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EXPLORING THE IMPACT OF TELEWORK ON THE ROMANIAN EMPLOYEE WELL-BEING – A DYNAMIC PERSPECTIVE

***Abstract.** The pandemic context has forced the acceleration of some major trends without developing an adequate support mechanism by the society, which determined the damage of the perception of the well-being by widely implementing teleworking. The aim of this research is to assess employee well-being correlated to professional development and competencies, autonomy, job satisfaction, commitment, emotional dimension, work-life balance and organizational climate, determined based on content analysis and customized in the context of telework. The information has been collected through a questionnaire performed in February-March 2021 and January-February 2022 in order to determine the change of perceiving in time the dimensions of evaluating the well-being and evolution trends, subject to a short period of investigation, corresponding to COVID-19 pandemic. The impact of the variables considered was quantified using the regression models. The empirical results reveal that well-being in teleworking was associated with a favorable organizational climate and with higher competencies, observing the depreciation trend of perception. We found a statistically significant positive link between job satisfaction, a favorable balance work-life and the well-being of employees. Emotional exhaustion had a negative statistically significant impact on the well-being of employees. The autonomy paradox emphasizes that a high level of it negatively affects well-being. The evolution in perceiving engagement by respondents reveals an improvement of*

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well-being by a higher frequency of positive affects in 2022, which reconsiders the initial opinion during the analyzed period. Inclusion of the gender dimension highlights significant differences in appreciating the well-being of employees in the context of teleworking.

Keywords: *well-being, telework, COVID-19 pandemic, dynamic perspective.*

JEL Classification: J01, J50

1. Introduction

Holistic concept, with objective manifestations - at organizational and societal level - and subjective - at personal level -, well-being implies specific multidimensional evaluations. The particularization of the subjective well-being of the employees implies the intrinsic value perceived by them by considering some specific determinants of the activity carried out and their personality. The unprecedented expansion of the use of telework in the Covid-19 pandemic conditions as a result of measures by government authorities to restrict activities and to maintain the appropriate distance between individuals and of the assumption of responsible social behavior by employees and employers in order to prevent the spread of coronavirus has led to reconfigurations of the labor market, with effects on well-being.

The aim of this research is to analyze employee's well-being dynamic correlated to professional development and competencies (Shanafelt et al., 2005; Nelis et al., 2011), autonomy (Ryan and Deci, 2000; Deci and Ryan 2008), job satisfaction (Rhoades et al., 2002; Kristensen et al., 2005), commitment (Rhoades et al., 2002; Hakanen et al., 2006), emotional dimension (Maslach et al, 2001; Leventhal and Brooks-Gunn, 2000), work-life balance (West et al., 2018, Shanafelt and Noseworthy, 2017) and organizational climate (Brown and Leigh, 1996; Parker et al., 2003), customized in the context of telework. The variables have been selected by using abstracts' world cloud analysis and co-occurrence analysis of keywords. The main contribution of this approach is to analyze the evolution of well-being and areas of impact based on a questionnaire distributed in early 2021, to capture the perception of employees after a year of telework in the context of crisis, and in early 2022, to assess the change this perception in case of maintaining the work regime in the situation of the crisis generated by the COVID-19 pandemic.

This paper is organized as follow. In the next section, an analysis of the literature in the field is performed, using abstracts'world cloud analysis and co-occurrence analysis of keywords in order to identify the relevant associations between employee well-being and determinant variables. Section 3 presents the research methodology, with the description of the questionnaire and the analysis model. The results of the empirical research and the discussions on them are

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included in section 4, which includes two sections: one that addresses the phenomenon at the level of the entire studied sample, with details on the two periods, and a second that explores the phenomenon from a gender perspective. At the end of the paper the main conclusions are summarized.

2. Literature review

An introspection of articles in the Web of Science, using the phrase "well-being* satisfaction* organization* job* *work*", processed with the help of the VOSviewer application, offers a perspective on the main research topics and trends. In the first stage, the analysis of the abstracts' world cloud analysis allows the identification of four clusters (Figure 1).

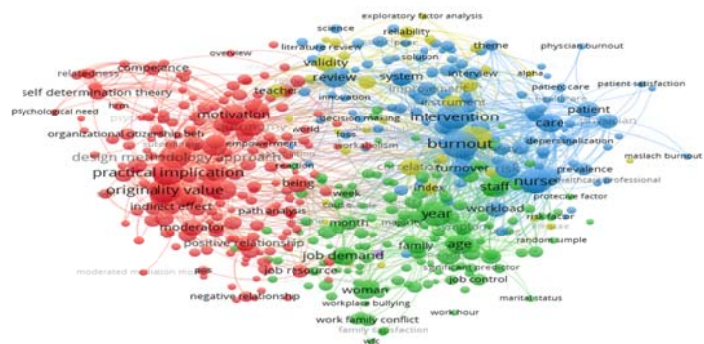


Figure 1. Most frequent keywords in abstracts of publications

The red cluster includes the main aspects addressed in correlation with well-being, allowing from the perspective of this approach the delimitation of the main areas of incidence: job satisfaction, autonomy, emotion, relationships, support, competence, commitment. The green cluster includes aspects such as age, gender, marital status, family, conflicts, discrimination, period (year, month, week), working conditions. The blue cluster consists of elements that mainly focus on health: pandemic, occupational stress, care, patient, nurse, risk, safety, empathy. The lime cluster aims at the methodology: validity, reliability, domain, correlation, instrument, index, confirmatory factor analysis, exploratory factor analysis.

Co-occurrence analysis of keywords (Figure 2) reveals the evolution of the appearance of the main terms, identifying nine different clusters, the focal points of the network being job satisfaction and well-being. For each cluster we selected the words relevant to our research, which allow the elaboration of the questionnaire and the construction of the model. Cluster one includes the terms: job-satisfaction, job stress, mental well-being, work-related stress, work satisfaction, organizational culture, knowledge, experience education, emotional work, happiness at work, effort-reward imbalance, empathy, organizational well-being being. Cluster 2 consists of communication, quality-of-life, working conditions, well-being at work,

The most common terms and associations among those emphasized in the literature related to employee well-being are emotional dimension, job satisfaction, commitment, autonomy, work-life balance, organizational climate, competencies.

The main research questions resulting from the literature which aims at the determinants of the well-being of employees in telework are: higher competencies and professional development generate an increase of well-being?; to what extent autonomy leads to an improvement of well-being?; an increase in job satisfaction causes an improve of employees well-being?; the flexibility of the program determining an engaging behavior of the employees?; is there a positive relationship between work-life balance and well-being for employees in teleworking?; emotional impairment in the case of teleworking deteriorates the well-being of employees?; a supportive organizational climate can ensure an improvement in well-being?

3. Research methodology

Given the specificity of the topic, the research involves in a first stage a specific data collection using the method of sociological survey based on the questionnaire technique. For this purpose, a semi-structured questionnaire was developed, in which the first 11 questions aim at describing the respondents in terms of field of activity, gender, age, seniority, professional training, position in the entity, employment regime, number of employee' days per week in remote work, seniority in teleworking, average hours worked per day and IT knowledge, and the following 52 closed questions address defining issues for areas considered in the assessment of employee well-being and for the synthetic appreciation of well-being.

Table 1. The abbreviations of the domains

Fields	Abbreviations	Items
professional development and competencies	PDC	14-21
autonomy	AUT	22-25
job satisfaction	JS	26-35
commitment	COM	36-39, 50-53
the emotional dimension	ED	40-47, 59-63
work-life balance	BWL	48-49
organizational climate	OC	12-13, 54-58
well-being	WB	64

For the last category of questions, the predefined answers were: very much, much, enough, little, not at all. These were converted to a Linkert scale from 1 to 5, with assignment based on significance in relation to well-being. The questionnaire was distributed in Romania during the Covid-19 pandemic, in two different time intervals, respectively in February-March 2021 and January-February 2022, in

order to capture the difference in perception over time on well-being in the case of telework. The consideration in the choice of the period is represented by the inclusion in the analysis of the perception for each year of telework. The representativeness of the sample is ensured by the random distribution of the questionnaire, in entities from various sectors of activity and by the non-discriminatory inclusion of the socio-professional, age and gender structures.

The sample size is determined using Cochran's Formula for Sample Size, considered appropriate for large populations that are heterogeneous in nature, at a 95% confidence level, with +/- 5% margin of error. The sample considered is 440 respondents (including a number greater than that determined by applying Cochran's Formula for Sample Size), of which 228 in February-March 2021 and 212 in January-February 2022. Respondents work in different fields of activity (banking system, education, consulting, HR, accounting, audit, research, public administration, trade, IT, etc.). Of these, 294 (66.82%) are women and 146 (33.18%) are men. This reflects the preponderance of women in activities that make it easier to implement telework.

For the purpose of characterize and explain the researched phenomena, we used descriptive statistics (mean, maximum, minimum, Std. Dev.). These indicators, calculated on the total and on the subsamples related to gender, allow the assessment of the respondents' perception.

To measure internal consistency, we used reliability coefficient (Cronbach's alpha). It reveals how closely related a set of items are as a group.

In order to evaluate the well-being in relation to the considered criteria, the regression analysis was used, the data being pre-processed with the help of the Eviews program. The regression equation is:

$$y_i = \beta_0 + \beta_1 x_{i1} + \dots + \beta_7 x_{i7} + \varepsilon_i \quad (1)$$

where:

for **i** – **n** observations;

y_i is the endogenous variable (well-being);

β₀ is the intercept;

β₁ – β₇ are the coefficients for each explanatory variable;

x_i are the exogenous variables;

x₁ is the professional development and competencies;

x₂ is the autonomy;

x₃ is the job satisfaction;

x₄ is the commitment;

x₅ is the emotional dimension;

x₆ is the work-life balance;

x₇ is the organizational climate;

ε_i are the residuals.

To verify the assumption of the multiple linear model hypothesis, some tests were performed: heteroskedasticity (Breusch-Pagan-Godfrey test), normality

of errors (Jarque-Bera test), non-correlation of errors (Lagrange Multiplier test) and non-collinearity of variables (VIF values).

4. Empirical findings and discussions

4.1 Exploring the dynamics of the subjective well-being of teleworkers during the Covid-19 pandemic

The analysis of the answers reveals the respondents' perception of the well-being and the areas considered in its evaluation.

Table 2. Descriptive statistics of variables

	<i>PDC</i>	<i>AUT</i>	<i>JS</i>	<i>COM</i>	<i>ED</i>	<i>BMV</i>	<i>OC</i>	<i>WB</i>
TOTAL								
Mean	3.93	3.47	4.00	3.98	3.55	3.52	3.89	3.82
Minimum	2.25	1.50	1.10	1.75	1.62	1.00	1.29	1.00
Maximum	4.88	4.75	5.00	5.00	5.00	5.00	5.00	5.00
Standard Deviation	0.47	0.64	0.70	0.59	0.82	1.09	0.72	0.88
2021								
Mean	3.97	3.54	4.10	3.96	3.77	3.61	3.98	3.82
Minimum	2.63	1.50	2.60	2.38	1.62	1.00	1.71	2.00
Maximum	4.75	4.50	5.00	5.00	5.00	5.00	5.00	5.00
Standard Deviation	0.42	0.56	0.62	0.63	0.74	1.05	0.68	0.83
2022								
Mean	3.88	3.40	3.88	4.01	3.31	3.43	3.79	3.82
Minimum	2.25	1.50	1.10	1.75	1.62	1.00	1.29	1.00
Maximum	4.88	4.75	5.00	5.00	4.85	5.00	5.00	5.00
Standard Deviation	0.52	0.71	0.76	0.54	0.84	1.13	0.75	0.92

The data analysis highlights a favorable assessment of the well-being of employees in telecommuting, the average value being 3.82 at the sample level, with similar values in the two considered periods. The respondents reported maximums of 5 in the two time dimensions considered and, implicitly, overall, while the minimum value is 1 in the entire analyzed period, with the notification of a degradation reported in 2022 (1) compared to that in 2021 (2). The standard deviation shows higher values for the answers from 2022. At the level of explanatory variables, there is also a favorable perception, the averages at the sample level, in total and in the two periods considered being higher than 3. Average values reported in 2022 are lower than in 2021, revealing deterioration in all variables, except for the increase in employee commitment. These results are obtained against the background of granting higher maximum values in 2022, complementary to lower values for all variables, except for the emotional dimension, the standard variations being higher, except for the commitment.

The Cronbach's alpha coefficient is 0.90, revealing a high internal consistency of the variables.

Table 3. Results of the regression - model 1

Variable	Coefficient		
	Total	2021	2022
PDC	0.0555	0.1272	-0.0258
AUT	-0.0839	-0.0882	-0.0768
JS	0.5594*	0.7333*	0.4208*
COM	0.0258	-0.0693	0.2197*
ED	-0.0678*	-0.0307	-0.0289
BWL	0.1644*	0.0429	0.2861*
OC	0.0932	0.05	0.0924

* $p < 0.1$;

The main hypotheses of the residuals have been checked with various statistical tests. The homoskedasticity of the residuals has been verified using Breusch-Pagan-Godfrey test (prob.=0.53), the value of the probability of the test reflecting the validation of the hypothesis, the errors being homoskedastic. The empirical results of Jarque-Bera test (prob.=0.58) for which the probability exceeds the threshold of 10% reflects the validation of the normality hypothesis. The autocorrelation of the residuals has been verified using Lagrange Multiplier test (prob.=0.82), of which probability reflected the validation of the hypothesis. The multicollinearity has been explored using VIF criteria, the value of the variance inflationary factor being lower than 4, highlights the absence of the multicollinearity: PDC 1.90, AUT 1.74 JS 2.76, ANG 1.30, ED 1.07, BWL 1.44 and OC 2,45. Thus, we can conclude that the hypotheses being fulfilled, the model satisfies the technical conditions and the results are statistically accurate.

Regression analysis highlights a different impact of variables on well-being, with different signs and meanings over time. There is a statistically significant positive relationship between job satisfaction and well-being (coefficient of variable: 0.5594) over the entire period considered, with a decrease in incidence (from 0.7333, to 0.4208). Our results are in agreement with those obtained by Chung et al. (2020), and Nathan et al. (2011). The satisfaction with the work, the collaboration at organizational level with colleagues and the coordinator, the relationship between the work and its remuneration, as well as the possibilities for promotion and personal development decreases in 2022 compared to 2021. This may be due to the decrease of the profitability of the entities during the crisis period and the consequent diminish of the financial resources oriented towards the development and stimulation of the human resource. The extension of the telework program in the context of the crisis caused by the Covid-19 pandemic affects job satisfaction and thus the well-being of employees.

There is a statistically significant positive relationship between work-life balance and well-being throughout the analyzed period (coefficient of variable: 0.1644) and in 2022 (coefficient of variable: 0.2861), the flexibility of the program ensuring the adequacy of the program to family life and other activities, reporting a

state of satisfaction on work-time balance, with greater impact in 2022. This is generated by the experience gained over time in terms of the correlative management of work and family tasks. In 2021 the correlation is not statistically significant. A similar meaning of the correlation was obtained by Fotiadis et al. (2019), and Fan and Smith (2017). In the case of including the need for social connection of the individual in the assessment of well-being, it is found that the highest impact is generated by the stronger relationship with family members (Landmann and Rohmann, 2021).

There is a statistically significant negative correlation between the emotional dimension and employee well-being across the entire sample (coefficient of variable: -0.0678), similar to that identified by Emmons and Colby (1995), and Fujita et al. (1991). The impact of the emotional dimension remains relatively constant in the two periods considered, revealing the fact that emotional exhaustion is persistent in the case of teleworking. Constant access to work, stress on the quality and completion of tasks, escalation of conflicts due to overloading or non-compliance, lack of relationships and emulation at work, manifestation of anxiety and insecurity in the context of teleworking generate unfavorable effects on employee well-being.

Professional development and competencies have a variety of implications for well-being. Throughout the analyzed period, as well as for 2021, they ensure an improvement of well-being. Setting higher expectations corresponding to the level of training and skills, not validated in the context of teleworking during the crisis, generates a lower well-being of employees.

There is a negative correlation between autonomy and well-being, without significant deviations in the analyzed period. The results validate the paradox of autonomy, a higher degree of autonomy implies a higher work intensity and an unfavorable perception of the control exercised with a decrease in the well-being of employees. Although the flexibility of the program through work anywhere/anytime confers a higher degree of autonomy, permanent access to work degrades well-being (Mazmanian et al., 2013). The inconsistency of the procedures, the absence of the constructive component of the control can generate uncertainty, insecurity, recovery and discomfort.

We have identified a positive correlation between commitment and well-being, according to Boulton et al. (2019), and Felstead and Henseke (2017). The extent of the extent to which people use their physical, cognitive, and emotional resources during performance at work, in implying the achievement of the entity's objectives enhance their own sense of well-being. Although in the first period the commitment negatively affected the well-being, in the second period, with incidences on total interval, the relation becomes positive, the flexibility of the program determining an engaging behavior of the employees by assuming an increased responsibility towards the entity, an intensification of work, preoccupation with work duties outside formal hours.

There is a positive relationship of well-being with the organizational climate, evaluated on the basis of the infrastructure necessary to carry out the activity, reimburse employees' expenses as a result of working in telework, communication with the team manager/coordinator and colleagues, support by the coordinator in view of performance, confidence in accomplishing tasks on time. Our results are in agreement with those of Prasad et al. (2020).

4.2. Exploring the gender differences in the subjective well-being of teleworkers

The inclusion of gender perspectives highlights specificities in the perception of well-being.

Table 4. Descriptive statistics of variables

Male	PDC	AUT	JS	COM	ED	BMV	OC	WB
Mean	4.04	3.58	4.19	4.05	3.53	3.86	4.07	3.89
Minimum	2.63	1.50	2.10	2.38	1.62	1.00	1.29	1.00
Maximum	4.75	4.50	5.00	5.00	4.92	5.00	5.00	5.00
Standard Dev.	0.41	0.64	0.63	0.60	0.89	1.02	0.69	0.90
2021								
Mean	4.07	3.57	4.16	3.99	3.91	4.01	4.13	3.87
Minimum	3.00	1.50	2.60	2.38	1.62	2.00	2.86	2.00
Maximum	4.63	4.50	5.00	5.00	4.92	5.00	5.00	5.00
Standard Dev.	0.33	0.61	0.58	0.65	0.69	0.82	0.61	0.79
2022								
Mean	3.98	3.60	4.24	4.15	2.84	3.60	3.97	3.92
Minimum	2.63	1.50	2.10	3.00	1.62	1.00	1.29	1.00
Maximum	4.75	4.50	5.00	4.88	4.15	5.00	5.00	5.00
Standard Dev.	0.53	0.70	0.70	0.48	0.80	1.27	0.80	1.08
Female	PDC	AUT	JS	COM	ED	BMV	OC	WB
Mean	3.87	3.42	3.90	3.95	3.55	3.35	3.80	3.78
Minimum	2.25	1.75	1.10	1.75	1.62	1.00	1.57	1.00
Maximum	4.88	4.75	5.00	5.00	5.00	5.00	5.00	5.00
Standard Dev.	0.49	0.63	0.72	0.58	0.79	1.09	0.72	0.86
2021								
Mean	3.90	3.52	4.06	3.93	3.66	3.33	3.88	3.78
Minimum	2.63	2.25	2.60	2.50	2.08	1.00	1.71	2.00
Maximum	4.75	4.50	5.00	5.00	5.00	5.00	5.00	5.00
Standard Dev.	0.46	0.52	0.64	0.61	0.76	1.11	0.71	0.86
2022								
Mean	3.85	3.34	3.77	3.97	3.46	3.38	3.73	3.79
Minimum	2.25	1.75	1.10	1.75	1.62	1.00	1.57	1.00
Maximum	4.88	4.75	5.00	5.00	4.85	5.00	5.00	5.00
Standard Dev.	0.51	0.70	0.75	0.55	0.80	1.09	0.72	0.86

Men report superior well-being (3.89) to women (3.78) both over the entire period and over the two time intervals considered, without significant differences, both categories perceiving favorably on average their own well-being. At the level of the determining variables, the situation is similar, the exception being the emotional dimension, with specific appreciations of women (3.55 compared to 3.53, reported by men). The minimum value assigned to well-being is 1; only in 2021, no man assigned the lowest level of well-being, but a higher value: 2. The median shows equal values for both categories, over the entire time interval. The standard deviation is higher for men, with greater variations between their perceptions of well-being in their 2022 responses. Professional development and skills are more important for men, with a slight deterioration reported in 2022 (from 4.07 to 3.98), noticeable and in women (from 3.90 to 3.85). Autonomy is perceived more favorably by men (3.58 compared to 3.42, reported by women), with an increase in 2022 (3.60), due to the accumulation of experience in teleworking. If men's job satisfaction has increased over time (from 4.16 to 4.24), it is deteriorating for women (from 4.06 to 3.77), who are less satisfied with the work-to-pay ratio, as well as their position in the entity. The commitment to the employing entity increases at the level of the 2022 sample, for both categories of employees, with lower amplitudes in appreciation at the category level. The emotional dimension presents a different situation, with decreases in both categories, but with higher values for men in 2021 and for women in 2022, men being more strongly affected by staying in telework for a longer period. In the case of the first interval, the work-life balance is appreciated higher by men (4.01), while in the second period the work-non-work balance deteriorates for men and improves for women (from 3.33 to 3.38), but does not reach the levels reported by men. The appreciation of the organizational climate deteriorates over time for both categories of employees.

Assessing the impact of these perceptions on well-being is done through regression analysis (Table 5). The analysis of the data shows differences in the sign, size and significance of the variables that determine the well-being of women and men. Thus, professional development and competencies have a negative relationship with well-being for women (coefficient of the variable: -0.0653) and a positive relationship for men (coefficient of the variable: 0.1575); only in 2022, the sign becoming similar (negative). If for the entire considered period and in the first period, the lower degree of fulfillment of women's expectations as personal development and improvement of skills due to the priority of men in management positions and the continued existence of pay gaps determines the sign of the incidence, the crisis situation maintained in the second period as well also affected men's expectations in correlation with training and competencies. The intensity in this case is much stronger, the men feeling a stronger imbalance of expectations-competencies.

Table 5. Results of the regression - model 2

Dependent Variable: WB, gender: female		Coefficient		
Variable	TOTAL	2021	2022	
PDC	-0.0653	-0.2487	-0.055	
AUT	-0.105	0.0064	-0.1449	
JS	0.6659*	1.0135*	0.5417*	
COM	0.0946	0.0316	0.1415	
ED	-0.0158	0.0174	-0.0279	
BWL	0.2269*	0.0550	0.321*	
OC	-0.005	-0.0797	-0.0165	

Dependent Variable: WB, gender: male		Coefficient		
Variable	TOTAL	2021	2022	
PDC	0.1575	0.3513	-0.3912	
AUT	-0.1559	-0.2404	0.1755	
JS	0.3661*	0.3731*	0.2519	
COM	-0.0374	-0.1284	0.5646*	
ED	-0.1909*	-0.1814*	-0.1445	
BWL	0.0693	0.0206	0.1838	
OC	0.4445*	0.3390*	0.4409	

The correlations between autonomy and well-being reveal fluctuations in time at the level of the two categories, negative values being registered on the total period in both categories (coefficient of the variable: -0.105 for women, and -0.1559 for men). For women, an increase in autonomy degrades their well-being over time, and for men it improves it (in 2022, the coefficient of the variable: -0.1449 for women, and 0.1755 for men). The main aspects that differ in time in the perception of men and women concern the freedom of decision in the management of their own activity and the possibility of a flexible program, reporting decreasing grades for women and increasing for men over time.

There is a statistically significant positive relationship between job satisfaction and well-being for both women and men (coefficient of the variable: 0.6659, respectively 0.3661). Higher incidences are generated by job satisfaction on women's well-being, with a decrease in the intensity of the relationship for both categories of employees over time, due to decreased satisfaction with the employer and the work-remuneration ratio throughout the sample, with particularizations for men on the pressure exerted on the key objectives and on the deadlines, and on women on the dissatisfaction regarding the possibility of promotion, the position held and the collaborative relationships at the level of the entity.

Commitment to the entity generates different influences on well-being. If a higher level of involvement of women ensures an improvement in well-being (coefficient of the variable: 0.0946), in the case of men this attitude degrades well-being (coefficient of the variable: -0.0374). Changes in the meaning of the influence over time can be seen in the men who completed the questionnaire in

2022, with a statistically significant positive relationship between commitment and well-being (coefficient of the variable: 0.5646).

The emotional dimension generates a negative impact on the well-being of employees at the level of both categories of employees (coefficient of the variable: -0.0158, respectively -0.1909), throughout the considered period, except for the first period analyzed, when women perceive in parallel with the increase of emotional exhaustion an amplification of well-being.

There is a positive correlation between work-life balance and well-being at the sample level, statistically significant for women who perceive the impact more acutely (0.2269 compared to 0.0693, determined from men).

The organizational climate generates different incidences at the level of the two categories, maintaining its sign throughout the range: negative for women (-0.005) and positive for men (0.4445), for which the correlation is statistically significant.

5. Conclusions

The reconfiguration of the labor market by switching to telework to a large extent in the context of the crisis caused by the Covid-19 pandemic has increased the concern of researchers, managers and human resources specialists in the field of employee well-being.

The results of the empirical study highlight differences in the sign, size and significance of the determinants of well-being in the whole sample over time, as well as between women and men. There is a negative relationship between professional development and competencies and well-being for women in the whole range, compared to that reported by men throughout the period and at the beginning of 2021, except for their perception at the beginning of 2022, when the meaning is similar to of women, but of a higher intensity. There is a negative relationship between autonomy and well-being at the level of the whole sample, throughout the analyzed period, differences of perception being reported by women at the beginning of 2021 and by men at the beginning of 2022. The correlation between job satisfaction and well-being is positive statistically significant on the total sample, on the whole considered period and without gender differences. There is a positive relationship between commitment and well-being at the level of the analyzed period, generated by the favorable perception related to the maintenance of the telework regime over time. The situation is determined by the perception of women, who hold the main share in the sample, men reporting the opposite situation, except for the last period when the incidence is similar in the two categories of employees, more intense in the case of men. There is a statistically significant negative relationship between the emotional dimension and well-being for the entire sample and the entire period, except for the appreciation of women in the first period analyzed. The work-life balance is positively statistically significantly correlated with well-being, a situation that is maintained over time

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and at the level of all categories of employees. There is a different impact of the organizational climate on well-being, positive overall and for men and negative for women throughout the time.

The main contributions of this research are to provide a useful tool for managers and human resources specialists in order to evaluate and improve the well-being of employees, the implementation of a new organizational design to ensure superior sustainable performance; inclusion in the concerns of raising awareness of the general opinion on the need to ensure the well-being of the individual with synergies at the societal level. The main limitation of the research lies in the difficulty of assessing the extent to which the perception of well-being is determined by the specificity of the work regime or its cumulative effect with that of the crisis, given that in Romania before the Covid-19 pandemic only 0.6 % of employees were teleworking (Eurofound.EU).

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