

# Conceptual framework of remote working in Serbia: towards gender differences

Концептуални оквир рада на даљину у Србији: разлике у односу на пол запослених

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**Abstract:** With the outbreak of the pandemic caused by the virus COVID-19, companies all around the world were affected and faced a new reality. In such circumstances, remote working was a necessary organizational response to the forthcoming crisis, to provide business continuity and protect their employees. For many companies, remote working is a completely new experience without any preparation period. The subject of the research is to reveal the perception and correlation between different variables, which are crucial for successful remote working implementation, within two groups of remote workers, male and female. This research highlights the differences and provides guidelines for successful remote working implementation for different genders. An original empirical research was conducted on a sample of companies that are doing business activities in Serbia and were deployed remote working for their employees during the COVID-19 pandemic to analyze the differences between male and female respondents toward five defined variables important for remote working: social support (SP), autonomy (A), monitoring (M), job performance (JP) and work engagement (WE) during remote working. The relationships between the indicated variables were tested by correlation analysis of 121 collected surveys.

**Keywords:** work design, remote working, Covid-19, human resource management

**JEL classification:** M12, M51

**Сажетак:** Након појаве пандемије изазване вирусом Ковид-19, компаније широм света су погођене и суочене са новом стварношћу. У таквим околностима, рад на даљину је био неопходан организациони одговор на надолazeћу кризу, како би се обезбедио континуитет у пословним процесима и заштитили запослени. За многе компаније, рад на даљину је био потпуно ново искуство без икаквог припремног периода. Предмет истраживања је утврђивање перцепције и корелације између различитих варијабли, које су кључне за успешну имплементацију рада на даљину, у оквиру две групе радника на даљину, мушкараца и жена. Циљ истраживања је да укаже на разлике и пружи смернице за успешну имплементацију рада на даљину у односу на пол запослених. За потребе рада, спроведено је оригинално емпијско истраживање на узорцима компанија које обављају пословне активности у Србији и које су током пандемије Ковид-19 примењивале рад на даљину за запослене, а у циљу анализе разлика између испитаника мушког и женског пола према пет дефинисаних варијабли важних за рад на даљину: социјална подршка, аутономија, праћење, радни учинак и радно ангажовање. Однос између наведених варијабли је тестиран корелационом анализом на основу 121 прикупљене анкете.

**Кључне речи:** дизајн посла, рад на даљину, Ковид-19, управљање људским ресурсима

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## Introduction

Remote working refers to performing business activities outside business offices, and in many cases it refers to working from home. The phenomenon of remote working cannot be considered a completely new concept, because before the industrial revolution, many people used to work in their craft workshops or engaged in agriculture activities near their homes. After the industrial revolution, numerous people switched to work in factories and offices, and today there is an opposite trend and re-transition to remote working, either in the form of freelancers or full-time employees in companies (Baruch, 2000).

In the last few decades, companies have been faced with numerous challenges, such as globalization, growing competition, the emergence of new information and communication technologies (ICT). Transition to the digital business environment has influenced the establishment of a flexible organizational structure and the implementation of a flexible approach of conducting business activities (Wojcak, 2016). After 2000, there was a significant trend of leaving office and doing business at a distance. Until the outbreak of the pandemic caused by the virus COVID-19, the percentage of employees working remotely was increased in sectors of services, health, finance and insurance, manufacturing and education. However, after the outbreak of the pandemic, most employees completely switched to remote working, while the future trend of development of this concept of work, and how it will develop further around the world, remains unclear (Contreras, et al. 2020).

Following the proclamation of the pandemic caused by the virus COVID-19 on March 11, 2020 by the World Health Organization (WHO), the remote working was not an option but a necessary to respond to the crisis in many companies. Additionally, in their guidelines, WHO advises implementation of remote working to reduce the risk of spreading the virus among employees. Remote working helps keep the social distance, aiming to protect employees and maintain business activities (World Health Organization, 2020) and supply chain activities (Milovanović, et al. 2021). During the period 2009–2019, the percentage of the remote workers in the European Union (EU) was increased from 5% up to 9% in a 10-year period. However, according to the study by Eurofound, almost 40% of employees were remote workers in the EU at the pandemic appearance (Eurofound, 2021).

There are opponent conclusions about the impact of remote working on the effectiveness and performance of employees. While some research shows that effectiveness and creativity is higher during remote working than in traditional way of work from business offices and execution of face-to-face meetings (DeRosa, et al. 2007), some other research revealed that the absence of personal interaction within the colleagues has a negative effect on personal creativity (Allen, et al. 2015). Even though a lot of research concluded that set up of work/life balance as one of the greatest advantages of remote working (Bryant, 2000), research conducted by Harris (2003) shows that more than 60% of 40 interviewed remote workers had a problem in managing work and private life during the remote working (Harris, 2003).

Considering all mentioned above, the subject of our research is to reveal the perception and correlation between different variables, which are crucial for successful remote working implementation, within two groups of remote workers, male and female. Based on the defined subject of research, the study highlights the differences and provides guidelines for successful remote working implementation for different genders. Apart from the introduction and literature review, the paper presents the results of the research conducted through a survey in which employees of companies from different sectors operating in Serbia participated. Correlation analysis was used to understand the strength and direction of correlation between the identified variables important for successful remote working implementation. The results were analyzed separately for the male and female groups of remote workers, and presented in the conclusion.

## 1. Literature review

The concept of remote working, at that time also called telework, was developed during the 1970s. According to Nilles (1970), there are three groups of factors that supported the development of such working concept: development of “informational industry”, expansion of low-cost communication and information technology and an increasing number of employees who are ready and support decentralization in large organizations (Nilles, 1970). Even though there is no unique accepted definition of remote working, it refers to the execution of business activities outside the business offices. Remote working provides flexibility to workers in terms of usage of various locations such as home offices, shared locations, or any other platforms that support the usage of required technologies (Belzunegui-Eraso & Erro-Garcés, 2020). According to the International Labor Organization, remote working is defined as the usage of information and communication technology (ICT) for executing work outside the employers’ offices (ILO, 2017).

Several synonyms are used for remote working in literature. The most ones used are teleworking, work from home, agile working, telecommuting, home-work, etc. These words are often used as synonyms, with notable differences among them. Work from home often refers to the specific job activities and it is related to the freelancers and people that work in their own business, remote working is a much wider concept of work, which can be applied to the jobs and activities in various industries. However, it must be underlined that during the concept of remote working, official employment contract or law agreements have a little importance, while the flexibility related to the way of the organization of work activities takes priority. Remote working provides flexibility to the employees to work on their own time, instead of official working hours in the office (Kłopotek, 2017).

Remote working can be divided into three conceptual themes (Gajendran & Harrison, 2007). The first one is related to controlled/provided autonomy, which such a working concept brings to the employees. It refers to the availability of remote workers, how and when they deal with their assigned tasks. Such concept provides to employee’s autonomy in terms of working location, way and means of work (Standen et al., 1999). The second theme concerns the impact of remote working on work/life balance. As presented in the introduction of this paper, there are opponent conclusions from various studies on the

impact of remote working on work/life balance. Even though, some studies show a positive impact and improved the integration between work and family (Duxbury et al., 1998), the other one shows the negative one due to the destruction of the boundaries between work and private life (Standen et al., 1999). The third conceptual theme concerns the social isolation and absence of physical interaction within the remote workers. The absence of physical presence in the same office with the other colleagues and face-to-face meetings, negative impact on interpersonal relationships and leads to the problems in communication and knowledge sharing issues with other colleagues and managers. This problem applies especially to employees which major part of their time work remotely (Nardi & Whittaker, 2002; Gajendran & Harrison, 2007).

The mentioned conception themes confirm the necessity for proper remote working management during the implementation in the company. No unique and established flow must be followed by the company, which can guarantee a proper implementation and minimization/elimination of side effects of such a working concept. A different variable has a significant impact on proper concept implementation such as organizational culture, working processes and procedures, leadership style, communication flow. To be properly implemented, remote working concept must be adopted and presented to the employees adequately, while the organizations have to execute the necessary transformations in terms of organizational culture, work design, leadership and communication ways.

Challenges are faced in terms of individual, organizational and environmental factors that determinates successfully of remote working implementation. For employees, remote working affects both work and non-work life aspects, productivity, stress, health (George, et al., 2021). Remote working does not mean only performing business activities outside the business offices but also providing flexibility to the employees. Time spent in an office used to be relevant for the conventional work organization, while the evaluation of remote workers is mostly oriented toward specific goals achievements (Steward, 2000). During the remote working implementation, companies should adopt their organizational culture, while managers must govern their virtual teams of remote workers in an adequate way. Additionally, proper remote working implementation requests changes in job design, evaluation methods and company culture, while managers must be aware of all potential side effects of the remote working implementation, such as isolation, stress, procrastination. Several aspects are considered as crucial for the adaptation of the employees to the remote working, such as commitment, productivity, job satisfaction and work/life balance (Van Zoonen, et al., 2021).

Without a previous preparation period, upon the pandemic appearance, remote working was a completely new experience for many companies. In such circumstances, trust between managers and employees becomes the most valuable conception to maintain business continuity, considering that during the crisis, many companies are focused on costs, productivity, work efficiency. Apart from the organizational and technical support, leadership style is considered as one of the most critical variables for successful implementation. It is suggested the following steps for properly team management during the crisis caused by the virus COVID-19: describe to the remote workers a new circumstance, establish and develop a new concept of trust with employees, provide

efficient communication, support shared leadership and perform periodical audit and revision activities (Newman & Ford, 2021).

A different research confirmed the positive impact of remote working. Those positive impacts can be analyzed from two prospective: advantages for employees and for companies. A company that offers remote working for its employees has a better corporate image and reputation. Also, the jobs where remote working is applied are considered as more attractive than the one without that possibility. Outcomes of remote working implementation are considered as environmentally friendly. It has a positive impact on air contamination and commuting due to the less usage of transportation to go to work. A reduction in real estate rental costs can be a significant saving for the companies that deploy remote working. For employees, remote working can improve job satisfaction, reduce turnover rate, provide better work/life balance and increase productivity (Giovanis, 2018). However, such working concepts also have potential risks and side effects. The most important issues are social isolation and demotivation, knowledge sharing issue, working hours and pressures, issues related to the carrier prospective (Pyoria, 2011). Additionally, special attention must be paid to the conclusions of some studies that show that the mentioned advantages can also be also largest potential risks, such as increasing rate of turnover intention, work/family conflict and lower performance rate (Golden et al., 2008; Contreras, et al. 2020).

## 2. Methodology

For the purpose of this paper, original empirical research was conducted on the samples of companies that are doing business activities in Serbia and were deploying remote working for their employees during the COVID-19 pandemic. The research included both the public and the private sector, where the companies were from various industries, such as wholesalers, logistics, ICT services, food and beverage companies, automotive, and furniture industries. In the official letter provided to all potential participants, it is clearly indicated that the research was conducted for academic purposes, while the anonymous was guaranteed to all respondents by using a web tool, for collecting responses. The link for accessing the survey was sent by e-mail. The data collection was executed from March to June 2021. The aim of the research was to analyze the differences between male and female respondents toward five defined variables important for remote working: social support (SP), autonomy (A), monitoring (M), job performance (JP) and work engagement (WE) during remote working.

The focus for the respondent's selection was on employees who had experienced remote working in the past. The formula proposed by Green (1991) was used as a criterion for determining the size of the required sample. Based on the number of observed variables, it was determined that the minimum required number of units in the sample is at least 90. Out of 156 distributed surveys, it received 121 validated responses, which confirms the voluntary participation. Each variable was assessed using defined statements, while all respondents were requested to express their perception on the 5-point Likert scale on each statement from 1 ("strongly disagree") to 5 ("strongly agree"). The 5-point Likert scale is

used to measure attitudes (agree / disagree) and intensity (completely agree / completely disagree). Due to ease of response, it explained the popularity of using the scale in numerous studies (Albaum, 1997). The survey contained 19 statements. The following indicated items were translated into Serbian with language adjustments into Serbian context. For the purpose of measurement of social support variable, the 5 following items were used: "During the period of working from home, people I worked with were friendly", "I have the opportunity to develop close friendships in my job", "I have the chance in my job to get to know other people", "My supervisor gives advice on how to handle my work and family responsibilities" and "My supervisor allows for flexibility in my working arrangements to enable me to handle my family responsibilities". All items are developed and used from Work Design Questionnaire (Morgeson & Humphrey, 2006). The three items used related to the variable autonomy are as follows: "I have the freedom to decide what I do on my job", "It is basically my own responsibility to decide how my job gets done" and "I have a lot of say about what happens on my job". The indicated items were developed and used from Wang et al (Wang et al., 2021). The three items linked to the monitoring variable are related to "Providing daily reports", "Clocking in/out via APPs, phone, video calls, etc." and "Keeping cameras switched on during working time.". The mentioned items were developed by Wang et al. (Wang et al., 2021). The following four items related to the job performance variable were used: "During the period of working from home, I adequately completed my assigned duties", "Fulfills responsibilities specified in job description", "Performs tasks that are expected" and "Time flies when I am working remotely". The items were developed by Williams and Anderson. (Williams & Anderson, 1991). The items defined for the fifth variable, work engagement, were measured using the Utrecht Work Engagement Scale (Schaufeli et al., 2006). The following items are used: "I am enthusiastic about my job", "My job inspires me", "I am proud of the work that I do" and "To me, my job is challenging".

Additionally, the survey contained questions about demographic characteristics such as gender, age, level of education, family status, information about the company where are working and experience with remote working before and during the pandemic caused by the virus COVID-19. All the data were analyzed using SPSS statistical software. The usage of the created scale was justified by measuring Cronbach's alpha coefficient, whose calculated value of 0.82 shows that the proposed scale is reliable.

The major part of respondents were males, 55 percent, while the females remained 45 percent. Out of 121 respondents, 25 were under the 30 years old, 68 respondents were between 31 and 40, 21 were between 41 and 50 years old, while the remaining 7 respondents were above 50 years old. Considering the level of education, the dominated respondents had a higher level of education (Faculty, MSc or PhD), 81% in total, around 8% had high school, while the rest of 11 percent had College degree. The presented various categories of respondents give support to the observed conclusions toward various types of employees.

### 3. Results and analysis

The following table contains 19 statements used in the survey, which is distributed to the respondents. Additionally, it is presented the mean (M) and standard deviation (SD) of all 121 respondents for each statement.

According to the values shown in Table 1, it can be noticed that the highest level of agreement is related to the statements that assigned tasks are performed successfully during remote working, with a mean value of 4.45. Additionally, a very high level of the agreement was noticed to the items related to the execution of the assigned duties in the appropriate way during remote working, communication within colleagues and fulfillment of the requirements foreseen by job description. However, the lowest level of the agreement was noticed in the items related to monitoring through video calls or cameras during remote working, value 1.09, then with the check in/out activities daily via different applications and support of the supervisors regarding work/life balance during remote working. Based on the presented results, it can be concluded that remote workers in the companies that operate in Serbia manage their assigned job tasks successfully and that there is open and frequent communication among colleagues, even though there is no physical interaction between them. The lowest level of agreement regarding monitoring implies a high level of the confidence between managers/supervisors and employees due to the absence of check in/out activities. However, the low level of manager/supervisor support regarding work/life balance can enhance the work/life balance issues, which is defined as one of the biggest potential threats of remote working concept.

Considering the presented values of standard deviation (SD), it can be noticed that the highest values are related to statements on daily reports and supervisor support about work/life balance during the remote working, with the values 1.355 and 1.244, respectively. The highest level of SD regarding daily reports during remote working led to the conclusion that there is no unique approach and level of confidence among various companies in Serbia that adopt remote working for their employees. It is especially interesting the high level of SD for the statement on supervisor support of work/life balance, which means that some companies realize the potential negative effects of remote work on their employees, and that managers/supervisors provide the necessary support to maintain the balance between the business and private life of their employees.

*Table 1: Statements, mean and standard deviation for the items used in the survey*

| <b>Items</b>  | <b>Mean</b> | <b>Std. Dev.</b> |
|---|-------------|------------------|
| During the period of working from home, people I worked with were friendly.   | 4.26        | 0.761            |
| Remote working provides opportunity to develop close friendships in my job.   | 2.49        | 0.976            |
| I have the chance in my job to get to know other people while working remotely.   | 2.51        | 1.156            |
| Supervisor gives advice on how to handle my work and family responsibilities, during the remote working.                                | 2.44        | 1.244            |
| During the remote working, supervisor allows for flexibility in working arrangements to enable me to handle my family responsibilities. | 3.74        | 1.189            |
| I had considerable autonomy in determining how I did my job while working remotely.   | 3.89        | 1.031            |
| It is basically my own responsibility to decide how my job gets done while performing my activities remotely.                           | 3.75        | 0.933            |
| A lot of unusual things happened on my job when I worked remotely.  | 2.60        | 1.085            |
| Providing daily reports are a common activity during remote working.  | 2.50        | 1.355            |
| Clocking in/out via APPs (e-mail, video calls, etc.) to the supervisor are daily activities during remote working.                      | 1.58        | 1.063            |
| It is an obligation to keep cameras switched on during remote working time.   | 1.09        | 0.342            |
| Assigned duties are completed adequately while working from home.   | 4.38        | 0.777            |
| I fulfil responsibilities specified in my job description while working remotely.   | 4.21        | 0.887            |
| All assigned tasks are successfully performed when working remotely.  | 4.45        | 0.695            |
| Time flies during remote working.   | 3.62        | 1.097            |
| There is a high level of enthusiasm during remote working.  | 3.22        | 1.114            |
| Remote working inspires people.   | 2.78        | 1.099            |
| I am proud of the work that I do when working remotely.   | 3.59        | 1.062            |
| Remote working is challenging.  | 3.54        | 1.088            |

*Source: the authors' research*



Based on the defined topic and research goal, the relationships between the given variables were tested through correlation analyses summary results are presented in Table 2.

Table 2: Summary results of correlation analysis

| Gender |                 |                 | SP    | A     | M      | JP     | WE    |
|--------|-----------------|-----------------|-------|-------|--------|--------|-------|
| Female | SP              | Spearman's rho  | 1.000 |       |        |        |       |
|        |                 | Sig. (2-tailed) | 0     |       |        |        |       |
|        |                 | N               | 54    |       |        |        |       |
|        | A               | Spearman's rho  | .334* | 1.000 |        |        |       |
|        |                 | Sig. (2-tailed) | .014  | 0     |        |        |       |
|        |                 | N               | 54    | 54    |        |        |       |
|        | M               | Spearman's rho  | .180  | .078  | 1.000  |        |       |
|        |                 | Sig. (2-tailed) | .194  | .573  | 0      |        |       |
|        |                 | N               | 54    | 54    | 54     |        |       |
|        | JP              | Spearman's rho  | .188  | .049  | -.268* | 1.000  |       |
|        |                 | Sig. (2-tailed) | .173  | .725  | .050   | 0      |       |
|        |                 | N               | 54    | 54    | 54     | 54     |       |
|        | WE              | Spearman's rho  | .349* | .204  | -.054  | .588** | 1.000 |
|        |                 | Sig. (2-tailed) | .010  | .140  | .700   | .000   | 0     |
|        |                 | N               | 54    | 54    | 54     | 54     | 54    |
| Male   | SP              | Spearman's rho  | 1.000 |       |        |        |       |
|        |                 | Sig. (2-tailed) | 0     |       |        |        |       |
|        |                 | N               | 67    |       |        |        |       |
| A      | Spearman's rho  | .398*           | 1.000 |       |        |        |       |
|        | Sig. (2-tailed) | .001            | 0     |       |        |        |       |
|        | N               | 67              | 67    |       |        |        |       |
|        | M               | Spearman's rho  | .185  | -.006 | 1.000  |        |       |
|        |                 | Sig. (2-tailed) | .135  | .963  | 0      |        |       |
|        |                 | N               | 67    | 67    | 67     |        |       |
|        | JP              | Spearman's rho  | .268* | .242* | .040   | 1.000  |       |
|        |                 | Sig. (2-tailed) | .028  | .049  | .748   | 0      |       |
|        |                 | N               | 67    | 67    | 67     | 67     |       |
|        | WE              | Spearman's rho  | .373* | .309* | .124   | .729** | 1.000 |
|        |                 | Sig. (2-tailed) | .002  | .011  | .317   | .000   | 0     |
|        |                 | N               | 67    | 67    | 67     | 67     | 67    |

Source: the authors' research

Based on the research results, for female respondents, it can be noticed that the correlation was weak between autonomy and social support ( $r_s = 0.334$ ;  $p = 0.014$ ), and between work engagement and social support ( $r_s = 0.349$ ;  $p = 0.010$ ). A weak correlation, but negative, was registered in the relationship between job performance and monitoring ( $r_s = -0.268$ ;  $p = 0.050$ ), while a moderate correlation was identified among job performance and work engagement ( $r_s = 0.588$ ;  $p = 0.000$ ). Analyses of the male group of respondents

revealed that a moderate correlation was registered between job performance and work engagement ( $r_s = 0.729$ ;  $p = 0.000$ ), as in the female respondents. Weak and positive correlations within this group of respondents were noticed between autonomy and social support ( $r_s = 0.398$ ;  $p = 0.001$ ), job performance and social support ( $r_s = 0.268$ ;  $p = 0.028$ ), work engagement and social support ( $r_s = 0.373$ ;  $p = 0.002$ ), and work engagement and autonomy ( $r_s = 0.309$ ;  $p = 0.011$ ), which is not the case in the female group of respondents. In other pairs of comparisons, no statistically significant correlation was observed between the variables in any group of respondents.

According to the presented values, there is a moderate correlation in the whole sample between work engagement and job performance. Both groups of respondents, female and male, registered a weak correlation between autonomy and social support and work engagement and social support. Only female respondents indicated a statistically significant and negative correlation between job performance and monitoring. However, weak correlation, but statistically significant, was found between job performance and social support as well as work engagement and autonomy within male respondents. The presence of a statistically significant correlation between different pairs of named variables within the two observed groups supports the starting point of the research that there is a significant difference between the perception of remote working concept between male and female groups of remote workers.

#### 4. Discussion

As presented in the literature review, successful implementation of the remote working concept depends from the various variables, such as company culture, job characteristics, work design, or leadership style (Vasic, 2020). A very positive effect linked to such a working concept can be easily offset with a negative one, and might have numerous negative impacts on both on companies and employees, such as losses, inefficiencies, turnover intention, burn out, etc. For such reasons, successful implementation of the remote working concept presents at the same moment the important potential for a competitive advantage, but also an evaluated risk of the companies.

The opposite conclusions of various studies on the impact of remote working on job stress and work-life balance presented in the first part of the paper lead to the necessity for customization of such working concept toward the various types of job activities, companies and employees. Following a unique approach in the implementation may expose the company to the potential risks of unsuccessful implementation and could efface the negative effects of such a working concept.

The study analyzed the correlation between five observed variables between two groups of remote workers, male and female. We identified the same correlation direction and statistically significant results between 3 pairs of analyzed variables, while some differences are noted in the other pairs of observed variables. The moderate correlation between work engagement and job performance was registered in the male and female groups, but results showed that this relationship differs among the two groups and female respondents recorded a weaker correlation than male respondents. Additionally, the

presence of a statistically significant correlation between variables related to the autonomy and work engagement in the male group of respondents and absence in the female confirms necessity to the proper adjustment of the remote working concept toward the different groups of employees.

Because the latest research shows an increasing trend of remote working implementations and that such working concepts will be applied and developed even after the pandemic caused by the virus COVID-19, the future studies should address the question of how companies can properly adapt their business activities and processes to enhance the positive and minimize or even mitigate the negative impacts. The proper management of challenges which remote working concept brings to the companies and employees features as a strategic question that requests specific and structural company responses. Successful management of such working concept can bring a strategic advantage to the company, in terms of human resource management and consequently of business results (Đorđević et al., 2020).

## Conclusion

Based on the obtained results, it is possible to interpret certain conclusions in a theoretical context, as well as with managerial implications. The presented results show that in both female and male respondents the improvement of work engagement (WE) is positively related to the enhancement of job performance (JP), which indicates the possibility that creating conditions for better work engagement creates prerequisites for improving job performance during remote working. Additionally, the results of the analysis for both groups of respondents showed that strengthening the perception of the presence of social support (SP) can be positively associated with a better perception of work autonomy (A), as well as increased work engagement (WE). A significant result of the research refers to the negative correlation between monitoring during remote work (M) and job performance (JP) in women, which indicates that increased monitoring can lead to reduced performance. The results of male respondents also showed that the better perception of social support (SP) is positively related to job performance (JP), while the growth of feelings of autonomy during remote work can be accompanied by improved work engagement (WE). These theoretical implications may be important for the design of a managerial approach to effective remote working, and based on the above, several practical implications can be identified. First, the managerial approach to remote working should consider the fact that there are certain differences between women and men that need to be taken into account to obtain the expected work outcomes. Second, in both groups of respondents, the performance increase is positively associated with work engagement, while work engagement is positively associated with social support, which indicates that social support in an indirect or direct way for a positive impact on job performance. Third, strengthening immediate supervision during remote working in women can lead to a decline in performance.

These conclusions indicate certain limitations of this research. First, the interpretation of the relationship between the observed variables is based on correlation analysis. In this way, clear indications of the strength and direction of the relationship

between the variables were obtained, but the influence between the variables was not determined through a more complex research model. Second, the sample size may be a limitation in such a study, regardless of the confirmed internal consistency of the statements used. These limitations also represent guidelines for future research that will go toward creating a more complex research model based on regression analysis and determining the potential mediator or moderator role of some variables, as well as increasing the number of units in the sample to achieve additional validity of results and their interpretation.

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