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MAPPING RISK AND PERFORMANCE BUSINESS DRIVERS POST-PANDEMIC. FUTURE CHALLENGES

Abstract. *Teleworking is now "necessary" due to COVID-19. During the first wave of COVID-19 in early March 2020, many companies required some employees to work from home to reduce contamination. However, most organisations did not anticipate this scenario in their business continuity plan, either temporarily or permanently. In this context, we conducted a survey on teleworking in Switzerland and its effects on employee engagement and disengagement, company performance, and risk. Our research seeks to identify teleworking-based business performance model drivers to rethink the post-pandemic future of work. The paper*

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designs, develops, and analyses PLS models using structural equation modelling and partial least square approach to identify company performance drivers and teleworking risks. It details the optimal model for employee motivation and work attractiveness.

***Keywords**: post-pandemic times, mapping the risk, performance business, key drivers*

JEL Classification: D81, L10, L19, P47

1. Introduction and Literature Review

During the first COVID-19 pandemic in March 2020, many Swiss companies sent employees home to avoid infection. Remote work over months or years was unanticipated by some companies. Before the pandemic, some companies saw the benefits of remote work. Ctrip, a NASDAQ-listed Chinese travel agency with more than 16000 randomly selected employees, found that more work time and calls per minute increased performance by 13%–9% and 4%, respectively (Bloom et al., 2014). Efficiency increased 22%. Telework and work-family conflict were examined (Solis, 2016). 2014's Taskin & Vendramin examined new flexibility's socioeconomic challenges. Teleworking began in 1950 when European architect Norbert Wiener oversaw the construction of a US building from Europe. Norbert Wiener monitors data transmission (Combe, 2020). Teleworking began in 1970 with the fax and phone. Teleworking pioneer Jack Nilles managed a complex communication system from home in 1975. The Washington Post defined "telework" (Schiff, 1979). NICT (New Information and Communication Technologies) made telework popular in the 1990s.

Working from home was first discussed three to four decades ago. In complicated times, the best solution is the one we can afford and apply quickly. Swiss companies have evolved, digitised, and internationalised. Teleworking solutions capitalise on employee mobility. Microsoft, Google, and GAFAM offer telework. Before the COVID-19 pandemic, some companies offered telework. Pyöriä (2011), Overmyer (2011), and Sardeshmukh et al. (2012) discuss teleworking's benefits and drawbacks for organisations. Dubosson et al. (2019) and KOHLER (2020) proposed Job-Demands/Job-Resources and Bow-Tie models for measuring organisational human risk. Dima et al. (2019), Nakrošienė et al. 2019, Rosat et Berberat (2021), and Kazekami (2020) study real-world teleworking, particularly collaborative tools. Backup IT infrastructures allowed many companies to telework. Remote work raises other concerns. Work-from-home started long ago. The pandemic forced governments and managers to adapt to protect public health and economies. Every start is difficult.

Research Methodology

We interviewed 45 people and collected over 800 Swiss employee questionnaires with 37 questions to quantify the new operational risks of teleworking. One-on-one interviews produced 290 pages. This survey covers professional and private remote work, contractual telework, and management-colleague communication.

Our reflection on this new way of working will focus on communication, risks, safety, and the pandemic's impact on humans. We will summarise the questionnaire's pros and cons before concluding.

We will discuss teleworking's main performance and risk factors in the second part. SEM identifies performance and risk drivers to determine if telework is a better future solution for companies. SEM estimates causal relationships with statistical data and qualitative causal assumptions. This method uses multiple regression, factor analysis, and measurement error to represent unobserved concepts in dependence relationships. SEM assumes causality. Structural and measurement model matrix equations show causal relationships.

Structural model equation

The structural model shows exogenous-endogenous latent variable relationships. This model answers these three questions: (1) Do exogenous variables predict endogenous variables? (2) How much do exogenous variables affect endogenous variables? (3) Is the model data-fitting? Mathematically, the structural model is represented in the following equation:

$$\eta = \beta\eta + \Gamma\xi + \zeta,$$

where:

- η stands for the vector of dependent latent variables (dimension $m \times 1$),
- ξ is the vector of the independent latent variables (dimension $n \times 1$),
- ζ is the inner vector of residual variance or the vector of residual variables (dimension $m \times 1$, that is assumed to have an expected value of zero and which is uncorrelated with ξ),
- m, n are the number of exogenous, and respectively, of endogenous constructs,
- β is the $m \times m$ coefficient matrix showing the influence of the latent dependent variables on each other,
- Γ is the $m \times n$ coefficient matrix for the effects of ξ on η.

The equations for measurement model

The measurement model specifies the relationship between the latent variables and the observed variables. This model can give us the responses at the following three questions: (1) To what extent are the observed variables actually measuring the hypothesised latent variables? (2) Which observed variable is the best measure of a particular latent variable? (3) To what extent are the observed variables actually measuring something other than the hypothesised latent variable?

The equations represent this model mathematically:

$$x = \Lambda_x \xi + \delta$$
$$y = \Lambda_y \eta + \varepsilon$$

where:

- x is the vector of exogenous manifest variables ($p \times 1$),
- y is the vector of endogenous manifest variables ($q \times 1$),
- ξ is a vector of the independent latent variables ($n \times 1$),
- η is the vector of dependent latent variables ($m \times 1$),
- p is the number of exogenous construct indicators,
- q is the number of endogenous constructs indicators,
- Λ_x (dimension $p \times n$) and Λ_y (dimension $q \times m$) are the loadings matrices indicating simple regression coefficients linking the latent variables and their indicators; (Lambda X – correspondence (loadings) of exogenous indicators; Lambda Y – correspondence (loadings) of endogenous indicators).

Consecutively, the remaining variance for the manifest variables δ and ε can be translated as measurement errors or noise. Detailing the measurement model:

$$\begin{pmatrix} X_1 \\ X_2 \\ \vdots \\ X_i \\ \vdots \\ X_p \end{pmatrix} = \begin{pmatrix} \lambda^x_{11} & \lambda^x_{12} & \cdots & \lambda^x_{1j} & \cdots & \lambda^x_{1n} \\ \lambda^x_{21} & \lambda^x_{22} & \cdots & \lambda^x_{2j} & \cdots & \lambda^x_{2n} \\ \vdots & & & & & \\ \lambda^x_{i1} & \lambda^x_{i2} & \cdots & \lambda^x_{ij} & \cdots & \lambda^x_{in} \\ \vdots & & & & & \\ \lambda^x_{p1} & \lambda^x_{p2} & \cdots & \lambda^x_{pj} & \cdots & \lambda^x_{pn} \end{pmatrix} \times \begin{pmatrix} \xi_1 \\ \xi_2 \\ \vdots \\ \xi_i \\ \vdots \\ \xi_p \end{pmatrix} + \begin{pmatrix} \delta_1 \\ \delta_2 \\ \vdots \\ \delta_i \\ \vdots \\ \delta_p \end{pmatrix}, \text{ and } \begin{pmatrix} Y_1 \\ Y_2 \\ \vdots \\ Y_i \\ \vdots \\ Y_q \end{pmatrix} = \begin{pmatrix} \lambda^y_{11} & \lambda^y_{12} & \cdots & \lambda^y_{1j} & \cdots & \lambda^y_{1m} \\ \lambda^y_{21} & \lambda^y_{22} & \cdots & \lambda^y_{2j} & \cdots & \lambda^y_{2m} \\ \vdots & & & & & \\ \lambda^y_{i1} & \lambda^y_{i2} & \cdots & \lambda^y_{ij} & \cdots & \lambda^y_{im} \\ \vdots & & & & & \\ \lambda^y_{q1} & \lambda^y_{q2} & \cdots & \lambda^y_{qj} & \cdots & \lambda^y_{qm} \end{pmatrix} \times \begin{pmatrix} \eta_1 \\ \eta_2 \\ \vdots \\ \eta_i \\ \vdots \\ \eta_q \end{pmatrix} + \begin{pmatrix} \varepsilon_1 \\ \varepsilon_2 \\ \vdots \\ \varepsilon_i \\ \vdots \\ \varepsilon_q \end{pmatrix}$$

PLS Path Modelling algorithm

Chin (1998) uses a two-block model to explain the Partial Least Square (PLS) technique for SEM. This is like two latent variables with a block of indicators/variables in PLS. Path diagram of a two-block model with two variables per block.

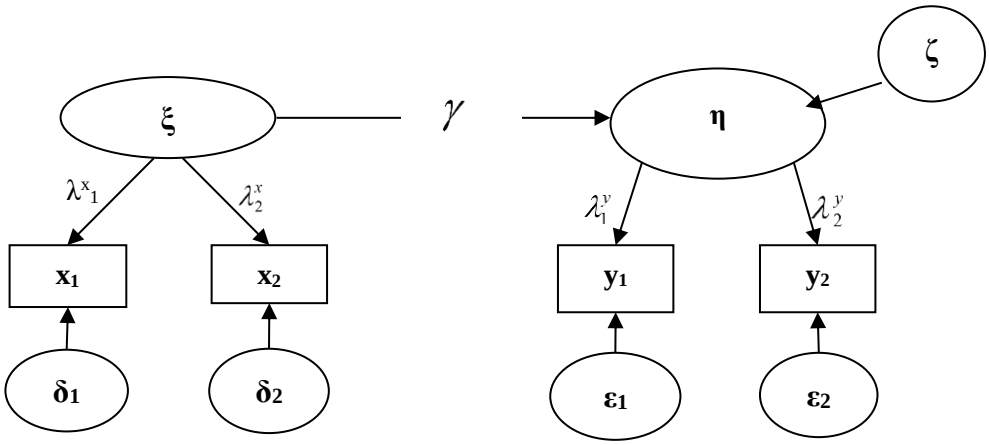

Figure 1. Two-structure model with reflective indicators

In Figure 1, the variables (x1, x2, y1, y2), representing observed indicators, are illustrated as influenced by two distinct (i.e., orthogonal) factors labelled as the underlying constructs ξ and η, including an error term ζ. The degree to which these indicators are capable of describing their respective construct is revealed to a large extent by the power of the loadings (λ_1^x , λ_2^x , λ_1^y , and λ_2^y).

When building up path diagrams, it is essential to consider the path relations among blocks, as well as between blocks and their respective indicators. In the above example, the assumption is a one-way causal relationship between two constructs (ξ and η). Inasmuch as ξ can only account for a fraction of the variance in η, the residual variance at this structural level is supposed to be inherent in ζ.

Given a sample series of observed variables, the objective is to work out a procedure for approximating parameters for the measurement model (factor loadings λ_1^x , λ_2^x , λ_1^y , and λ_2^y) and structural model (path coefficient between the endogenous and exogenous variables γ and residual variance ζ).

PLS seeks latent variable values for predictive intentions. From this perspective, Figure 2's model is used differently. The model is being changed to minimise latent variable variance instead of explaining covariation. Thus, parameter results are calculated by minimising latent and observed variable residual variances. All latent variable path models in PLS have three suites of relations: (1) the inner model, which describes the links between latent variables, (2) the outer model, which identifies the associations between latent variables and their associated manifest or observed variables, and (3) the weight relations, which estimate case values for latent

variables. To remove the constant parameter terms in the following equations, latent and manifest variables must be normalised to zero means and unit variances.

Communication, Risk, and Safety in Teleworking

The ability of companies to adapt their infrastructure and their mode of communication was decisive when remote work was imposed on them. Indeed, remote work has contributed to the emergence of new opportunities, but also seen the emergence of new external and internal risks to the company. The implementation of information management processes, material resources, or even security and control protocols are the main key success factors to oversee this new organisation of work.

Our survey reveals that 78% of respondents are satisfied with the internal communication processes chosen by companies or teams, and 67% believe they can reach their direct manager as easily as if they were in the office.

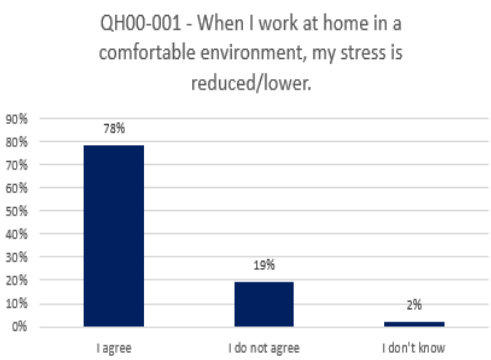

Figure 2.
Respondents satisfied with their company's internal communication processes

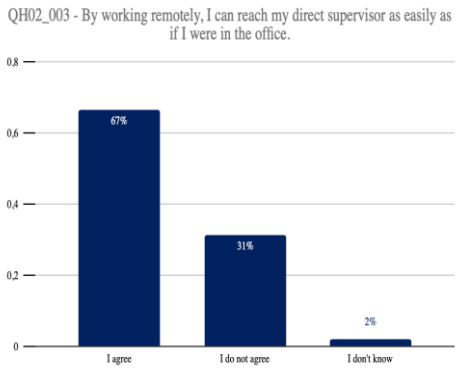

Figure 3.
Telework respondents who easily reach their line manager

Employee-manager miscommunication can disrupt operations and lead to data loss.

Some respondents said their company's communication system was difficult to adapt, inconsistent, blurred, or incomplete without informal "cafeteria discussions" to identify issues.

Videoconferencing, instant messaging, and the intranet (via a "FAQ" or "weekly logbook") are often cited in surveys as powerful tools for tracking company activity. These tools can allocate and supervise employee activities, distribute information to teams, keep employees in touch, and quickly address issues.

Others support increasing meeting frequency using management and control tools like "Jira" for communication and task tracking. To maximise tool use, respondents recommended proper training.

Interviewees repeatedly mention a laborious set-up resulting in a lack of necessary equipment, technological problems due to not disposing of a specific work environment and a lack of access to computer networks, and only to the assistance having caused time loss.

Teleworkers often worry about losing confidential data. When employees take documents outside of the company, they could steal equipment or data-containing media. One respondent mentions hacking: “we are no longer on a corporate network, but a home Internet network”.

"It is not impossible for an employee to film his screen and show such or such information to third parties, even live. Or that he films his work computer using screen sharing with an online video conferencing tool. Secure VPN connections, print blocking, and USB port blocking are common remote data access security measures.

Connectivity and information risks can also affect company operations. Thus, 58% believe they miss important information and 35% believe the employer is responsible for teleworker ergonomics.

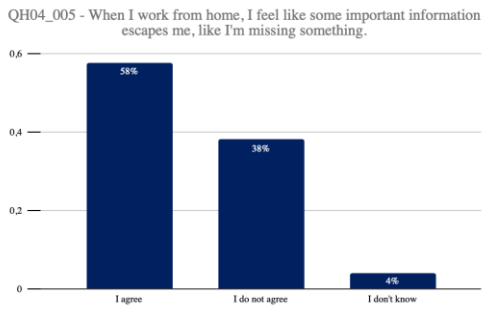

Figure 4.
Respondents in telework who mention that they miss important information

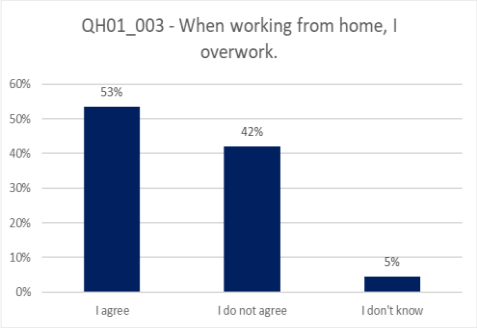

Figure 5.
Respondents about overwork in teleworking

Connection issues slow respondents' work. These situations can affect the company and its customers, including payment delays, financial market access, and appointment data access.

The systematic digitisation of documents and the lack of physical means like printers can decentralise documentation or cause document loss, making information access more difficult. This requires a dedicated "helpdesk" support team and a centralised document storage and sharing system like SharePoint.

Other methods have replaced the need for physical documents, such as accepting signed and scanned documents attached to an email after a "call-back" with the client or email confirmation instead of physical signatures.

Telework increases mobility and flexibility, which affects the control environment and risks, which requires clear goals and measures to monitor employee progress. 79% of the respondents agree with being reachable by the employer, other colleagues or customers during specified hours, and only 21% feel more controlled by their hierarchical superiors than if they were working in the office. 79% of respondents also think their coworkers ask for help more often. "Training on well-being, on how to work, where the tools are or how to request them" is popular online. The main part of the internal regulatory framework for teleworking is internal directives on what is allowed and what is not, team rotation and working conditions (such as staying contactable), tool tutorials, and training on teleworking risks and communication. 40% say teleworking terms are regulated or contractual. This framework requires everyone's responsibility and diligence to limit the residual risks that cannot be covered by the organisation's measures, such as not working in public without a screen protector, not calling in public, or not leaving confidential information unattended.

Companies must centralise information (intranet, SharePoint), communications (instant messaging), and supervision (Jira, to encourage regular reporting) for employees and managers.

This infrastructure needs logistical (material resources) and human (technical support team) support during implementation and telework. 77% of respondents think the teleworker must be reachable by the employer, coworkers, and customers during specified hours, and 87% think he must follow the employer's privacy policy.

Security training must be ongoing and written into company policies to reinforce these implementations.

Finally, companies should implement DLP tools to analyse emails and attachments, secure computers, printers, and USB ports, and improve software security with a "password policy."

2. Human/HR aspects in teleworking

Managers and their subordinates had to quickly adapt to the organisational and human challenges of teleworking during the COVID-19 pandemic.

This structural and cultural change has changed actors psychologically and physically. According to studies, employees are torn between their commitment and exhaustion, which are influenced by changes in their professional resources (autonomy, feedback, support) and demands (time pressure, ambiguity, and role conflict).

Operationally, human trustworthiness and its telework-related flaws increased risk. Jean-Jacques Kohler and Emmanuel Fragnière's study recommends a series of checks to reduce the risk of non-performance by remote workers.

Our survey focused on respondents' feelings about teleworking's introduction in their company and its organisational effects.

Hierarchy, personal and professional organisation, and communication (including tools) were common themes in the interview transcripts.

Managers had to rely on employee trust and professionalism, set up proper communication, and use effective tools. The following scenario sums up the reported feelings of the various measures: In medium to large tertiary institutions, interviewees reported that the distance had caused the manager to lose confidence in the employee, implying increased monitoring (one risk being that the employee does not communicate his mistakes). As previously stated, 71% of interviewees do not feel more controlled by their hierarchical superiors than in face-to-face and nearly 84%8 believe they have the trust of their management.

All interviewees (all sectors) reported an increase in "online" meetings, likely to address managerial control and maintain cohesion. In fact, more frequent meetings have enabled better project, file, deadline, question, and activity debriefing. Meetings are becoming shorter, more structured, and more focused.

We received negative feedback for industrial brainstorming activities, where telework could not replace face-to-face work, and rendering efficiency dropped.

Teleworking has shown that company meetings and informal exchanges foster social cohesion and team spirit. Several interviewees said that telework is less spontaneous and direct than face-to-face communication. To mitigate effects, companies offer "online workshops," "coffee times," "yoga classes," and other "online" training. Some interviewees felt pressure to please their managers. Even though 53% work overtime from home, they believe their management can accurately estimate their workload (54%) and give them clear responsibilities (88%).

Teleworking has given employees more autonomy, with 77% believing they can solve professional issues on their own.

Teleworking has caused some nuanced reactions to life changes. Even though 78% of interviewees say their employer respects the teleworker's private life and 51% say their family organisation does not interfere with their work, some testimonies mention the difficulty of separating work and personal time.

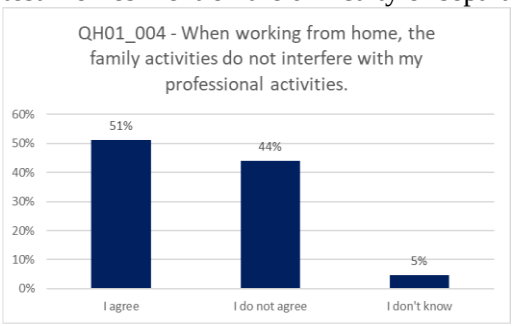

Figure 6. Respondents about interference in family life when teleworking

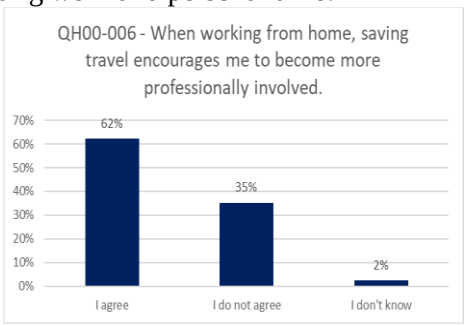

Figure 7. Respondents about interference in family life when teleworking

Most of them are flexible because of work calls and emails outside of working hours and days. Some interviewees reported feeling isolated and excluded, increasing the risk of employee disengagement and career dropout. 57% of interviewees thought teleworking kept them from learning a lot about the company. This should be related to the communication loss and solutions discussed above. In this regard, testimonials told us about HR's role in minimising communication risks, particularly through a more personalised approach to help employees find more targeted solutions during telework. Teams, Zoom, Skype, WhatsApp, News, and direct calls between colleagues increased during this period, as did the use of semi-private channels.

The employees needed updated tools and better communication. Communication and professional and personal management had to be reorganised. Companies had to inform, reach, and explain teleworking to all employees. 79% of the interviewees agree that being reachable during certain hours is important. Email was less direct, so conversations took longer, and video and phone were more work-oriented. Professional communication during teleworking is more efficient, but less flexible, longer, and more structured. Written communication, presentations, and tools were quickly popularised and guaranteed to change, but video meetings have persisted. Despite the end of teleworking restrictions, these meetings have kept their frequency.

Teleworking has changed the corporate culture and social and professional interactions in some firms. On returning to face-to-face work, personal and structural organisational changes and certain communication tools and methods were needed. According to the interviewees, professional actors have generally accepted telework, and even though there have been issues with its implementation and practice, they feel more freedom and responsibility in their daily work.

Thus, humanly successful teleworking requires clear communication between management and employees, active interaction rich in feedback to counter the feeling of exclusion, and, as much as possible, a limited face-to-face session to preserve team spirit.

General positive and negative aspects of teleworking

Telework has both pros and cons. Our study's main findings are addressed here in a transversal manner.

We will start with the positives, which have emerged in large numbers and relate to many business aspects. Respondents prioritise flexibility, internal communication, and IT resources.

Mixing personal and professional life without constraints helped employees organise their day. Thus, sports and family activities (collecting children from school, medical appointments, etc.) have been better integrated into the day's agenda by shifting working hours to earlier or later in the morning or evening, not to mention travel time savings. 62% of employees say that saving time on the journey makes them more professional.

Flexibility has created new work autonomy. In adapting to confinement, companies and employees have been able to turn challenges into opportunities: autonomy has allowed employees to take responsibility and improve efficiency and opened companies to deep structural changes, some of which were implemented during the lockdown. Some managers doubted their teams' effectiveness in this way of working. Feedback and statistics reassured them. Managers and companies are more confident in remote workers and employee autonomy. Therefore, 75% of teleworkers think their line manager appreciates their work, and 83% think management trusts them. The flip side of this is that the collaborator may have "the impression of being employed full time of the day," which can lead to domestic issues, family tensions, absences, and loss of motivation. Companies are also considering the space they need to achieve their goals, which could impact the real estate market. Sometimes, team inefficiency or management issues can cause loss of control over activities and employees and increase the control workload. "You must find a happy medium so that the employee does not feel tracked and that he works well while maintaining his motivation," according to some respondents. Teleworking does not increase supervisor control for 71% of workers.

As mentioned, confinement forced internal communication changes. “Everyone has had to learn to communicate differently,” surveys show. Its efficiency and message clarity have improved. Tools have replaced old methods, making them more time- and resource-efficient. This inventive solution to an unexpected problem is true. However, the lack of direct and regular contact between colleagues, partners, and customers has severely impoverished social ties and prevented informal communication, which normally thrives in company premises. In response to this, many companies have developed ways to strengthen team spirit and employee well-being while trying to create a favourable environment for remote working, recognising the crucial role of managers, who often remain the only link between the employee and the company in this mode of remote collaboration.

Teleworking required significant resources. They were either already there, or the employer had to acquire significant resources to enable teleworking. Hardware, laptops, network infrastructure, security, and remote collaboration (videoconferencing, document sharing) are the most visible material aspects. It represents companies' major investment and questions telework's strategic future.

Improved digital tools make daily work easier. Their advancements will have long-term effects. Virtual meetings, digital signatures, and authentications, as well as new control and monitoring methods that may be problematic, are changing our working methods. To improve remote support, IT resources and staff have increased. Finally, many companies offer online safety, procedure, tool, and "well-being" training.

Telecommuting has improved people's lives overall. It "cannot replace the work done on the company's premises in an identical way," so working methods had to be flexible. We must note the resilience of both: companies and employees have benefited from a relative improvement in comfort, efficiency, and autonomy, allowing workers to better organise their working day to optimise performance by planning work shifts with high concentration without being disturbed, as is often the

case in the office. 60% of remote workers say that they can plan their work better and distribute it better than in the office.

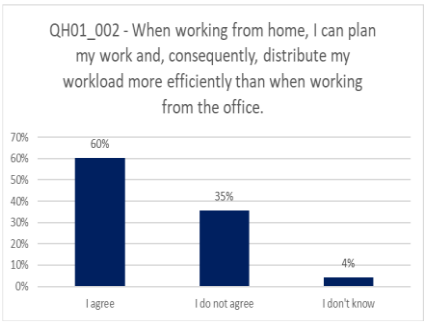

Figure 8.
Respondents about distribution of efficiency when working from home

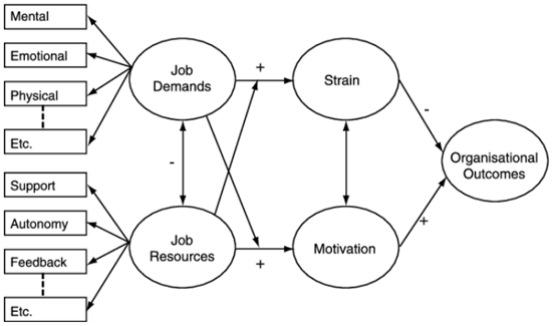

Figure 9.
The job demands-resources model

Also, 78% of employees confirm that in teleworking, they have the impression of solving the professional problems that arise for them independently. However, telework has negative aspects that should be highlighted and addressed, especially if this mode of work is to be continued. Due to the higher cost of energy, many companies and institutions plan to let their employees work from home at least for the winter.

Telework is limited by security concerns such as laptop loss, theft, or hacking, data protection, and espionage. This increases IT departments' resources, which can lead to significant additional costs.

Due to the estrangement between managers and employees, employees may not report their mistakes or hide them. This reduces company risk and problem transparency. Telework seems less effective for many department functions, such as risk management.

Remote work's constraints, such as the increase in e-mails and their heaviness, do not replace the old, direct way of quickly turning around and asking a colleague. Although more efficient, processes are now structured.

Finally, we must consider teleworking's intractable issues. Teleworking eliminates "after-work" meetings and reduces "social time". Both's formal world is limited to a screen, which sometimes exposes the employee's private space to everyone. Teleworking can also lead to employee disengagement and resignation due to isolation.

Companies that want to incorporate telework into their strategy should consider its benefits, such as employee flexibility and autonomy and office optimisation, as well as its drawbacks, which must be managed and monitored to avoid risking the company.

3. Case Study

After the presentation of the descriptive analysis, we run a quantitative analysis based on PLS structural equation modelling.

As indicated in the description of the PLS approach, the internal and external relations are based on structural equations. Consequently, the PLS approach makes it possible to analyse the equations that explain the relationships between the indicators with the corresponding axis (external model) and between the axes or the strategic perspectives (internal model).

The first model we run is the next one:

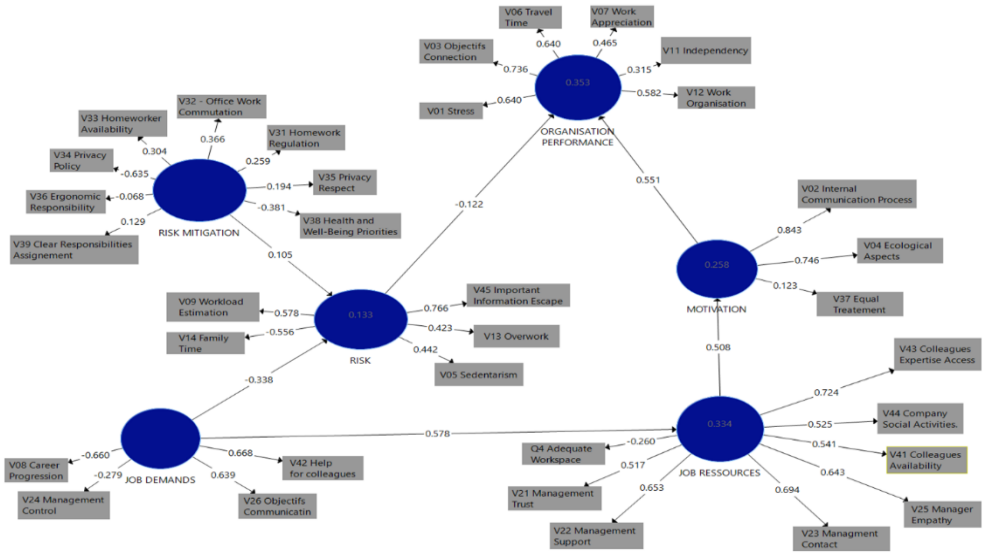

Figure 10. Swiss Market Telework Model. Key performance indicators 1

These equations can be applied to study the optimal relationships between each variable and identify the cause-effect-relation between many variables.

To fulfil the objective of the research, which is to find the most relevant factors that have the most direct impact on teleworking performances, we used Job demand resources model based, initiated first in 2001 by Demerouti et al., largely recognised as one of the best models. The JD-R model was used to analyse the burnout phenomena by looking at specific job demands and resources. In 2004, Schaufeli and Bakker came with a revised version of the JD-R model. The next phase was to adapt this model according to the specificity of our research.

For a concrete approach, in the next lines we present the indicators selection based on the Job demand and job-resource model.

1. **Job demand for an employee** (objective communication, management control, support request from colleagues, etc.).
2. **Job resources for an employee** (support from co-workers, adequate workspace, manager empathy, etc.).
3. **Risk** (Inadequate workload, family environment, lack of information, sedentary, etc.).
4. **Risk Mitigation** (privacy policy, clear responsibilities assignment, homeworker availability, homework internal policy, health and well-being priorities, etc.).
5. **Motivation** (equal treatment, ecological aspects, internal communication process, etc.).
6. **Organisation performance** (Work organisation, Independency, work appreciation, travel time, etc.).

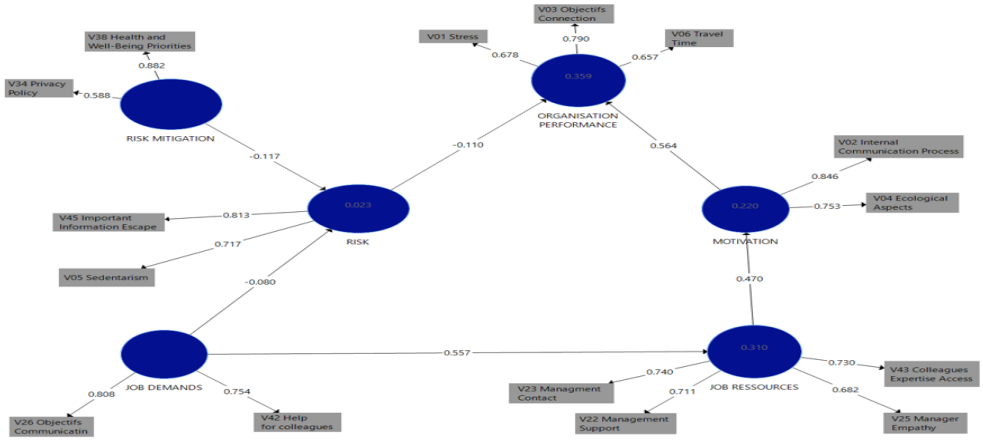

Figure 11. Swiss Market Telework Model. Key performance indicators 2

This model could not be validated so we moved to the second one which has fulfilled the validation requirements. The indicators in the next table confirm the validation of the model.

Table 1. Reliability indexes

	Composite Reliability	Average Variance Extracted (AVE)
JOB DEMANDS	0.758	0.611
JOB RESSOURCES	0.808	0.513
MOTIVATION	0.781	0.641
ORGANISATION_PERFORMANCE	0.752	0.505
RISK	0.739	0.588
RISK MITIGATION	0.711	0.562

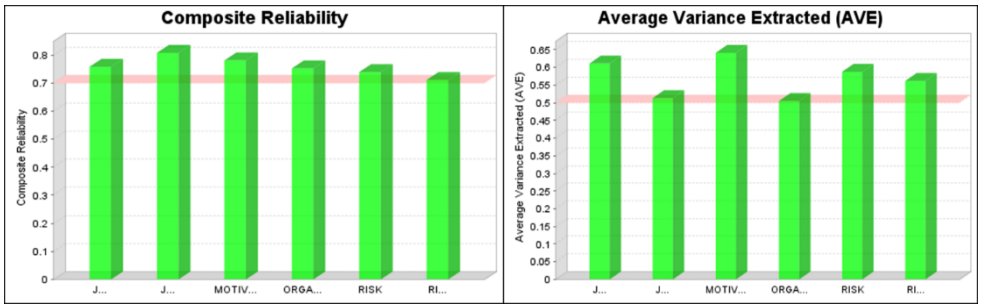

Figure 12. Graphic representation of reliability indexes

The ecological aspect (64% of employees are aware of environmental impact, but the degree of awareness depends on age – generation X and Y are more sensitive to this aspect); internal communication process; and equal treatment for remote and office workers (not significant) motivate people to work remotely.

60% of telecommuters said saving travel makes them more professional. Then, telecommuters who can reach their managers are more professional.

The following factors most directly affect organisation performance: stress – 78% of our respondents are less stressed working from home and some studies emphasise that organisational financial performance increased during pandemic period; travel time – 59% of respondents think saving travel encourages them to become more professionally involved; employee connection to organisation objectives.

Work-from-home employees are less stressed than office workers. We also found that some home-based workers are less stressed because they plan their work and distribute it more efficiently than in the office.

Our model states: Sedentary; health and well-being priorities; privacy policies; important information escape. Working from home makes 3/4 of respondents more sedentary than office workers. Saving travel encourages

professional involvement. 25% of home-based workers believe health and well-being are unimportant. 50% of home workers overwork. Managers control overworked remote workers more.

4. Conclusions

After two years of the COVID-19 pandemic, most companies are interested in teleworking. Teleworking helps many private and public companies survive. Our interviews found no major incidents despite the rapid adoption of telework.

Our study examined risks of information, communication, security, and controls, the human factor, and general positive and negative aspects. Telework may affect risk mapping if it continues. Qualitative and quantitative research showed teleworking's pros and cons. Many believed that working from home would save the planet. The answers and econometric model agree. Our model shows that employee health issues increase long-term risk but improve short-term performance. The company's strategy should include teleworking's sustainability. Teleworking boosts productivity, but employers need information and communication systems and clear policies. This pandemic had lax laws and regulations. Governments saved economies. Legal reform is important.

Our research shows that employees want to work from home but need company tools (laptops, phones, etc.) and support (training or "helpdesk").
Interviewees understand telework risks like cyberattacks, data theft, and employee isolation. They do not mind tightening control as long as it does not invade employees' privacy. Teleworks young. There are still many grey areas, but politicians and business want to find compromises to transform, which could be risky but improve working conditions. If the Ukrainian war raises energy prices, telework may grow.

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