employees’ experience communication slowdowns working remotely, this challenge is not universal across all remote workers. Mixed results in this category indicate that although digital collaboration is established in remote working models, the quality of communication is often uneven. Communicational delays may affect coordination, goal understanding and effectiveness, leading to lower levels of engagement.

Employees experiencing communication problems are more likely to feel less part of the team and that they have less information. Firms should implement clear communication channels and frequent feedback.

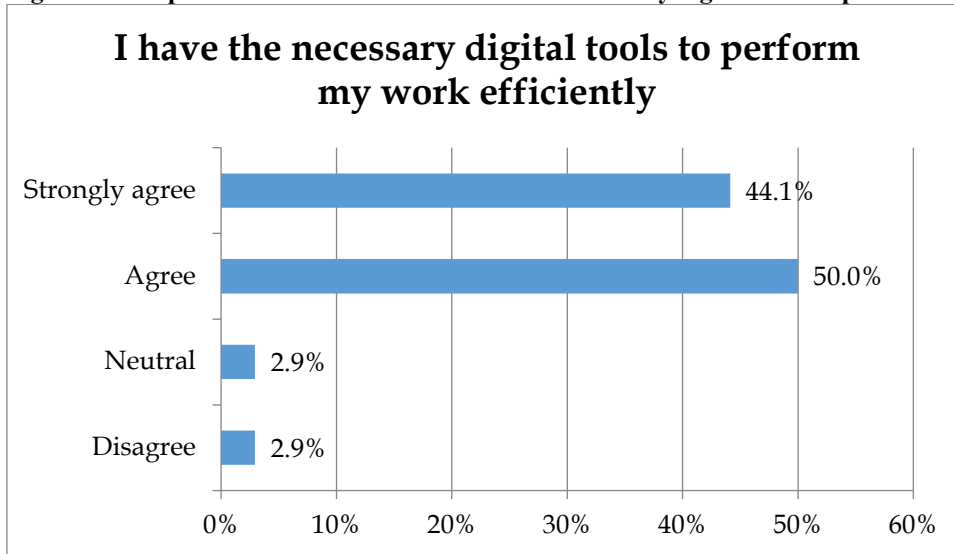
Figure 19. Responses to the statement “Remote work sometimes leads to communication delays”



4.1.5 Technology and Resources

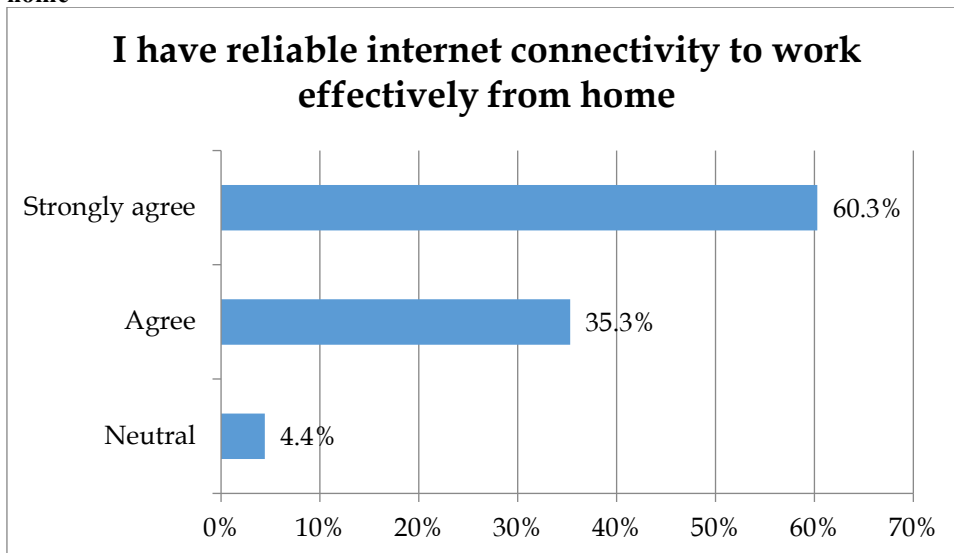
Access to necessary digital tools for efficient remote work appears widespread. An overwhelming majority of remote workers, 94.1% of all remote workers, indicate that they have the digital tools required to perform their work efficiently. Only very small proportions of remote workers, report neutrality, 2.9%, or disagreement, 2.9%, highlighting that technological resources are largely adequate and do not constitute a major barrier to effective remote work for most respondents.

Figure 20. Responses to the statement "I have the necessary digital tools to perform my work efficiently"



Nearly all remote workers, 95.6%, report that they have reliable internet connection to work effectively from home. Only a small minority, just 4.4% of remote workers, adopt a neutral stance, and no respondents report disagreement, indicating that internet connectivity is not a significant constraint on remote work effectiveness for this sample.

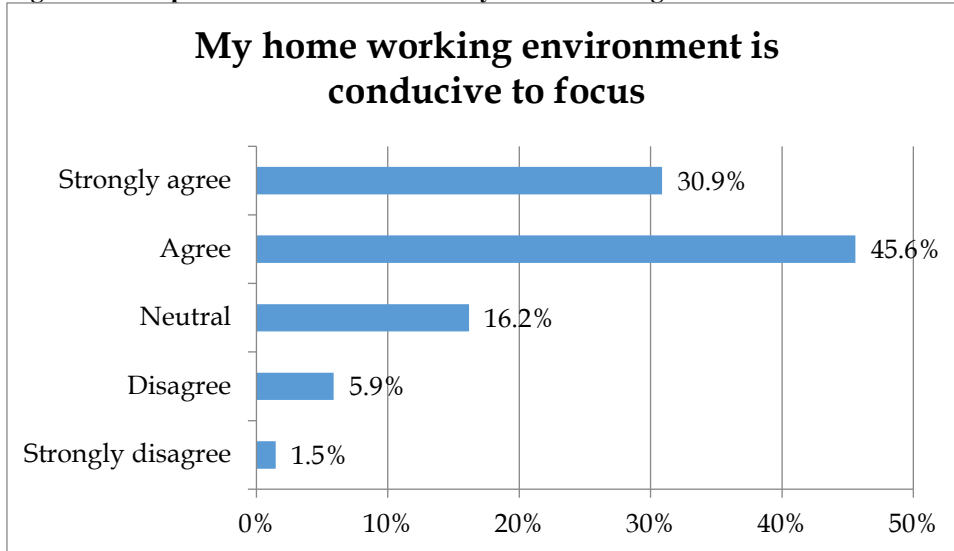
Figure 21. Responses to the statement "I have reliable internet connectivity to work effectively from home"



More than three quarters of remote workers, 76.5% report that their home working environment supports their ability to focus. A smaller proportion of remote workers, 16.2%, adopt a neutral position, while only a limited minority that doesn't exceed 7.4% of

respondents indicate disagreement, suggesting that most respondents experience their home environment as supportive of focused remote work.

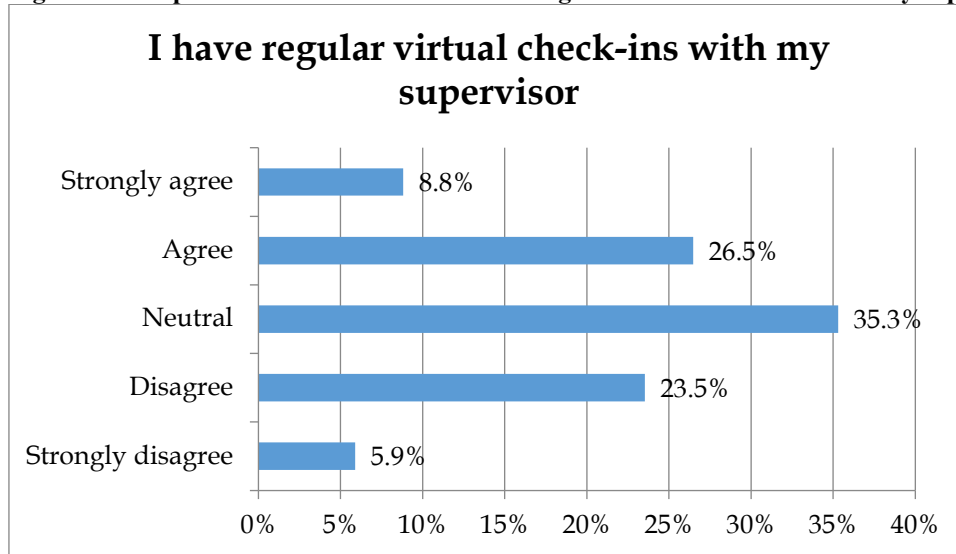
Figure 22. Responses to the statement “My home working environment is conducive to focus”



4.1.6 Managerial Support and Work Design

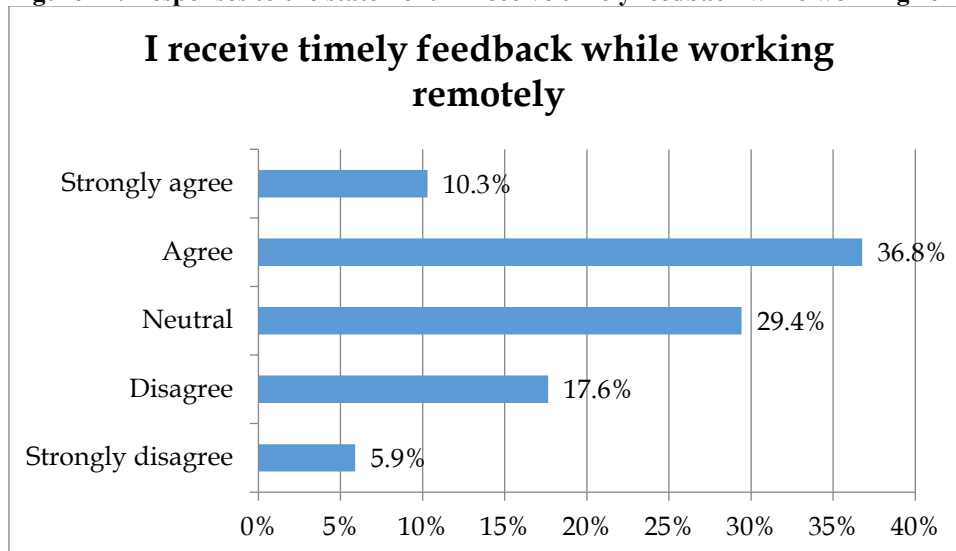
Regular virtual check-ins with supervisors show a more mixed pattern of responses. Around 35% of respondents are neutral about the frequency of these check-ins, while slightly over one-quarter, 26.5% of respondents, agree that they have regular virtual meetings with their supervisors. A smaller portion of respondents strongly agree, 8.8%, with having regular check-ins. On the other end of the spectrum, nearly 30% of employees either disagree, 23.5%, or strongly disagree, 5.9%, that they have regular virtual check-ins with their supervisors. This suggests that while a notable portion of remote workers perceive some level of managerial support through virtual meetings, a substantial proportion of employees working remotely feel unsupported or are indifferent about the frequency of these interactions, particularly those who adopt a neutral stance to the relevant statement.

Figure 23. Responses to the statement “I have regular virtual check-ins with my supervisor”



Most employees report receiving timely feedback while working remotely. Over one-third of remote workers, 36.8%, agree and 10.3% strongly agree that they receive feedback promptly. About 29.4% of respondents are neutral, while a smaller portion either disagree, 17.6%, or strongly disagree, 5.9%, that they receive timely feedback. No remote worker indicated that timely feedback is completely absent, but the responses suggest that experiences with feedback frequency and promptness vary across employees.

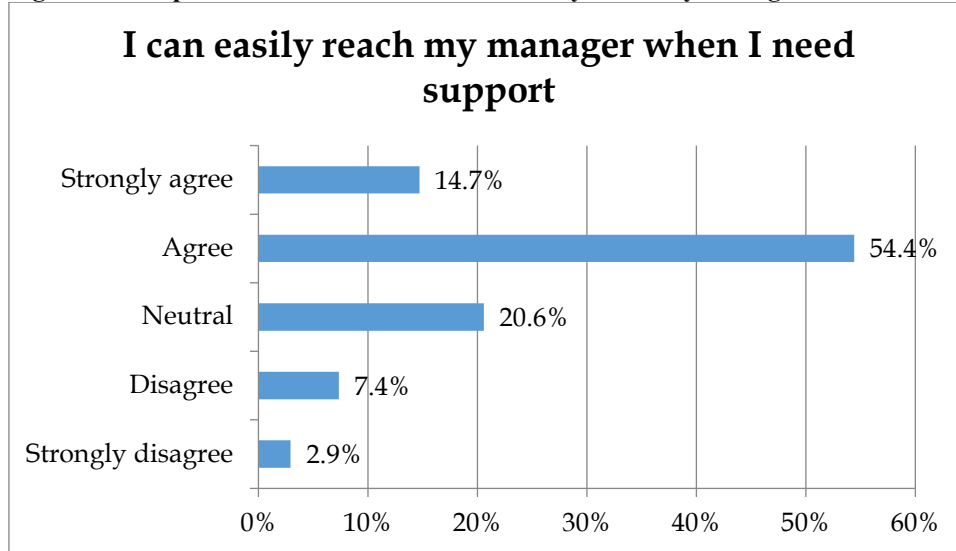
Figure 24. Responses to the statement “I receive timely feedback while working remotely”



Effective communication appears widely available, with nearly 7 in 10 workers stating that they are satisfied with their ability to reach their manager when they need support. Only

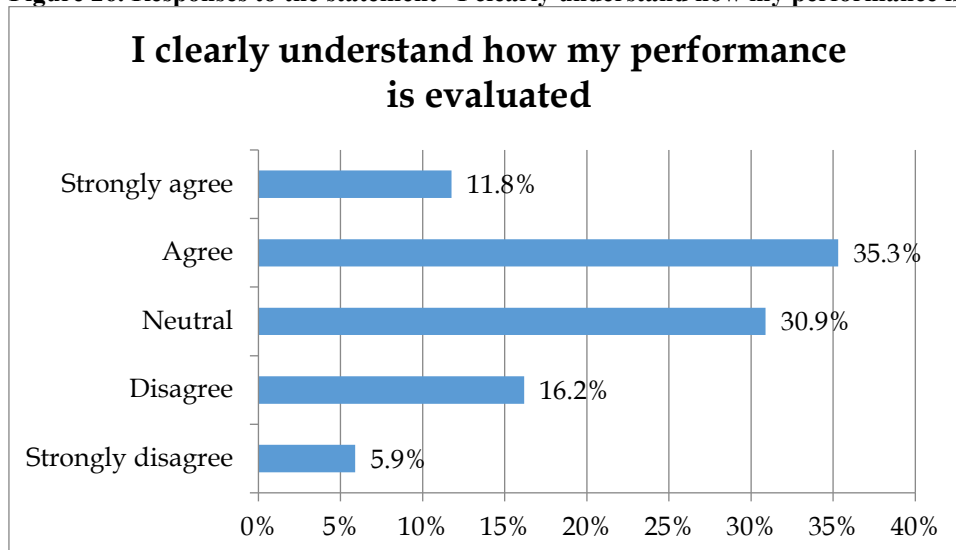
10.3% of workers stated that they disagree or strongly disagree that their manager is easily reachable, with 20.6% of workers appearing neutral on the ease of accessing managerial support.

Figure 25. Responses to the statement “I can easily reach my manager when I need support”



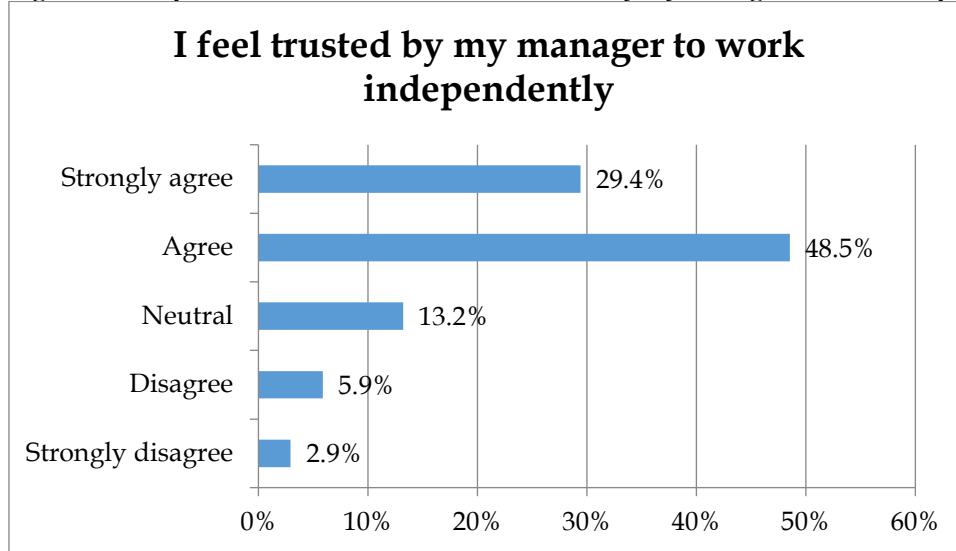
Clarity regarding performance evaluation shows a moderately positive pattern. Over one-third of employees, 35.3%, agree and another 11.8% strongly agree that they clearly understand how their performance is evaluated. At the same time, 30.9% remain neutral, while 22.1% report a lack of clarity. This suggests that although many employees understand the evaluation criteria, a considerable proportion of them feel uncertain in how their performance is assessed.

Figure 26. Responses to the statement “I clearly understand how my performance is evaluated”



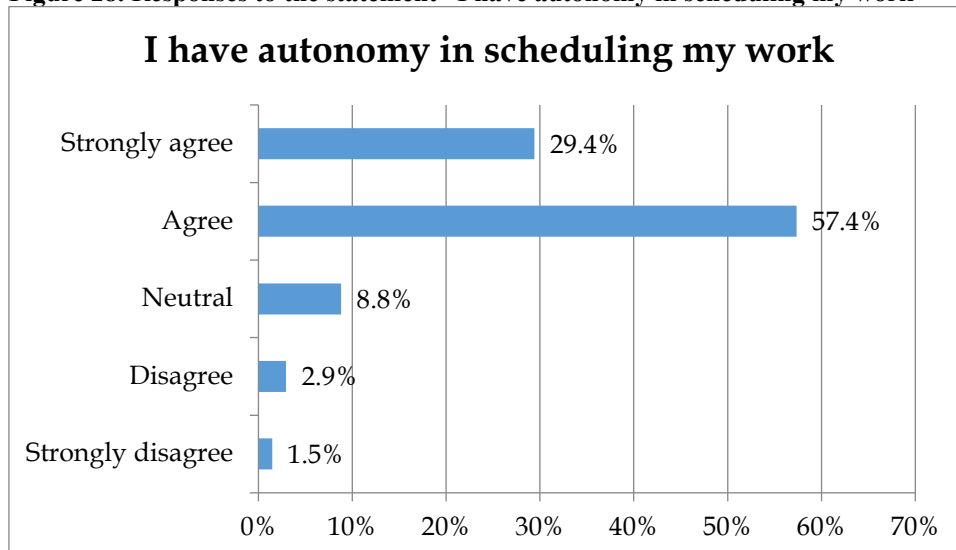
Most workers feel trusted by managers to work independently, with nearly 8 out of 10 remote workers feel trusted by their manager to work independently. Only 8.8% of remote workers don’t feel they enjoy their manager’s trust to work independently, with 13.2% of remote workers appear neutral on the level of trust they receive to work autonomously.

Figure 27. Responses to the statement “I feel trusted by my manager to work independently”



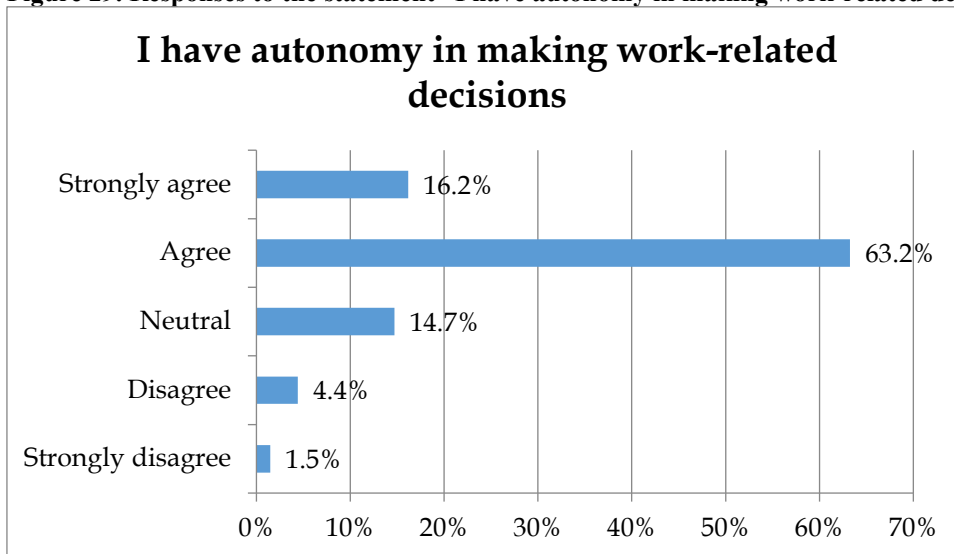
The majority of employees report having control over their work hours. Over 57% of remote workers agree and 29.4% strongly agree that they have autonomy in scheduling their work, while only a small fraction is neutral, 8.8% of respondents, or disagree, 4.4%, with having such autonomy. This finding suggests that most employees experience a high level of independence in managing their work schedules.

Figure 28. Responses to the statement “I have autonomy in scheduling my work”



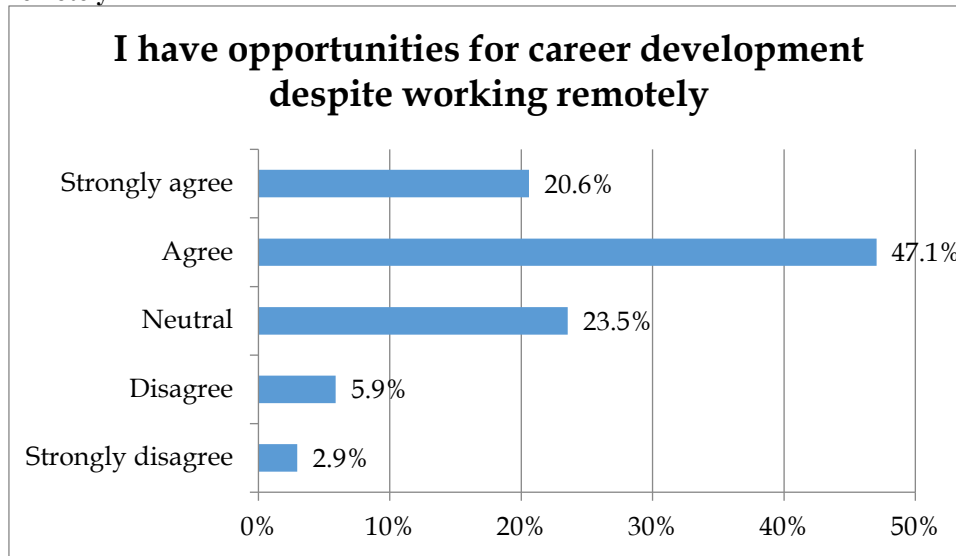
Autonomy in making work-related decisions appears widespread, with most employees reporting independence in making decisions. Over 63% of remote workers agree and 16.2% strongly agree that they can make work-related decisions autonomously, while 14.7% remain neutral and only a small portion that doesn’t exceed 5.9%, disagree or strongly disagree. This finding indicates that remote work generally provides employees with substantial decision-making freedom.

Figure 29. Responses to the statement “I have autonomy in making work-related decisions”



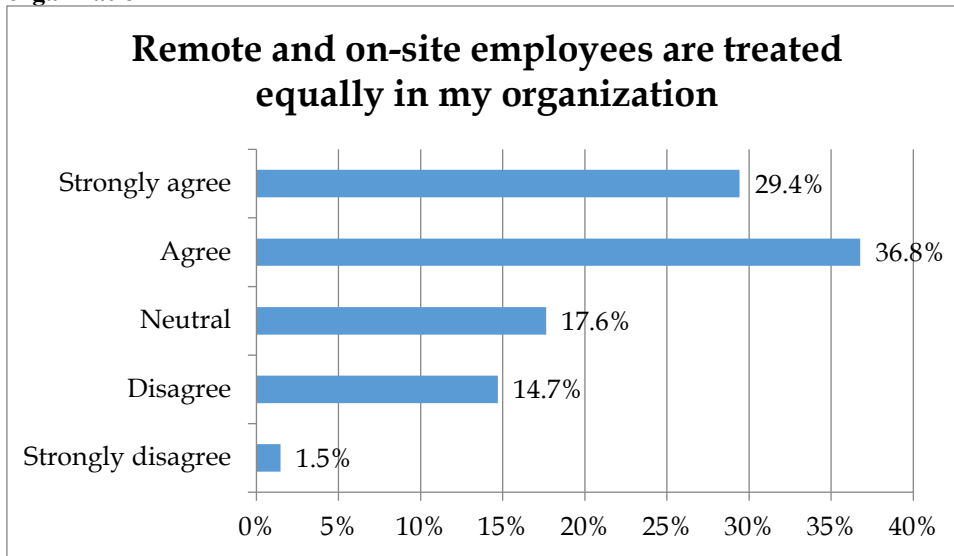
Most employees believe that they have career development opportunities despite working remotely. Nearly half of remote workers, 47.1%, agree and 20.6% strongly agree that they have such opportunities, while 23.5% remain neutral on this issue. Only a small fraction of remote workers either disagree, 5.9%, or strongly disagree, 2.9%, that career development opportunities are available to them. It appears that remote work generally doesn’t restrict employees’ professional growth.

Figure 30. Responses to the statement “I have opportunities for career development despite working remotely”



Perceptions of equal treatment between remote and on-site employees show a generally positive trend. Over one-third of respondents, 36.8%, agree and 29.4% strongly agree that remote and on-site employees are treated equally, while 17.6% remain neutral on equal treatment between remote and on-site employees. A smaller portion of employees either disagree, 14.7%, or strongly disagree, 1.5%, that there is equal treatment. Most employees perceive fairness and equality in how their organization treats remote and on-site workers. Findings suggest that employees highly appreciate the autonomy gained by teleworking but at the same time consistent feedback and clearer expectations may strengthen engagement and commitment of employees. Autonomy without organizational support may lead to role ambiguity and reduced commitment. Employees who don't receive adequate guidance may present lower performance levels. Organizations should balance autonomy with clear targets, feedback and coaching.

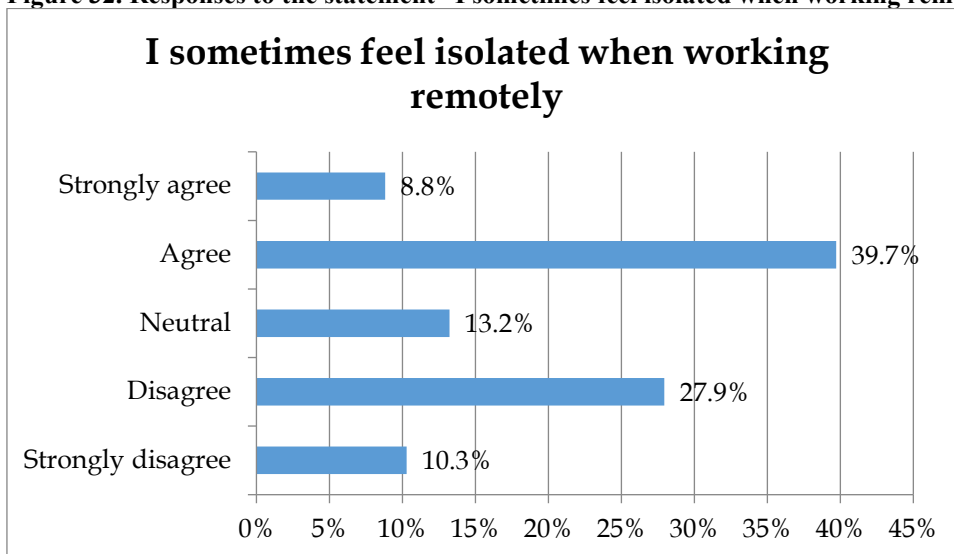
Figure 31. Responses to the statement “Remote and on-site employees are treated equally in my organization”



4.1.7 Remote Work Challenges

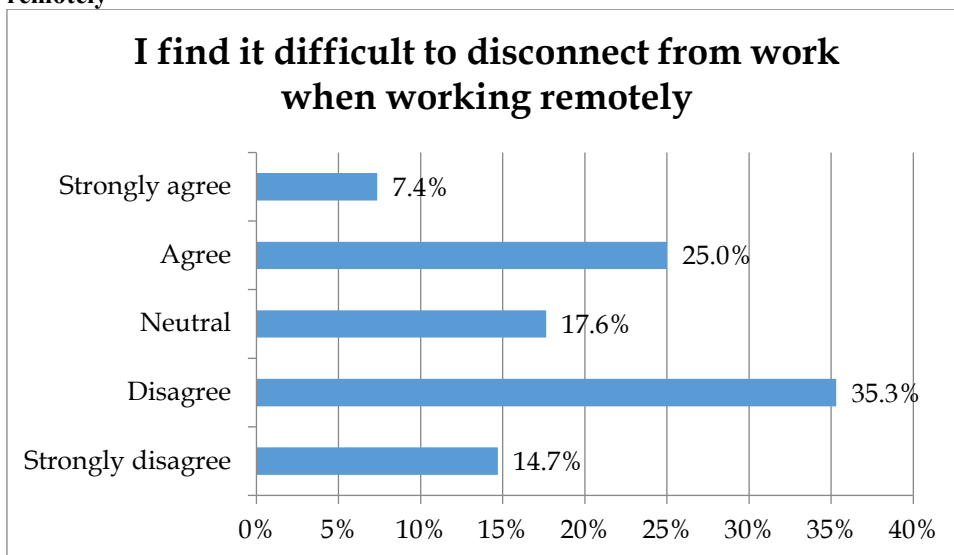
Feeling isolated appears as a notable challenge of remote work, with nearly 5 out of 10 remote workers stating that they sometimes feel isolated. Approximately 38.2% of remote workers stated that they do not experience these feelings of isolation, while only 13.2% of research participants appear neutral on whether isolation affects their experience with remote work.

Figure 32. Responses to the statement “I sometimes feel isolated when working remotely”



The difficulty of disconnecting appears as a significant challenge for a portion of the employees working remotely, with more than 3 out of 10 remote workers stating that they find it difficult to disconnect from work when working remotely. Conversely, 5 out of 10 workers stated that they do not struggle with managing the boundaries between work and leisure, with 17.6% of remote workers appearing neutral on the difficulty of separating work from personal life. Thus, even though the majority of workers do not seem to face difficulties “logging off” work once their shift is over, there is a significant portion of remote workers that are having difficulties disconnecting from work, as the lines between work and personal time are blurred when working remotely from home.

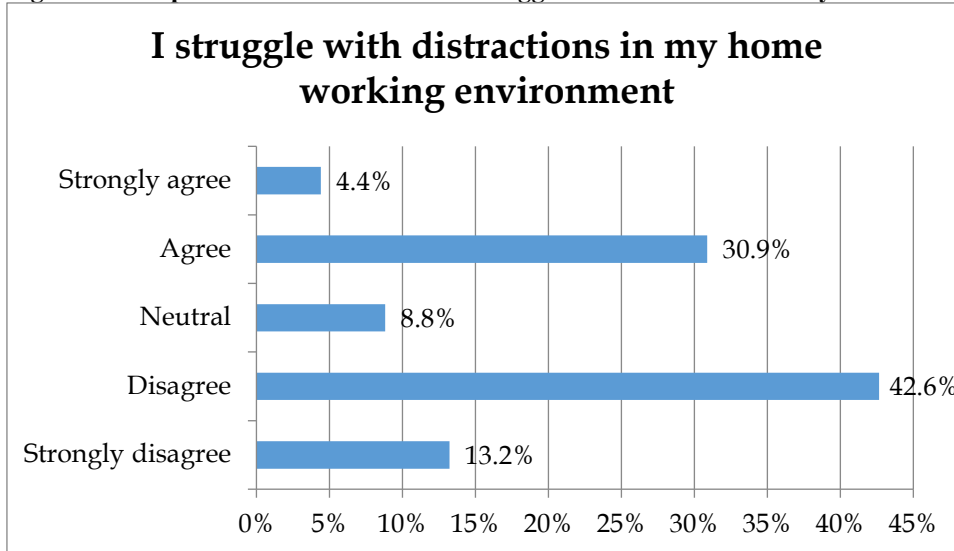
Figure 33. Responses to the statement “I find it difficult to disconnect from work when working remotely”



Distractions in the home working environment do not appear to be a problem for most workers, struggling with home distractions appears as a notable challenge for a portion of remote workers, however, with around 1 out of 3 remote workers reporting that they struggle with distractions in their home working environment. More than 5 in 10 workers respond that they do not find distractions to be a significant problem, with 8.8% of respondents appearing neutral on the impact of their home working environment on their productivity. Just as with difficulties with disconnecting from work, while for most remote workers distractions are not a problem, there is a sizable minority of remote workers that report facing such problems. Organizations should pay attention in this minority group of employees as they may show lower levels of engagement and performance. Social

connection, emotional support and task prioritizing may refine their experience and performance.

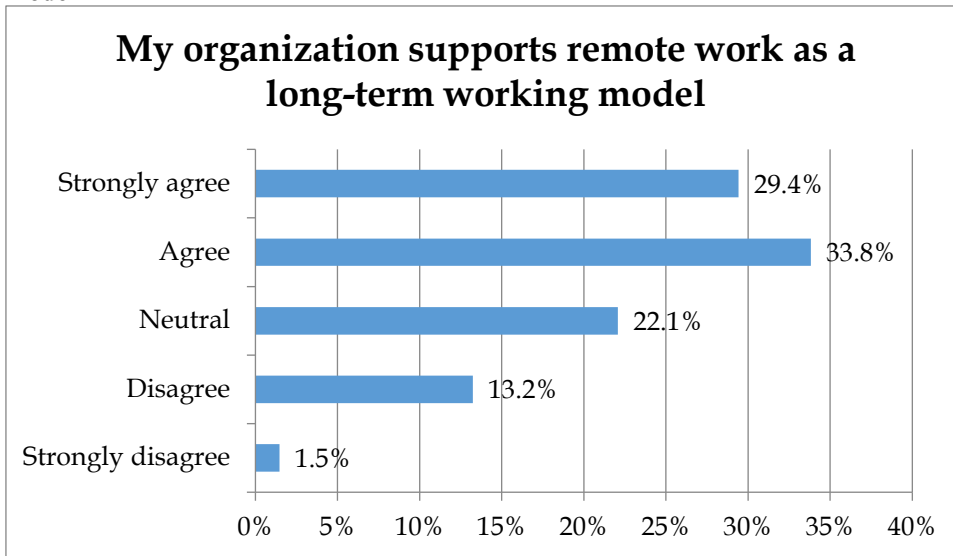
Figure 34. Responses to the statement "I struggle with distractions in my home working environment"



4.1.8 Organizational Culture and Remote Work

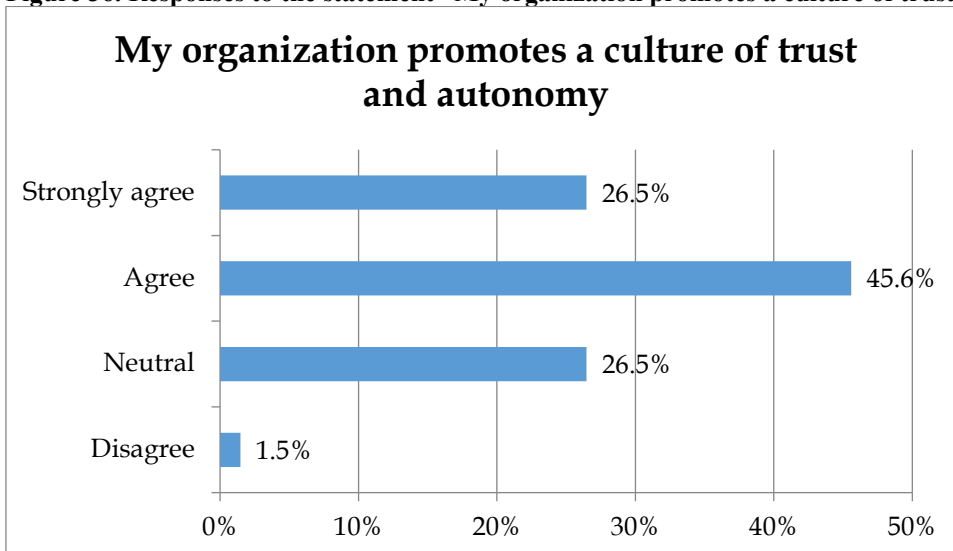
Recognition of remote work as a long-term option appears to be generally acknowledged within organizations. Nearly one-third of remote workers, 33.8%, agree and 29.4% strongly agree that their organization supports remote work as a long-term working model, while 22.1% remain neutral on this issue. A smaller portion of respondents either disagree, 13.2%, or strongly disagree 1.5% with the long-term sustainability of remote work, suggesting that most employees believe that their organization considers remote work as a recognized and supported long-term working model.

Figure 35. Responses to the statement “My organization supports remote work as a long-term working model”



A culture of trust and autonomy appears to be promoted within organizations. Nearly half of employees, 45.6%, agree and 26.5% strongly agree that their organization fosters trust and autonomy, while 26.5% remain neutral on this issue. Only a very small fraction of research participants, 1.5%, disagree with the relevant statement, indicating that most employees perceive their organizations as promoting a trusting and autonomous work environment.

Figure 36. Responses to the statement “My organization promotes a culture of trust and autonomy”

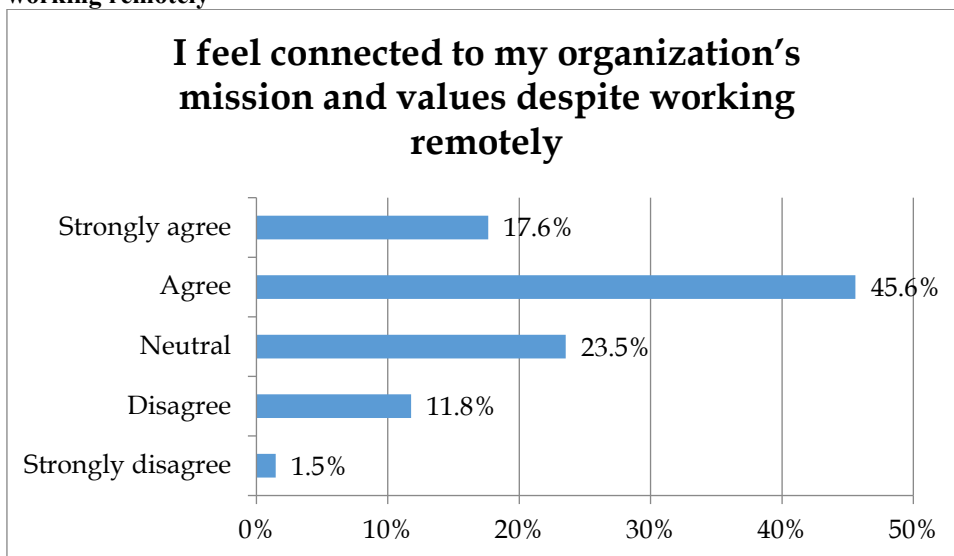


Connection to the organization’s mission and values appears to be strong among remote employees. Nearly half of them, 45.6%, agree and 17.6% of remote employees strongly agree that they feel aligned with the organization’s mission and values, while 23.5% remain

neutral. A smaller portion of respondents either disagree, 11.8%, or strongly disagree, 1.5%, with the statement, suggesting that most remote workers maintain a sense of connection with their organization’s purpose and values.

Since organizational culture is a fundamental factor in successful teleworking, the minority group may show lower levels of work motivation and commitment. Firms should note that a strong organizational identity and participation may lead to better outcomes.

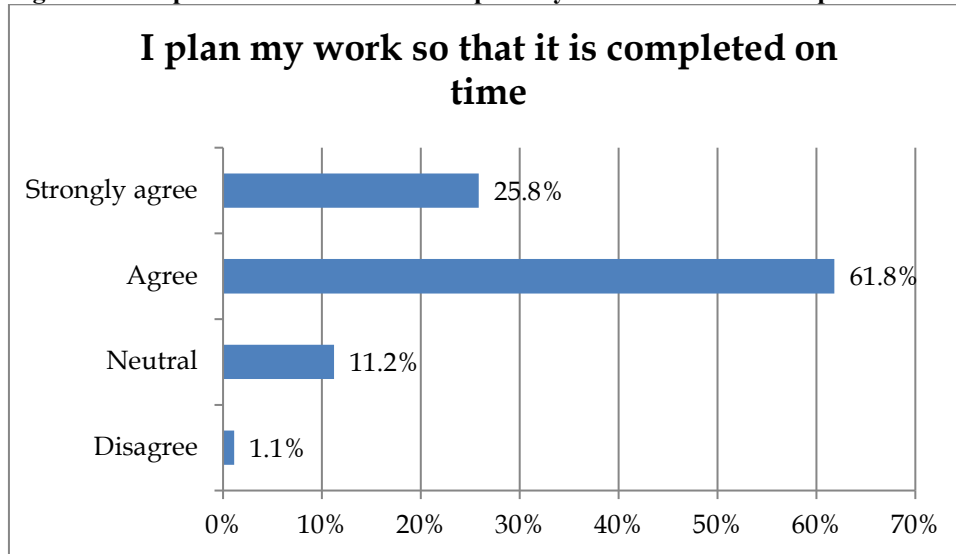
Figure 37. Responses to the statement “I feel connected to my organization’s mission and values despite working remotely”



4.1.9 Employee Performance

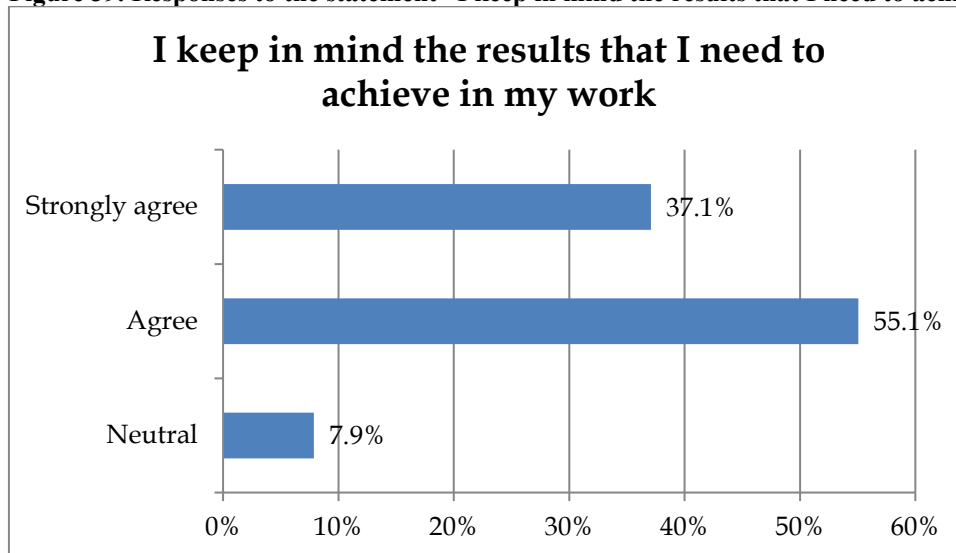
More than 8 in 10 workers that participated in the survey, 87.6% of respondents, plan their work so that it is completed on time and no major delays are reported. Only 1.1% of employees report that they face issues planning their work appropriately so that it is completed within deadlines

Figure 38. Responses to the statement “I plan my work so that it is completed on time”



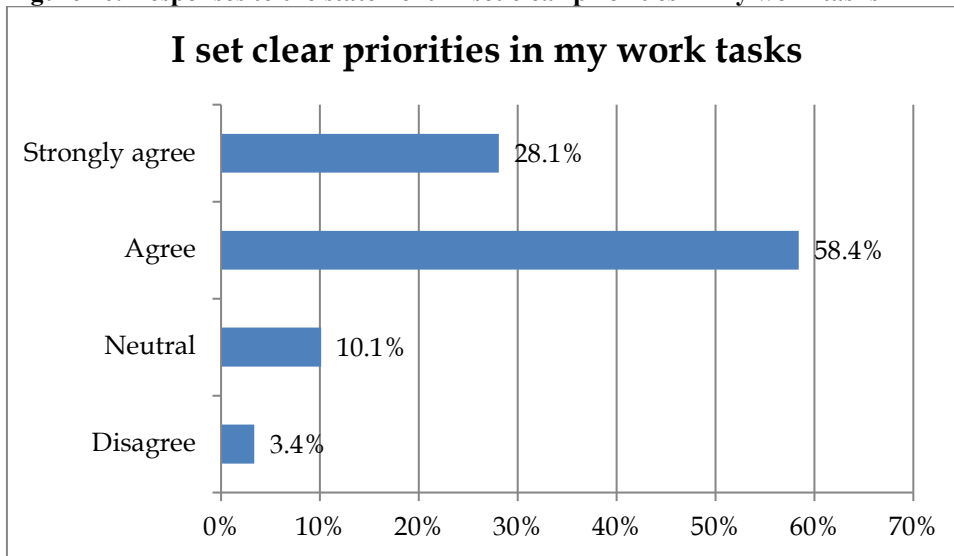
An overwhelming majority of the employees that participated in the survey reported that they keep in mind the results that they need to achieve in their work, with 92.2% of research participants responding that they strongly agree or agree with the relevant statement. Only 7.9% of employees are somewhat uncertain about this issue and no employee responded that they do not keep in mind the results that they need to achieve.

Figure 39. Responses to the statement “I keep in mind the results that I need to achieve in my work”



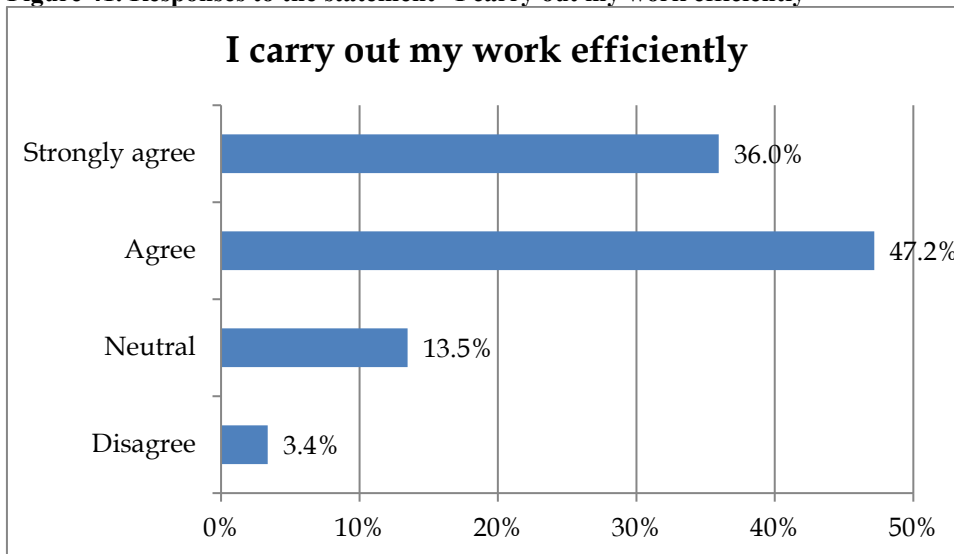
More than 8 out of 10 employees, 86.5% of all respondents, set clear priorities in their work tasks and only 3.4% of employees do not set clear priorities in their work tasks. Neutral on this issue appears 1 in 10 employees.

Figure 40. Responses to the statement "I set clear priorities in my work tasks"



Most employees, more than 8 out of 10 employees, responded that they carry out their work efficiently. Only 3.4% of employees believe that they are inefficient in their work and 13.5% of them appear neutral about their efficiency.

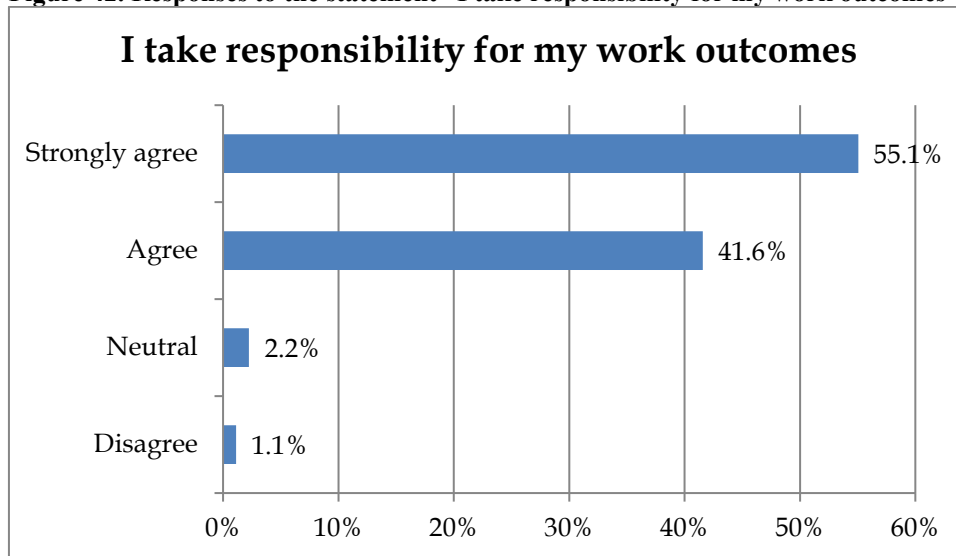
Figure 41. Responses to the statement "I carry out my work efficiently"



Nearly all of employees that participated in the survey responded that they take full responsibility for their work outcomes, with 96.7% of employees responding that they strongly agree or agree with the relevant statement. Only 1.1% of employees disagree, with only a very small minority indicating that they do not take full responsibility for their work outcomes. An additional 2.2% of respondents remain neutral on this issue.

Those results show that performance in remote work environments may be slightly uneven, since it depends on resources like autonomy, support, clear communication and targets. The minority of employees indicating they do not take full responsibility for their work outcome are likely affected by isolation, low managerial guidance or organizational difficulties. Firms should invest in performance clarity, clear and frequent feedback and managerial support to address those risks.

Figure 42. Responses to the statement “I take responsibility for my work outcomes”

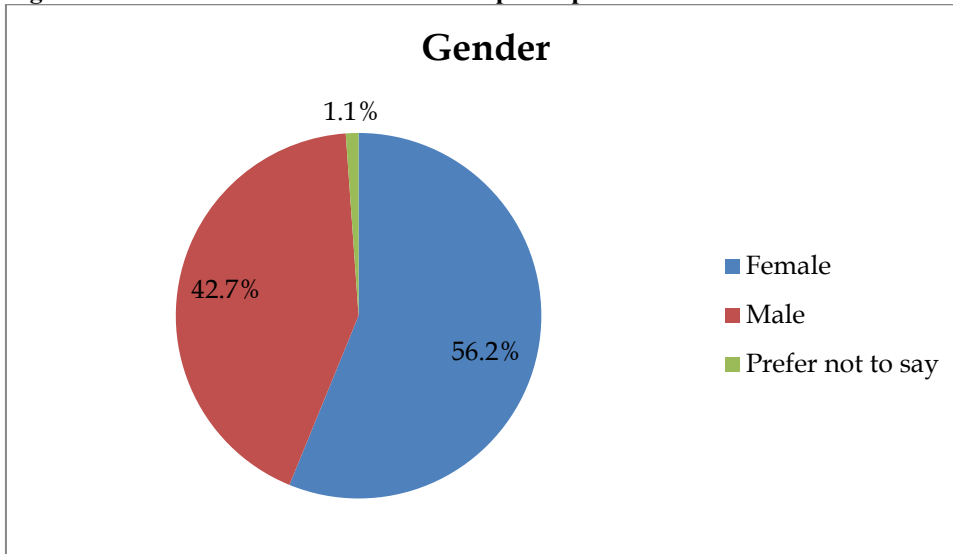


In conclusion the results of this research show that teleworking does not affect all employees evenly. Although the majority reports experiencing positive outcomes, a significant percentage appears to be facing challenges related to communication, isolation and support. For organizations in the Private sector in Greece those results show that they may enhance work design, operational support and organizational culture.

4.2 Sample characteristics

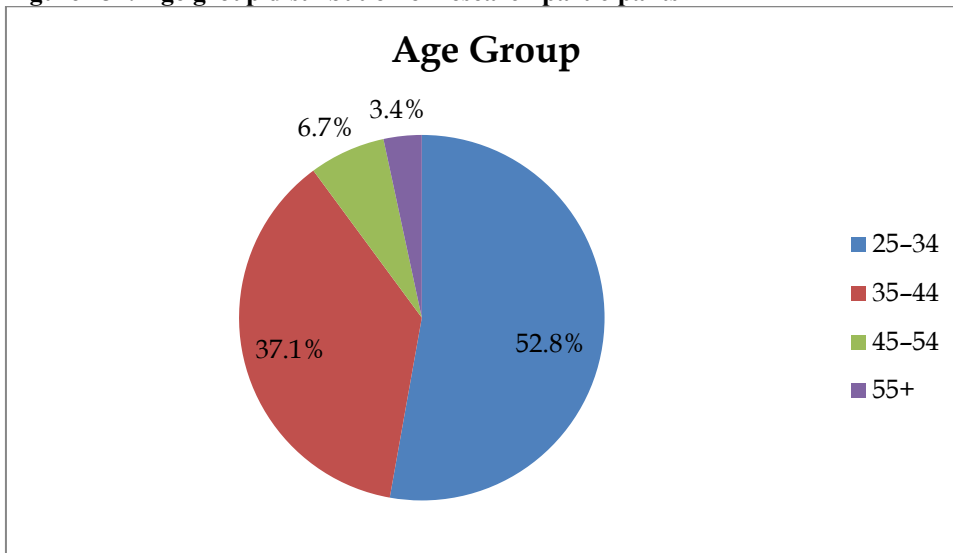
Female participants made up 56,2% of the survey sample, while an additional 42,7% of research participants were male, while 1.1% of research participants decided not to reveal their gender.

Figure 43. Gender distribution of research participants



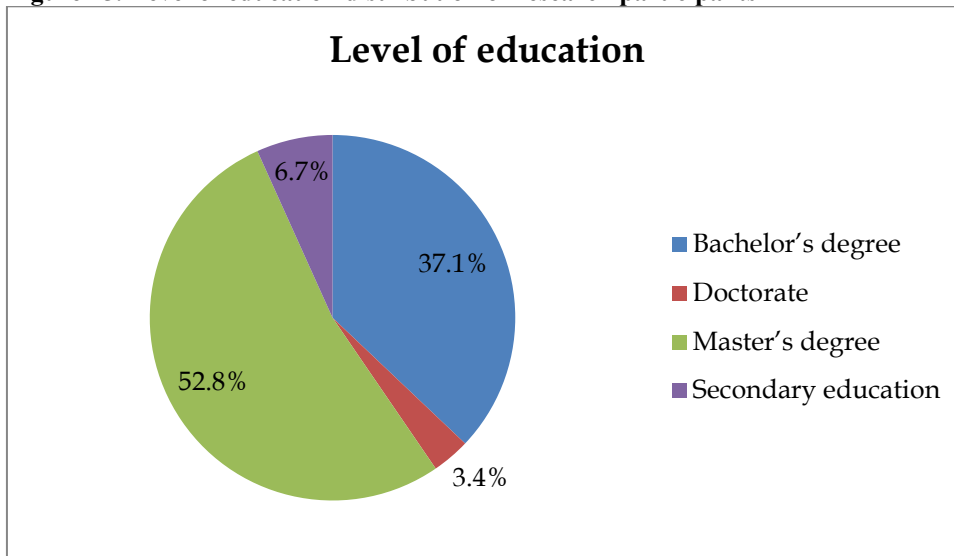
Most research participants, 52.8%, were between 25 and 34 years old, while 37.1% were between 35 and 44 years old. Between 45 and 54 years old were 6.7% of research participants and 3.4% were 55 years old or older.

Figure 434. Age group distribution of research participants



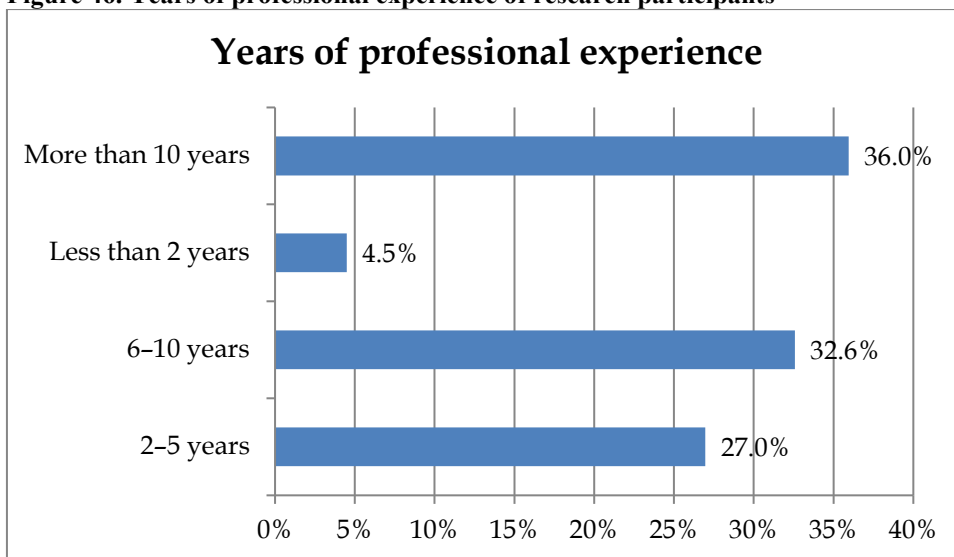
The majority of research participants, 52.8% of research participants, hold a Master's degree, while an additional 37.1% of research participants are Bachelor's degree holders. Secondary education graduates and Doctorate degree holders are 6.7% and 3.4% of research participants, respectively.

Figure 45. Level of education distribution of research participants



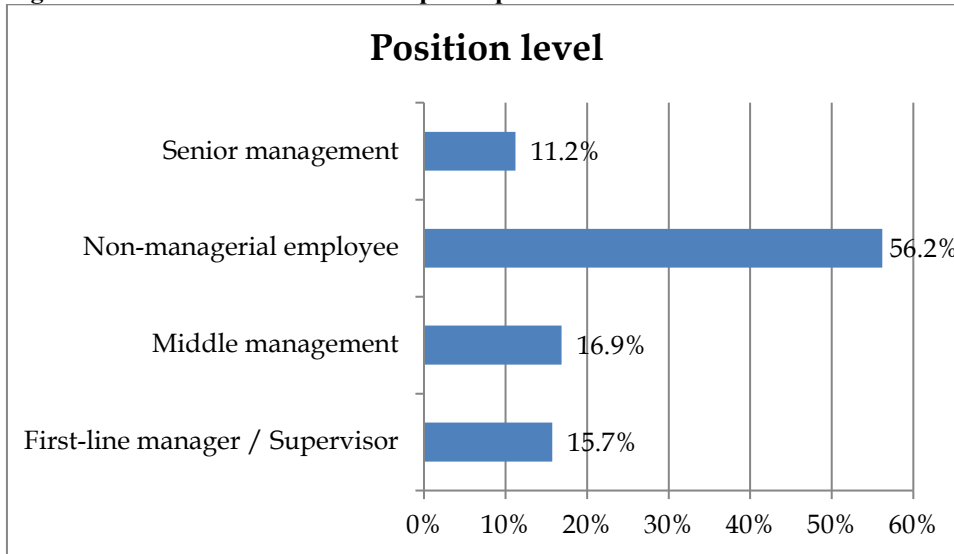
Most research participants have more than 10 years of professional experience, while 6 to 10 years of professional experience have an additional 32.6% of research participants. An additional 27% of employees that participated in this research have 2 to 5 years of professional experience. Only 2.5% of employees have less than 2 years of professional experience.

Figure 46. Years of professional experience of research participants



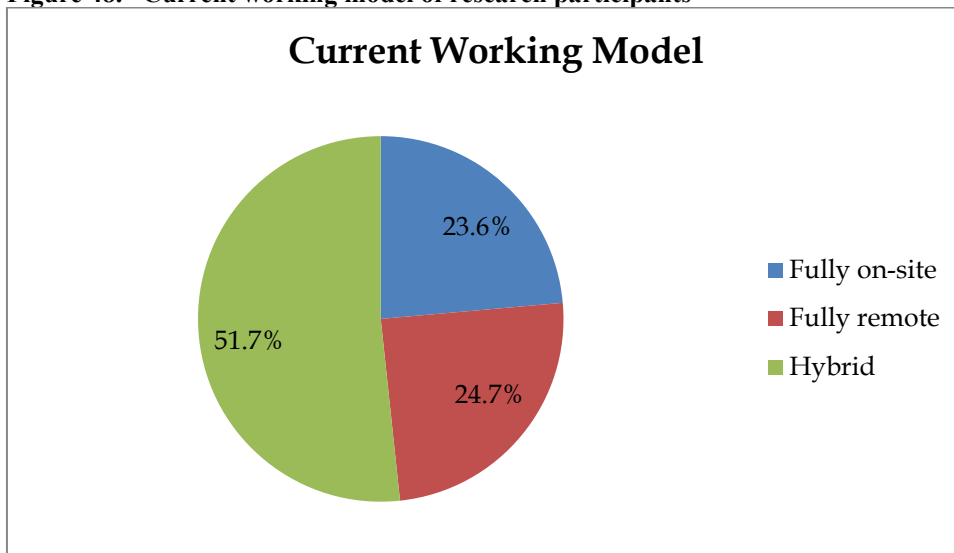
More than half of research participants, 56.2%, are non-managerial employees, while 16.9% of research participants are in middle management and 15.7% are first-line managers or supervisors. Senior management are 11.2% of employees in the research sample.

Figure 47. Position level of research participants



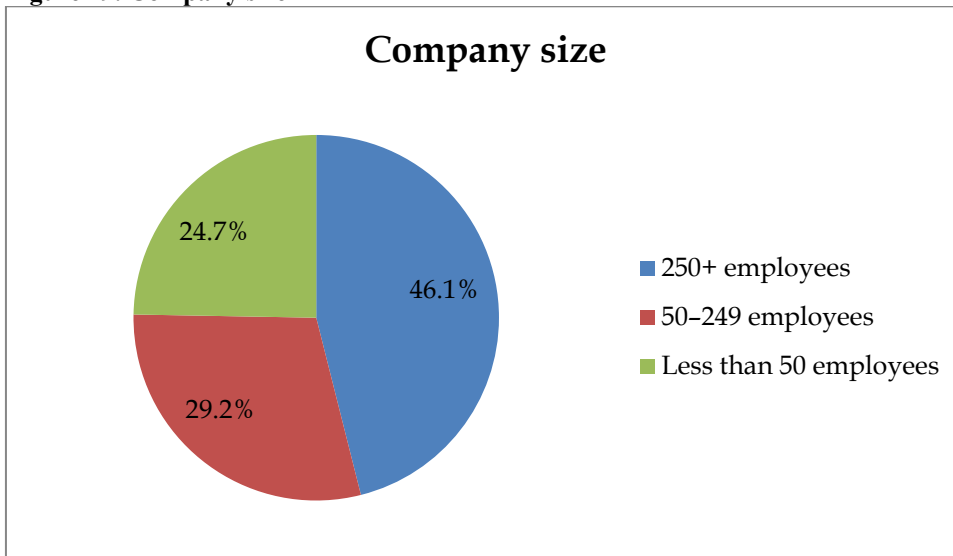
With respect to their current working model, most research participants, 51.7%, are working under a hybrid working model, combining days of working remotely and days working on-site, while 24.7% are working remotely all the time and another 23.6% of employees work exclusively on-site.

Figure 48. Current working model of research participants



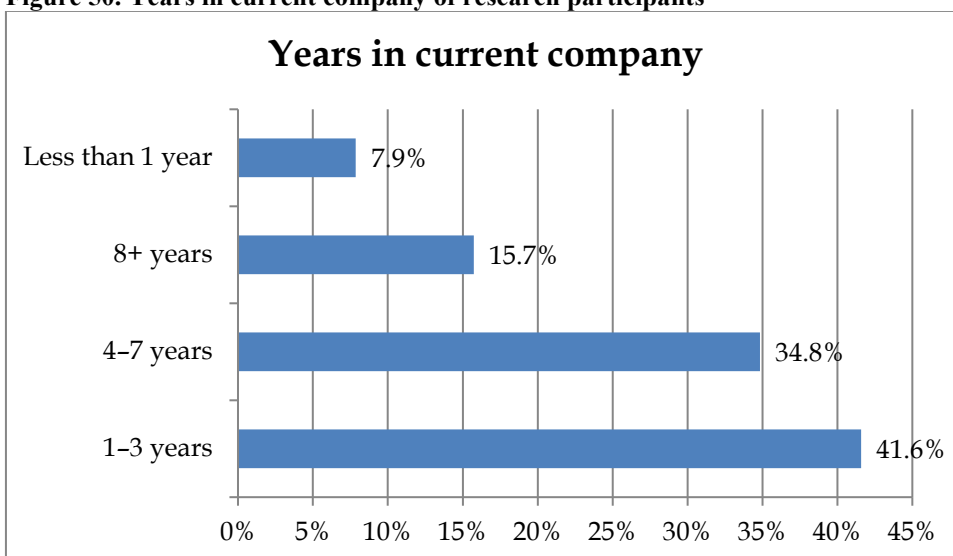
Most research participants, 46.1% of research participants, work for large companies with more than 250 employees, while 29.2% are employed by medium-sized companies with a workforce between 50 and 249 employees. For small firms, with less than 50 employees work 24.7% of employees participated in the present research.

Figure 49. Company size



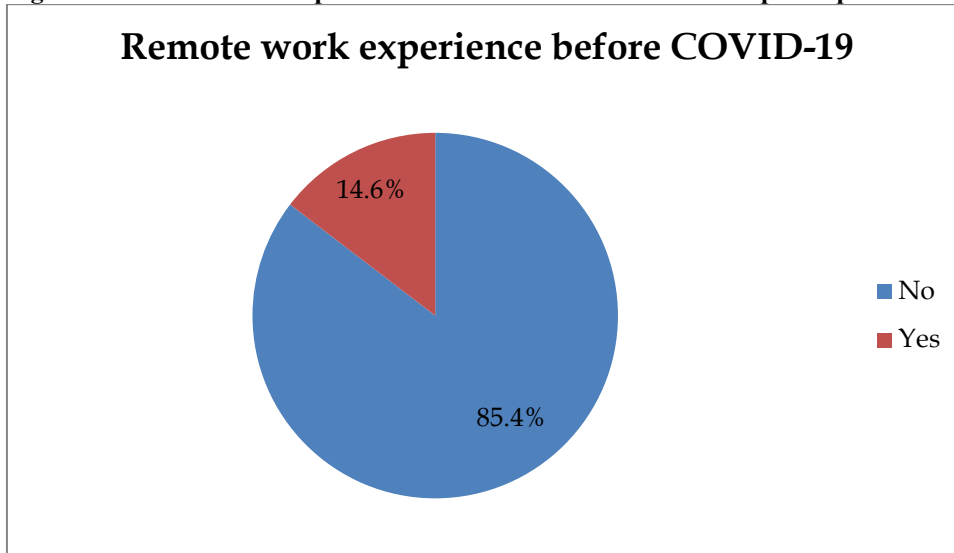
Around 4 in 10 research participants, 41.6% of the sample, have been working for their current company for a limited amount of time that doesn't exceed 3 years, while an additional 7.9% worked for their current company for less than a year. An additional 34.8% of research participants have been working for their current employer for 4 to 7 years, while 15.7% of employees that in the present research have been working for their current company for 8 years or longer.

Figure 50. Years in current company of research participants



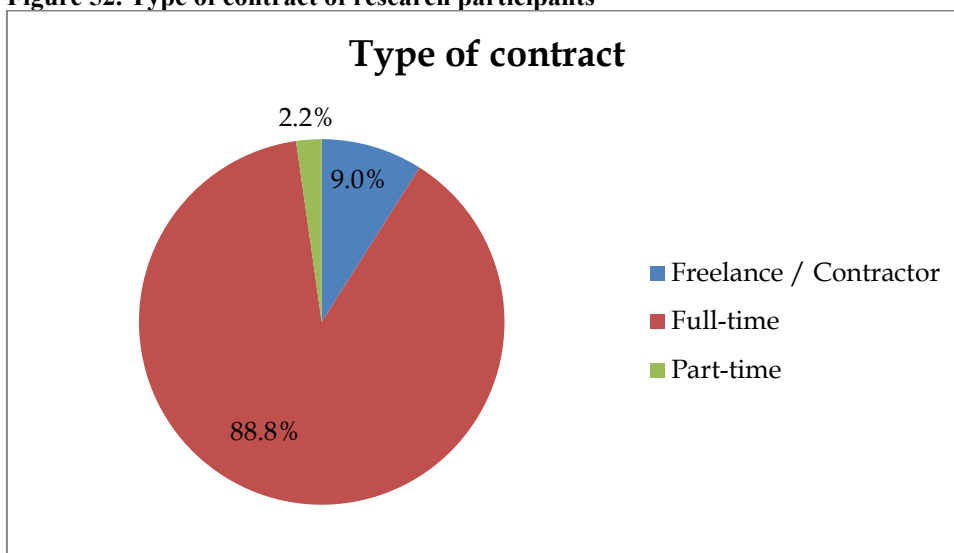
The vast majority of research participants had previous remote work experience even before the Covid-19 pandemic, as 85.4% of them had remote work experience before the Pandemic and only 14.6% reported that they didn't.

Figure 51. Remote work experience before COVID-19 of research participants



Most research participants, 88.8% of all employees, are full-time employees, while only 2.2% are part-time employees and an additional 9% of research participants are freelancers.

Figure 52. Type of contract of research participants



4.3 The impact of remote work on employee engagement and performance

To investigate the impact of remote work on employee engagement and performance and whether there are significant differences in engagement and performance between working models, ANOVA analysis was used.

According to the results of the ANOVA analysis working mode does not have a statistically significant impact on employee engagement as the p -value $> .05$. Therefore, working on-site, fully remotely or under a hybrid working arrangement with a number of workdays working on-site and others remotely has no significant impact on employee engagement.

Table 15. ANOVA results for employee engagement

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.600	2	.300	.619	.541
Within Groups	40.747	84	.485		
Total	41.347	86			

Despite the negative ANOVA result, robust Games-Howell post-hoc tests were conducted to further reinforce or reject this finding. No statistically significant differences were found between any of the working arrangement pairs, confirming that working model does not have a significant impact on employee engagement.

Table 16. Games-Howell post-hoc tests for employee engagement

(I) Current Working Model	(J) Current Working Model	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Fully on-site	Fully remote	.2352	.2056	.493	-.265	.735
	Hybrid	.1367	.1858	.744	-.315	.588
Fully remote	Fully on-site	-.2352	.2056	.493	-.735	.265
	Hybrid	-.0985	.1766	.843	-.526	.329
Hybrid	Fully on-site	-.1367	.1858	.744	-.588	.315
	Fully remote	.0985	.1767	.843	-.329	.526

According to the results of the ANOVA analysis working mode does not have a statistically significant impact on employee performance either, as the p-value for is this test is also > .05. Thus, working on-site, fully remotely or under a hybrid working arrangement has no significant impact on employee productivity as is the case with employee engagement.

Table 17. ANOVA results for employee performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.026	2	.013	.048	.953
Within Groups	23.404	86	.272		
Total	23.430	88			

Once again, Games-Howell post-hoc tests confirm the ANOVA findings, indicating that working model has no significant impact on employee productivity. Employees working remotely, either fully remotely or in a hybrid arrangement, do not exhibit lower or higher productivity than employees working on-site.

Table 18. Games-Howell post-hoc tests for employee performance

(I) Current Working Model	(J) Current Working Model	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Fully on-site	Fully remote	.0485	.1795	.961	-.389	.486
	Hybrid	.0319	.1524	.976	-.344	.408
Fully remote	Fully on-site	-.0485	.1795	.961	-.486	.389
	Hybrid	-.0166	.1341	.992	-.345	.311
Hybrid	Fully on-site	-.0319	.1524	.976	-.408	.344
	Fully remote	.0166	.1341	.992	-.311	.345

4.4 Which remote-work-related factors predict employee engagement and performance?

Multiple linear regressions were used to examine whether remote-work related factors, such as autonomy, availability of digital tools and resources, communication quality, organizational culture and climate and managerial support, predict employee performance and engagement.

The regression model for employee engagement is statistically significant at a 5% level of significance, with a p-value of $.024 < 0.05$.

Table 19. Significance of the regression for employee engagement

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.378	4	1.595	3.027	.024 ^b
	Residual	33.190	63	.527		
	Total	39.568	67			

The model is able to explain 10.8% of the variance in employee engagement for remote workers, as indicated by an adjusted r-square value of .108.

Table 20. Adjusted R-squared of the regression for employee engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 ^a	.161	.108	.725825410991022

The coefficient for technology and resources is statistically significant at a 5% level of significance, with a p-value of $.040 < 0.50$, meaning that the availability of technological tools and resources affects employee engagement. The value of the coefficient is 0.136 meaning that a 1-unit increase in the availability of technology tools and resources leads to an increase in employee engagement by 0.136 units. None of the other coefficients for remote-work related factors is statistically significant at any of the conventional significance levels, as the p-value is over 0.05. Thus, there is a positive statistically significant impact of the availability of technological tools and resources on employee engagement.

Table 21. Regression results for employee engagement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.614	1.278		-.481	.632
	Communication and Collaboration	-.154	.162	-.155	-.946	.348
	Technology and Resources	.758	.361	.319	2.100	.040
	Managerial Support	.187	.206	.136	.907	.368

Organizational Culture and Climate	.318	.186	.235	1.707	.093
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Turning to the impact of remote-work related factors on employee performance, the regression model is statistically significant at a 5% level of significance, as the p-value is $.000 < 0.05$.

Table 22. Significance of the regression model for employee performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.758	4	1.440	9.271	.000 ^b
	Residual	9.783	63	.155		
	Total	15.541	67			

The model can explain 33.1% of the variance in employee performance for remote workers, as suggested by an adjusted R-Square of .331.

Table 23. Adjusted R-squared of the regression for employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 ^a	.371	.331	.3941

The only statistically significant coefficient at a 5% level of significance is once again the coefficient for technology and resources, with a p-value of $.001 < 0.5$. The coefficient is rather large, underscoring the importance of technology and resources for remote workers, as one would expect. An increase of 1-unit in the availability of technology and resources leads to an increase in remote workers' performance of 0.479 units. Communication and collaboration, managerial support and organizational culture and climate do not have a statistically significant effect on the performance of employees.

Table 24. Regression results for employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.850	.694		2.666	.010
	Communication and Collaboration	-.001	.088	-.002	-.012	.991

Technology and Resources	.713	.196	.479	3.637	.001
Managerial Support	.094	.112	.109	.836	.406
Organizational Culture and Climate	-.187	.101	-.221	-1.851	.069

4.5 Moderation Analysis

Moderation analyses were conducted using the PROCESS add-in to examine whether demographic and job-related characteristics, such as gender, age, education, tenure, position, organizational size, prior remote work experience before COVID-19, and contract type, moderate the relationship between remote work and employee engagement and performance.

The choice of those moderating variables was based in literature, in which employees can have different experience for the remote working models. Factors such as experience, technology skills and autonomy levels can differentiate the effect on remote and hybrid employees.

Two sets of analyses were performed. One referring to employees working under a hybrid arrangement, combining days working remotely and days working on-site work, and a second referring to employees working fully remotely.

Both for employees working fully remotely as well for employees under a hybrid working arrangement, none of the interaction terms between remote work and the proposed moderators were statistically significant, with all p-values > .05, and all confidence intervals for the interaction effects included zero. These findings indicate that none of the examined variables moderate the relationship between remote work and either employee engagement or performance in hybrid or fully remote working arrangements. Thus, the effect of remote work on employee engagement and performance appears consistent throughout demographic and job-related subgroups, regardless of whether employees work in a hybrid working model or exclusively remotely.

The lack of statistically significant results doesn't rule out the existence of modifying effects. Methodological factors, such as small sample size, may have influenced non-significant results. We should approach the results with caution and future researchers may need to include a larger and more divergent sample in the study.

The findings suggest that remote work policies can be implemented universally, but at the same time organizations should track differentiations between employee groups, in order to ensure adequate access to resources, support and development opportunities in remote work environments.

Finally, I would like to note that in the present study teleworking was defined as a categorical variable that imprints the participants working model (remote, hybrid and on-site). This definition allowed the analysis between the models and their relationship with demographic and work characteristics.

Table 25. Moderation analysis for employee engagement and performance for workers under a hybrid model

Outcome	Moderator (W)	b (Interaction)	SE	t	p	95% CI LL	95% CI UL
Engagement	Gender	0.4366	0.3080	1.4175	.1601	-0.1760	1.0493
Engagement	Age	-0.0430	0.2369	-0.1817	.8563	-0.5141	0.4281
Engagement	Education	0.1391	0.1563	0.8895	.3763	-0.1719	0.4500
Engagement	Experience	-0.0706	0.1404	-0.5033	.6161	-0.3498	0.2085
Engagement	Position	0.0366	0.1960	0.1866	.8524	-0.3533	0.4265
Engagement	Company size	0.2432	0.2160	1.1263	.2633	-0.1863	0.6728
Engagement	Remote before COVID	0.2744	0.4540	0.6045	.5471	-0.6285	1.1774

Outcome	Moderator (W)	b (Interaction)	SE	t	p	95% CI LL	95% CI UL
Engagement	Contract type	0.3488	0.5850	0.5962	.5527	-0.8148	1.5123
Performance	Gender	0.1346	0.2308	0.5833	.5612	-0.3242	0.5935
Performance	Age	-0.2623	0.1731	-1.5155	.1334	-0.6065	0.0818
Performance	Education	0.0537	0.1174	0.4569	.6489	-0.1798	0.2872
Performance	Experience	-0.1295	0.1032	-1.2545	.2131	-0.3347	0.0757
Performance	Position	-0.1291	0.1507	-0.8564	.3942	-0.4287	0.1706
Performance	Company size	-0.0980	0.1519	-0.6453	.5204	-0.3999	0.2039
Performance	Remote before COVID	0.0741	0.3321	0.2230	.8241	-0.5863	0.7344
Performance	Contract type	0.0108	0.4277	0.0252	.9800	-0.8396	0.8612

Table 26. Moderation analysis for employee engagement and performance for fully remote workers

Outcome	Moderator (W)	b (Interaction)	SE	t	p	95% CI LL	95% CI UL
Engagement	Gender	0.4366	0.3080	1.4175	.1601	-0.1760	1.0493

Outcome	Moderator (W)	b (Interaction)	SE	t	p	95% CI LL	95% CI UL
Engagement	Age	-0.0430	0.2369	-0.1817	.8563	-0.5141	0.4281
Engagement	Education	0.1391	0.1563	0.8895	.3763	-0.1719	0.4500
Engagement	Experience	-0.0706	0.1404	-0.5033	.6161	-0.3498	0.2085
Engagement	Position	0.0366	0.1960	0.1866	.8524	-0.3533	0.4265
Engagement	Company size	0.2432	0.2160	1.1263	.2633	-0.1863	0.6728
Engagement	Remote before COVID	0.2744	0.4540	0.6045	.5471	-0.6285	1.1774
Engagement	Contract type	0.3488	0.5850	0.5962	.5527	-0.8148	1.5123
Performance	Gender	0.1346	0.2308	0.5833	.5612	-0.3242	0.5935
Performance	Age	-0.2623	0.1731	-1.5155	.1334	-0.6065	0.0818
Performance	Education	0.0537	0.1174	0.4569	.6489	-0.1798	0.2872
Performance	Experience	-0.1295	0.1032	-1.2545	.2131	-0.3347	0.0757
Performance	Position	-0.1291	0.1507	-0.8564	.3942	-0.4287	0.1706
Performance	Company size	-0.0980	0.1519	-0.6453	.5204	-0.3999	0.2039
Performance	Remote before COVID	0.0741	0.3321	0.2230	.8241	-0.5863	0.7344
Performance	Contract type	0.0108	0.4277	0.0252	.9800	-0.8396	0.8612

5. Discussion & Recommendations

This study examined the relationship between remote work and employee engagement and performance in the private sector in Greece. The findings provide key insights into remote work, its impact on employee engagement and productivity, and its main benefits and challenges.

5.1 Overview of Key Findings

In this subsection, the study's main empirical findings will be summarized in relation to the questions posed earlier.

With respect to the first research question, the extent to which remote work affects employee engagement and performance within the private sector in Greece, ANOVA results indicate that remote work does not have a statistically significant effect on employee engagement. Employees, regardless of their working arrangement, that is, either working fully remotely, in hybrid working arrangements, or on-site, report similar levels of engagement. The same applies to employee performance: there are no statistically significant differences across working arrangements.

Building on this information, remote work does not appear to affect employee engagement or performance. Engagement and performance levels remain relatively stable regardless of whether employees work remotely or on-site.

The second question was about whether different working arrangements, such as fully remote work, a hybrid working model, or on-site work, have a differentiated impact on employee engagement and performance. Research data show that different working arrangements do not have distinct impacts on employee outcomes. The ANOVA and post-hoc analyses show no statistically significant differences between fully remote, hybrid, and on-site employees in either engagement or performance.

The above findings mean that the working arrangement itself is not a differentiating factor in determining engagement or performance levels. Employees do not perform worse or better simply because they work remotely. A hybrid working model also does not deliver an

advantage or disadvantage relative to the other working models. This finding alleviates concerns that remote work might undermine employee engagement or reduce productivity. The present study finds no positive or negative impact on either.

The third research question concerns whether remote-work-related factors predict employee engagement and performance (Asimaki, 2025). Among the examined remote-work-related factors, only technology and resources are notably predictive of both employee engagement and performance. Communication quality, managerial support, and organizational culture are not statistically significant predictors of employee engagement and performance among remote workers. This finding indicates that infrastructure is a vital factor for remote workers to be productive and effective. Engagement and performance in remote work arrangements depend crucially on whether employees have the necessary technology infrastructure and the resources to function efficiently and productively.

The fourth research question concerned the impact of remote work on engagement and performance, which differ based on demographic characteristics. Moderation analyses show that demographic and job-related characteristics, such as age, gender, education, experience, position, company size, prior remote work experience before the pandemic, or contract type, do not notably modify the relationship between remote work and employee engagement or performance. This finding indicates that the effect of remote work is consistent across employee groups. There is no evidence that any of these characteristics meaningfully mediate the relationship between working arrangement and engagement or performance, nor that certain employees benefit or suffer from working remotely. The impact of remote work appears consistent across employee demographics.

The study also examined additional aspects of remote work. Flexibility appears to be the strongest and most universally endorsed benefit of remote work. Employees overwhelmingly value the ability to structure their work around their personal lives that remote work provides. Many employees working remotely also perceive their work–life balance as improved. The sustainability of remote work as a long-term, viable working arrangement is broadly supported. Most employees report having autonomy over their working hours and work-related decisions (Lu et al. 2025). Employees largely feel trusted and independent, despite working remotely and having no physical contact with their supervisors.

Turning to remote work challenges, isolation is a notable but not universal issue affecting all remote workers. A substantial portion of employees, however, do report feeling isolated at times. Difficulty disconnecting from work is present among a meaningful minority, indicating blurred boundaries between work and personal life for some remote employees. Home distractions are not a dominant problem, but they affect a few remote workers. Remote work challenges are not an issue for the majority of remote workers, but they are significant for a non-negligible minority.

Nearly all employees have access to the necessary digital tools and reliable internet. Most say their home environment helps them focus. Technology is not a major barrier to productive remote work; infrastructure is widely available in Greece's private sector.

Perceptions about communication and collaboration are generally positive. Most remote workers report effective communication with colleagues and clarity from management, but a considerable minority report issues. For example, communication delays are acknowledged by more than half of the respondents. Team belonging is positive overall, but a substantial minority of remote workers feel disconnected from their organization.

Trust and autonomy among remote workers appear strong. Many feel trusted by managers to work independently and control their schedules. However, findings about virtual check-ins and timely feedback are mixed: some feel supported, while others report limited manager support. Performance evaluation clarity is generally positive, but a considerable minority remains uncertain about how their performance is evaluated. (Asimaki, 2025)

Most employees believe that their organizations recognize remote work as a viable long-term working arrangement. A culture of trust and autonomy in most organizations is reported by remote workers. Alignment with their organization's mission and values remains strong. Thus, many organizations appear accepting and supportive of remote work.

Having presented the empirical findings, the following section provides an interpretation of those results and discusses possible explanations for the patterns.

5.2 Interpretation of Findings

Findings show that engagement and performance levels remain relatively stable regardless of whether employees work remotely or on-site. This finding suggests that in the Greek private sector, remote work is not inherently detrimental to engagement or productivity, but it doesn't deliver superior employee engagement or performance either. Overall, it has no significant effect on employee engagement and performance. However, a lack of a significant statistical effect doesn't necessarily mean that teleworking has no effect at all on employee engagement and performance. The lack of statistically significant results in the present study may be due to a relatively small sample size, measurement limitations, or specific characteristics of the organizational design. It is likely that teleworking affects engagement implicitly, through factors such as leadership, work design, and organizational support.

Also, the fact that communication, managerial support, and organizational culture appear to be statistically insignificant factors is very interesting, given that international literature typically emphasizes their importance. A possible explanation is that employees are already evaluating those factors at high levels, which limits response variability and makes it more difficult to detect statistical differences.

A lack of statistically significant differences in demographics does not necessarily mean that all employees experience teleworks in the same way. On the contrary, it suggests that there were no significant differences between the groups in the specific sample. Research with a larger sample size may discover more complex patterns of differentiation between demographic groups.

Overall, research findings indicate that remote work in the Greek private sector is a viable, sustainable working arrangement that does not undermine employee engagement or performance. No evidence was found that it enhances employee engagement or performance, as engagement and performance levels appear consistent among on-site and remote workers. While it offers flexibility and autonomy benefits, it also introduces moderate communication and social isolation challenges that organizations should actively find ways to alleviate. Isolation emerges as the main challenge of remote work, as working on-site also serves as a means of socialization, enabling interactions and social contact with coworkers. Working remotely requires a social support network that allows remote workers

to socialize outside working hours, as they are unable to do so during working hours under their working arrangement. (Pekkala, K., Oksa, R. & Oksanen, A., 2025)

5.3 Connection with Existing Literature

Those findings are partially consistent with previous research, which suggests that teleworking, on its own, is not a determining factor in employee engagement, but its effect depends primarily on organizational context and available resources. Backer and Demerouti (2007) suggest that, according to the Job Demand–Resources model, employee engagement is primarily influenced by the balance between job demands and resources, rather than by the physical location where it is conducted (Bakker, A. B., & Demerouti, E., 2007).

Similarly, according to Self-Determination Theory, while remote work may enhance autonomy, this alone is not sufficient to significantly improve engagement or performance without additional supportive conditions.

Studies have shown that teleworking may have a positive impact on job satisfaction and productivity when accompanied by organizational support and effective management practices (Allen et al., 2015). Finally, studies suggest that teleworking has mixed results, especially when organizations do not fully adjust their communication and cooperation routines (Wang et al., 2021). The present study's findings seem to support the second approach.

In international literature, we often see hybrid working models that combine the advantages of teleworking and physical presence in the workplace. They give employees more flexibility and, at the same time, the opportunity for social interaction (Gajendran & Harrison, 2007). However, the present study does not confirm that hybrid working models can lead to higher levels of employee engagement and performance. A possible explanation is that many firms have not yet optimized hybrid working practices. Also, employees may have already adjusted to different organizational working models, and so the levels of engagement and performance do not deviate. (Asimaki, 2025)

The findings above regarding technological infrastructure are consistent with previous studies' results, which highlight its crucial role in remote working environments. Effective teleworking depends heavily on the right technology tools, reliable connectivity, and digital

skills (Wang et al., 2021). When employees lack sufficient technological resources, work tasks are disrupted, leading to delays, dissatisfaction, and lower productivity. On the contrary, the availability of the right digital tools supports cooperation and work efficiency in remote working models (Bentley et al., 2016).

5.4 Theoretical Implications

The study's findings highlight a central paradox in teleworking. On the one hand, teleworking considerably enhances employee autonomy, allowing them better flexibility in organizing their time and tasks. On the other hand, reduced physical presence in the workplace may reduce social communication with colleagues and supervisors, leading to feelings of low connectivity with the organization and the team. This conclusion aligns with Self-Determination Theory (Ryan & Deci, 2020), which holds that autonomy is a crucial motivational factor, but that relatedness is equally important for maintaining employees' high levels of engagement.

At the same time, the social isolation mentioned may affect social capital within the organization, feelings of belonging, and organizational identification. International literature has shown that frequent interaction among colleagues contributes to higher levels of trust, cooperation, and shared organizational identity, elements crucial to maintaining high engagement. (Pekkala et al., 2025, pp. 4082-4095)

The present study also contributes to explaining the findings through the prism of Self-Determination Theory. Although teleworking often connects with higher levels of autonomy, results of the study show that autonomy alone is not enough to enhance employee engagement and performance. The need for competence, supported by adequate technological tools and digital resources, seems to play a bigger role in engagement and performance.

Findings suggest that the efficiency of teleworking depends on the ability of organizations to provide appropriate resources and supportive structures to their employees.

5.5 Practical Implications

The findings of that research may contribute by offering important practical implications for organizations, human resources departments and managers who design the implementation of remote or hybrid working models in an organization.

On that account, organizations implementing remote work arrangements should develop strategies to strengthen social cohesion and employee cooperation. Such practices may include virtual socialization activities, such as virtual group meetings, as well as more structured forms of communication between employees and managers, such as programmed check-ins and systematic feedback. In that way, the feeling of isolation could be reduced, and the feeling of organizational participation could increase.

To implement the changes mentioned above, organizations should proceed in substantial changes, some of those are presented below:

Invest in Technology Infrastructure

Organizations could ensure that all teleworking employees have access to reliable digital tools and technology resources. This includes modern communication and cooperation platforms, secure networks, adequate and continuous information technology support and regular update of the technology equipment. This research shows that technology infrastructure is the most important factor affecting both employee engagement and performance.

Establish Structured Communication Practices

Firms could ensure that clear and consistent communication practices are established. Implementing regular team virtual meetings, weekly briefings and scheduled feedback sessions may reduce delays in communication and enhance cooperation levels between members of the team.

Training Executives in Remote Leadership

Executives and managers could be trained in effective remote management practices. Developing skills such as managing remote teams, providing clear guidance and reinforcing trust levels between managers and employees may have an important impact in maintaining a higher level of engagement.

Enhancing Social Cohesion in Teams

Another suggestion for the organizations and managers is to develop practices that enhance social interaction between remote work employees. Planning virtual social activities, regular team meetings and informal online activities can help reduce feelings of isolation and enhance a sense of “belonging” to the organization.

Transparency in Evaluation Systems

Human Resources departments could ensure that evaluation criteria for employee performance are clear, common and known to everyone. Clear communication of organizational goals performance indicators, and management expectations can reduce the uncertainty reported by some employees about how their work will be evaluated.

6. Conclusions & Suggestions

6.1 Conclusion Summary

This study aimed to investigate the impact of teleworking in employee engagement and performance in the Private Sector in Greece. Through quantitative research and statistical data analysis, findings emerged that can contribute to understanding the contemporary work reality.

The results of the ANOVA showed that the working model (fully remote, hybrid and on-site), does not show a statistically important difference in work engagement or performance. This finding suggests that teleworking, without considering any other factors, doesn't affect positively or negatively the engagement and commitment levels but operates rather neutrally.

Regression analysis revealed that among the other factors relevant to teleworking, the only one that can be used as a significant predictor of both engagement and performance, is the availability of technological resources and digital tools. Despite most of the employees reporting adequate digital support, differentiations in the quality and adequacy of resources appear to affect the levels of engagement and productivity.

On the contrary, factors such as communication, collaboration, administrative support and organizational culture did not show a statistically significant effect on regression models. This finding does not diminish their importance but only suggests that in the particular sample didn't function as strong predictive factors.

Moderation analysis didn't show any statistically important information about the linkage of demographics or work characteristics (age, gender, education level, experience, position, company size, contract type) and the outcomes of teleworking employees. Therefore, different groups of teleworking employees appear to be relatively consistent.

In conclusion, findings of this research indicate that teleworking in the Greek private sector appears to be a viable working model and doesn't undermining engagement nor performance of the employees, if supported by adequate technological infrastructure.

6.2 Limitations of the Study

Despite its contribution, this study has several limitations:

The sample size was relatively small (N=88), and convenience sampling may limit the possibility of generalizing the results to all private sector employees in Greece. Furthermore, the collected data are based on self – reported answers of the participants, which may be influenced by social desirability trends or personal perceptions of employees. Finally, cross-sectional nature of the study does not allow monitoring possible changes in employee’s opinions and behaviors over time.

Also, some scales used in the study showed moderate reliability levels. Specifically, the scale regarding technological resources and support showed lower reliability value compared to other variables of the research. Although these levels are considered acceptable for exploratory studies, they may affect the precision with which employees perceptions about availability and quality of technological tools are presented.

Finally, the specific organizational and cultural context in which the research was conducted should also be considered. The study focuses specifically in the Private Sector in Greece and so the results may depict specific characteristics of the Greek work environment, such as organizational structures, management practices and level of technological maturity of the organizations. On that note, the results of this study cannot be generalized with absolute certainty to other sectors of activity or different national and cultural environments.

6.3 Suggestions for Future Research

Future research about remote working, employee engagement and performance in the Private Sector in Greece may try to expand this constantly evolving working model by implementing different methodological and theoretical approaches. First, a larger and more representative sample of employees could be used to enhance the generalizability of the results. At the same time, longitudinal research design could offer deeper understanding of the ways employee engagement and performance are evolving over time, while organizations and employees adapt to remote and hybrid working models.

Furthermore, utilizing qualitative research methods, such as semi- structured interviews and case studies could contribute to a deeper understanding of employees’ experiences in

teleworking environments. Through these approaches some issues that arose in the present study, such as social isolation feeling, communication practices between management and coworkers and the management of work-life boundaries, could be explored in more detail. Comparative studies between different sectors or countries could give important information about the way cultural and organizational factors could affect the effectiveness of teleworking. Since this study, focuses on the Greek private sector, exploring similar relations in different international or organizational environments could contribute in forming a complete picture of the dynamics of teleworking.

Future studies could also examine the role of leadership styles and managerial practices in remote and hybrid working models. Leadership approaches based on trust, clear communication and employee support may have an important impact on the way that employees experience teleworking and by extension engagement and performance levels. Given that technological resources emerged as the only statistically significant predictor of work engagement and performance in the present study, future research could investigate more specifically which types of technological tools, digital collaboration platforms, or employee digital skills are most critical for effective teleworking.

Finally, a further examination of the applications and possible extensions of theoretical frameworks could provide substantial information. The Job Demands – Resources model and the Self Determination theory could be examined. Exploring the connection between organizational resources, psychological needs and management practices could contribute to a deeper theoretical understanding of employee engagement and performance in modern remote work environments.

6.4 Final Conclusion Remarks

The present study contributes to better understanding the role of teleworking in modern work environment and most specifically in the Greek private sector. Findings show that working remotely may be a viable working model, without undermining employee engagement and performance. Necessary for that is that is accompanied by appropriate organizational practices and adequate technological resources.

Findings suggest that effectiveness of teleworking does not depend only on the location of work but mainly on the organizational context in which it is implemented. Factors like the availability of digital tools, clear communication, organizational support and management practices seem to have a decisive role on how employees experience remote work.

The transition to more flexible working models demands continuous adaptations from both employees and organizations. Since remote and hybrid working models are established permanently in the modern working environment, organizations are forced to develop new policies and practices that support effective cooperation, communication and employee well-being.

In that context, findings of this research may contribute to the future practices of remote working in the private sector in Greece, highlighting the importance of technological infrastructure, organizational flexibility and adaptation of human resources management practices to the demands of modern digital work environments.

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Appendix A: Questionnaire

Dear Participant,

Thank you for taking part in this research study, which is conducted as part of a postgraduate dissertation and aims to examine the impact of remote work on employee engagement and performance in the private sector in Greece.

Your participation is voluntary and anonymous. This questionnaire does not collect any personal identifying information, and all responses will be used exclusively for academic research purposes, ensuring confidentiality and data protection.

The questionnaire will take approximately 10 minutes to complete. There are no right or wrong answers — please respond honestly based on your personal experience.

Your contribution is highly valuable and will support a better understanding of modern work practices and organizational policies.

Thank you in advance for your time and participation.

Remote Work & Employee Engagement Questionnaire

Please rate the following statements using the scale below:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

A. Employee Engagement (UWES-9)

1. At my work, I feel bursting with energy.
2. I am enthusiastic about my job.
3. My job inspires me.
4. When I get up in the morning, I feel like going to work.
5. I feel happy when I am working intensely.
6. I am proud of the work that I do.

7. I am immersed in my work.
8. Time flies when I'm working.
9. I get carried away when I'm working.

B. Remote Work Benefits

10. I am satisfied with the flexibility remote work offers me.
11. I feel my productivity has increased since working remotely.
12. I feel engaged and motivated while working remotely.
13. I believe remote work is sustainable long-term for my role.

C. Work-Life Balance

14. Remote work has positively impacted my work-life balance.
15. I am able to separate work time and personal time effectively.

D. Communication & Collaboration

16. My communication with colleagues is effective while working remotely.
17. I feel part of a team despite working remotely.
18. I receive clear communication from management regarding expectations.
19. Remote work sometimes leads to communication delays.

E. Technology & Resources

- 20. I have the necessary digital tools to perform my work efficiently.
- 21. I have reliable internet connectivity to work effectively from home.
- 22. My home working environment is conducive to focus.

F. Managerial Support & Work Design

- 23. I have regular virtual check-ins with my supervisor.
- 24. I receive timely feedback while working remotely.
- 25. I can easily reach my manager when I need support.
- 26. I clearly understand how my performance is evaluated.
- 27. I feel trusted by my manager to work independently.
- 28. I have autonomy in scheduling my work.
- 29. I have autonomy in making work-related decisions.
- 30. I have opportunities for career development despite working remotely.
- 31. Remote and on-site employees are treated equally in my organization.

G. Remote Work Challenges

- 32. I sometimes feel isolated when working remotely.
- 33. I find it difficult to disconnect from work when working remotely.

34. I struggle with distractions in my home working environment.

H. Organizational Culture & Remote Work Climate

35. My organization supports remote work as a long-term working model.

36. My organization promotes a culture of trust and autonomy.

37. I feel connected to my organization's mission and values despite working remotely.

I. Employee Performance (Task Performance — IWPQ)

38. I managed to plan my work so that it was done on time.

39. I kept in mind the results that I had to achieve in my work.

40. I was able to set priorities in my work.

41. I was able to carry out my work efficiently.

42. I took responsibility for my work outcomes.

Demographic and Work Characteristics

Please indicate the option that best describes you:

Gender

Male

Female

Prefer not to say

Age group

- 18–24
- 25–34
- 35–44
- 45–54
- 55+

Level of education

- Secondary education
- Bachelor's degree
- Master's degree
- Doctorate

Years of professional experience

- Less than 2 years
- 2–5 years
- 6–10 years
- More than 10 years

Position level

- Non-managerial employee
- First-line manager / Supervisor
- Middle management
- Senior management

Current working model

- Fully remote
- Hybrid
- Fully on-site

Sector of employment

- Technology / IT
- Finance / Economics
- Pharmaceuticals / Healthcare
- Consulting / Professional services
- Other (please specify): _____

Company size:

- <50 employees
- 50–249 employees
- 250+ employees

Years in current company:

- <1 year
- 1–3 years
- 4–7 years
- 8+ years

Remote work experience before COVID-19:

- Yes
- No

Type of contract:

- Full-time
- Part-time
- Freelance / Contractor

Your participation is greatly appreciated and contributes significantly to understanding how remote work practices shape employee engagement and performance in the Greek private sector. Your insights will support the development of more effective workplace

policies and help organizations better adapt to evolving work models. If you have any questions about the study or would like to receive a summary of the results after the research is completed, please feel free to contact the researcher, Barouchou Garyfallia, at std154574@ac.eap.gr

Appendix B: Statistical data

Employee Engagement (UWES-9) [At my work, I feel bursting with energy.]

Code	Response	Percentage
1	Strongly disagree	2.2%
2	Disagree	21.3%
3	Neutral	49.4%
4	Agree	24.7%
5	Strongly agree	2.2%

Employee Engagement (UWES-9) [I am enthusiastic about my job.]

Code	Response	Percentage
1	Strongly disagree	2.2%
2	Disagree	12.4%
3	Neutral	20.2%
4	Agree	47.2%
5	Strongly agree	18.0%

Employee Engagement (UWES-9) [My job inspires me.]

Code	Response	Percentage
1	Strongly disagree	3.4%
2	Disagree	13.5%
3	Neutral	25.8%
4	Agree	38.2%
5	Strongly agree	19.1%

Employee Engagement (UWES-9) [When I get up in the morning, I feel like going to work.]

Code	Response	Percentage
1	Strongly disagree	10.1%
2	Disagree	19.1%
3	Neutral	32.6%
4	Agree	28.1%
5	Strongly agree	10.1%

Employee Engagement (UWES-9) [I feel happy when I am working intensely.]

Code	Response	Percentage
1	Strongly disagree	7.9%
2	Disagree	23.6%
3	Neutral	21.3%
4	Agree	39.3%

Employee Engagement (UWES-9) [Time flies when I'm working.]

Code	Response	Percentage
1	Strongly disagree	3.4%
2	Disagree	12.4%
3	Neutral	19.1%
4	Agree	37.1%
5	Strongly agree	28.1%

5	Strongly agree	7.9%
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Employee Engagement (UWES-9) [I am proud of the work that I do.]

Code	Response	Percentage
1	Strongly disagree	1.1%
2	Disagree	12.4%
3	Neutral	18.0%
4	Agree	39.3%
5	Strongly agree	29.2%

Employee Engagement (UWES-9) [I am immersed in my work.]

Code	Response	Percentage
1	Strongly disagree	1.1%
2	Disagree	12.4%
3	Neutral	40.4%
4	Agree	29.2%
5	Strongly agree	16.9%

Employee Engagement (UWES-9) [Time flies when I'm working.]

Code	Response	Percentage
1	Strongly disagree	3.4%
2	Disagree	12.4%
3	Neutral	19.1%
4	Agree	37.1%
5	Strongly agree	28.1%

Employee Engagement (UWES-9) [I get carried away when I'm working.]

Code	Response	Percentage
1	Strongly disagree	3.4%
2	Disagree	12.4%
3	Neutral	37.1%
4	Agree	32.6%
5	Strongly agree	14.6%

Remote Work Benefits [I am satisfied with the flexibility remote work offers me.]

Code	Response	Percentage
3	Neutral	15.7%
4	Agree	24.7%
5	Strongly agree	59.6%

Remote Work Benefits [I feel my productivity has increased since working remotely.]

Code	Response	Percentage
1	Strongly disagree	5.6%
2	Disagree	4.5%
3	Neutral	39.3%
4	Agree	22.5%
5	Strongly agree	28.1%

Remote Work Benefits [I feel engaged and motivated while working remotely.]

Code	Response	Percentage
1	Strongly disagree	2.2%
2	Disagree	9.0%
3	Neutral	34.8%
4	Agree	30.3%
5	Strongly agree	23.6%

Remote Work Benefits [I believe remote work is sustainable long-term for my role.]

Code	Response	Percentage
1	Strongly disagree	4.5%
2	Disagree	5.6%
3	Neutral	19.1%
4	Agree	29.2%
5	Strongly agree	41.6%

Work-Life Balance [Remote work has positively impacted my work-life balance.]

Code	Response	Percentage
1	Strongly disagree	2.2%
2	Disagree	11.2%
3	Neutral	12.4%
4	Agree	32.6%
5	Strongly agree	41.6%

Work-Life Balance [I am able to separate work time and personal time effectively.]

Code	Response	Percentage
1	Strongly disagree	6.7%
2	Disagree	19.1%
3	Neutral	16.9%
4	Agree	27.0%
5	Strongly agree	30.3%

Communication & Collaboration [My communication with colleagues is effective while working remotely.]

Code	Response	Percentage
1	Strongly disagree	1.1%
2	Disagree	9.0%
3	Neutral	31.5%
4	Agree	41.6%
5	Strongly agree	16.9%

Communication & Collaboration [I feel part of a team despite working remotely.]

Code	Response	Percentage
1	Strongly disagree	1.1%
2	Disagree	19.1%
3	Neutral	23.6%
4	Agree	42.7%
5	Strongly agree	13.5%

Communication & Collaboration [I receive clear communication from management regarding expectations.]

Code	Response	Percentage
1	Strongly disagree	3.4%
2	Disagree	14.6%
3	Neutral	27.0%
4	Agree	41.6%
5	Strongly agree	13.5%

Communication & Collaboration [Remote work sometimes leads to communication delays.]

Code	Response	Percentage
1	Strongly disagree	5.6%
2	Disagree	16.9%
3	Neutral	23.6%
4	Agree	41.6%
5	Strongly agree	12.4%

Technology & Resources [I have the necessary digital tools to perform my work efficiently.]

Code	Response	Percentage
2	Disagree	5.6%
3	Neutral	4.5%
4	Agree	49.4%
5	Strongly agree	40.4%

Technology & Resources [I have reliable internet connectivity to work effectively from home.]

Code	Response	Percentage
2	Disagree	2.2%
3	Neutral	6.7%
4	Agree	36.0%
5	Strongly agree	55.1%

Technology & Resources [My home working environment is conducive to focus.]

Code	Response	Percentage
1	Strongly disagree	1.1%
2	Disagree	9.0%
3	Neutral	16.9%
4	Agree	42.7%
5	Strongly agree	30.3%

Managerial Support & Work Design [I have regular virtual check-ins with my supervisor.]

Code	Response	Percentage
1	Strongly disagree	5.6%
2	Disagree	21.3%
3	Neutral	37.1%
4	Agree	27.0%
5	Strongly agree	9.0%

Managerial Support & Work Design [I receive timely feedback while working remotely.]

Code	Response	Percentage
1	Strongly disagree	4.5%
2	Disagree	20.2%
3	Neutral	32.6%
4	Agree	33.7%
5	Strongly agree	9.0%

Managerial Support & Work Design [I can easily reach my manager when I need support.]

Code	Response	Percentage
1	Strongly disagree	2.2%
2	Disagree	7.9%
3	Neutral	24.7%
4	Agree	50.6%
5	Strongly agree	14.6%

Managerial Support & Work Design [I clearly understand how my performance is evaluated.]

Code	Response	Percentage
1	Strongly disagree	4.5%
2	Disagree	16.9%
3	Neutral	29.2%
4	Agree	39.3%
5	Strongly agree	10.1%

Managerial Support & Work Design [I feel trusted by my manager to work independently.]

Code	Response	Percentage
1	Strongly disagree	2.2%
2	Disagree	5.6%
3	Neutral	16.9%
4	Agree	48.3%
5	Strongly agree	27.0%

Managerial Support & Work Design [I have autonomy in scheduling my work.]

Code	Response	Percentage
1	Strongly disagree	2.2%
2	Disagree	4.5%
3	Neutral	11.2%
4	Agree	52.8%
5	Strongly agree	29.2%

Managerial Support & Work Design [I have autonomy in making work-related decisions.]

Code	Response	Percentage
1	Strongly disagree	2.2%
2	Disagree	6.7%
3	Neutral	14.6%
4	Agree	60.7%
5	Strongly agree	15.7%

Managerial Support & Work Design [I have opportunities for career development despite working remotely.]

Code	Response	Percentage
1	Strongly disagree	2.2%
2	Disagree	5.6%
3	Neutral	27.0%
4	Agree	44.9%
5	Strongly agree	20.2%

Managerial Support & Work Design [Remote and on-site employees are treated equally in my organization.]

Code	Response	Percentage
1	Strongly disagree	1.1%
2	Disagree	14.6%
3	Neutral	25.8%
4	Agree	33.7%
5	Strongly agree	24.7%

Remote Work Challenges [I sometimes feel isolated when working remotely.]

Code	Response	Percentage
1	Strongly disagree	7.9%
2	Disagree	21.3%
3	Neutral	19.1%
4	Agree	40.4%
5	Strongly agree	11.2%

Remote Work Challenges [I find it difficult to disconnect from work when working remotely.]

Code	Response	Percentage
1	Strongly disagree	11.2%
2	Disagree	30.3%
3	Neutral	22.5%
4	Agree	27.0%
5	Strongly agree	9.0%

Remote Work Challenges [I struggle with distractions in my home working environment.]

Code	Response	Percentage
1	Strongly disagree	10.1%
2	Disagree	38.2%
3	Neutral	16.9%
4	Agree	30.3%
5	Strongly agree	4.5%

Organizational Culture & Remote Work Climate [My organization supports remote work as a long-term working model.]

Code	Response	Percentage
1	Strongly disagree	4.5%
2	Disagree	19.1%
3	Neutral	23.6%
4	Agree	28.1%
5	Strongly agree	24.7%

Organizational Culture & Remote Work Climate [My organization promotes a culture of trust and autonomy.]

Code	Response	Percentage
2	Disagree	6.7%
3	Neutral	30.3%
4	Agree	41.6%
5	Strongly agree	21.3%

Organizational Culture & Remote Work Climate [I feel connected to my organization’s mission and values despite working remotely.]

Code	Response	Percentage
1	Strongly disagree	1.1%
2	Disagree	9.0%
3	Neutral	29.2%
4	Agree	43.8%
5	Strongly agree	16.9%

Employee Performance (Task Performance — IWPQ) [I plan my work so that it is completed on time.]

Code	Response	Percentage
2	Disagree	1.1%
3	Neutral	11.2%
4	Agree	61.8%
5	Strongly agree	25.8%

Employee Performance (Task Performance — IWPQ) [I keep in mind the results that I need to achieve in my work.]

Code	Response	Percentage
3	Neutral	7.9%
4	Agree	55.1%
5	Strongly agree	37.1%

Employee Performance (Task Performance — IWPQ) [I set clear priorities in my work tasks.]

Code	Response	Percentage
2	Disagree	3.4%
3	Neutral	10.1%
4	Agree	58.4%
5	Strongly agree	28.1%

Employee Performance (Task Performance — IWPQ) [I carry out my work efficiently.]

Code	Response	Percentage
2	Disagree	3.4%
3	Neutral	13.5%
4	Agree	47.2%
5	Strongly agree	36.0%

Employee Performance (Task Performance — IWPQ) [I take responsibility for my work outcomes.]

Code	Response	Percentage
2	Disagree	1.1%
3	Neutral	2.2%
4	Agree	41.6%
5	Strongly agree	55.1%

Gender

Code	Response	Percentage
Female	Female	56.2%
Male	Male	42.7%
Prefer not to say	Prefer not to say	1.1%

Age Group

Code	Response	Percentage
25–34	25–34	52.8%
35–44	35–44	37.1%
45–54	45–54	6.7%
55+	55+	3.4%

Level of education

Code	Response	Percentage
Bachelor’s degree	Bachelor’s degree	37.1%
Doctorate	Doctorate	3.4%
Master’s degree	Master’s degree	52.8%

Secondary education	Secondary education	6.7%
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Years of professional experience

Code	Response	Percentage
2–5 years	2–5 years	27.0%
6–10 years	6–10 years	32.6%
Less than 2 years	Less than 2 years	4.5%
More than 10 years	More than 10 years	36.0%

Position level

Code	Response	Percentage
First-line manager / Supervisor	First-line manager / Supervisor	15.7%
Middle management	Middle management	16.9%
Non-managerial employee	Non-managerial employee	56.2%
Senior management	Senior management	11.2%

Current Working Model

Code	Response	Percentage
Fully on-site	Fully on-site	23.6%
Fully remote	Fully remote	24.7%
Hybrid	Hybrid	51.7%

Company size

Code	Response	Percentage
250+ employees	250+ employees	46.1%
50–249 employees	50–249 employees	29.2%
Less than 50 employees	Less than 50 employees	24.7%

Years in current company

Code	Response	Percentage
1–3 years	1–3 years	41.6%
4–7 years	4–7 years	34.8%
8+ years	8+ years	15.7%
Less than 1 year	Less than 1 year	7.9%

Remote work experience before COVID-19

Code	Response	Percentage
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No	No	85.4%
Yes	Yes	14.6%

Type of contract Code	Response	Percentage
Freelance / Contractor	Freelance / Contractor	9.0%
Full-time	Full-time	88.8%
Part-time	Part-time	2.2%

Author’s Statement:

I hereby declare that, in accordance with article 8 of Law 1599/1986 and article 2.4.6 par. 3 of Law 1256/1982, this thesis/dissertation is solely a product of personal work and does not infringe any intellectual property rights of third parties and is not the product of a partial or total plagiarism, and the sources used are strictly limited to the bibliographic references.