

## **The two sides of teleworking: Challenges of the new working models after COVID-19**

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The consequences of the COVID-19 pandemic in work and employment are diverse. One of the most significant changes that organizations experienced was the rapid adoption of teleworking. There is extensive literature on the consequences of teleworking. On the one hand, several authors have pointed out some positive consequences of this working modality, such as greater job satisfaction and improved job performance. On the other hand, some studies address negative consequences such as job intensification, exhaustion, work-family conflict, and negative impact on employees' well-being. In this sense, the change in working conditions derived from the COVID-19 pandemic has enhanced the relevance of several aspects such as safety and occupational health, the acquisition of new competencies, and work organization. This study aims to analyze the consequences of teleworking overload and the new models of work from the COVID-19 pandemic onwards.

In this study, psychosocial well-being refers to the workers' perception of a set of factors related to their human development, their connection with work, and includes the vision and responses that workers have towards their work and working conditions, not only at the psychological, but organizational, social, and environmental perspective (Ochoa & Blanch, 2016, 2018).

Well-being can only be conceived as a multi-construct, which involves all dimensions of the worker's existence and therefore goes beyond a simple expression of physical well-being. As stated by the OECD, quality of life indicators represents a global expression of the person's well-being in areas as diverse as education, health, safety, and work is part of these spheres. Once basic economic needs are satisfied, increases in well-being no longer seem to be linked to financial factors but to psychosocial factors associated with personal development, quality of work-life, occupational health, and opportunities for positive experiences. The new well-being challenges imply understanding and studying how the new work modalities contribute or hinder pre-existing psychosocial risks, such as overwork.

In the post-pandemic society there is the expectation of a greater change in the population towards healthier working models, but do conditions really exist in the world of organizations? In a global context of high competition, an integrating perspective must be adopted, which takes the new working modalities as instruments, but not as the goal of the new realities of work. In any context, public policies should respond to needs and new problems of vulnerable groups as workers with minor children, single-parent families, and immigrants. These groups have fewer social networks, less stable social conditions, and economic and emotional vulnerabilities that must be addressed by the society as a whole.