

Chapter 8


Teleworking and the Deployment of Dynamic Capabilities

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ABSTRACT

Teleworking was just an option for many companies up to mid-2020. (1) This study examines the acceptance of teleworking practices by employees because of the covid-19 scenario from the dynamic capabilities' framework. Although this study is based on whether telework promotes dynamic capabilities within organizations, specifically absorption and adaptation capabilities, it includes other factors, such as quality of life and productivity. (2) A questionnaire has been built and distributed to 1000 Spanish workers. Data were processed by using the structural equation modeling analysis (SEM). (3) Results confirm that the model built provides a sound theoretical framework to understand and explain the practice of teleworking in a work environment, providing workers with a longer time to rest, an increase in their quality of life (4) This work can help companies understand the need to redesign telework processes based on the deployment of dynamic capabilities to achieve bet-

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ter results from this practice, which is no longer an option in pandemic scenarios.

1 INTRODUCTION

Technological advances play a fundamental role in the way we communicate and in today's work systems. As a result of digitization, COVID 19 and new trends, a change has taken place in the new ways of consuming information, both in work and learning environments (Morrar, et al., 2017; Paiola y Gebauer, 2020). The technological advance and the threats caused by the COVID-19 pandemic made the organizational challenges increase and require an effort of adaptation by companies and workers in circumstances not yet known, since Spanish society, due to having a consolidated primary and services sector, had not experienced massive teleworking actions before COVID-19.

In this context, companies that have to adapt their work processes during the health alarm are opting for a remote working model, i.e. teleworking. teleworking has been the most common working practice during the pandemic. Initially, it was a result of the necessary processes to adapt jobs to the new Covid-19 scenario, but it has been accepted by both companies and workers over time, maintained beyond the health alarm (Metallo, et al., 2022) to this day, giving rise to a mixed model, where workers combine remote work with office attendance as dictated by the regulations that emerged to regulate this situation in Spain, Law 10/2021 of July 9, on Remote Work.

Based on these two modalities, it should be noted that according to Vartiainen (2021), there is a difference between teleworking and remote work. It is mainly because remote work uses personal electronic devices in addition to physically be working remotely from a place other than an office or company, while teleworking does not require visits to the main office, workplace, or use of personal electronic devices. In addition, there is the category of “remote and mobile phone workers” who use places other than home to work, and digital online telework is flexible both in time and place, which is the main characteristic.

Although there are particularities in each modality, both present generalized advantages in the adoption of new work models. According to Metallo, et al., (2022) it is not a reality that organizations can introduce changes them quickly and without problems. Teleworking is not based on accurately replicating the traditional way of working, but rather requires rethinking the work process to achieve success. The literature affirms that *it is essential to activate communication mechanisms, and social exchanges increase ‘employees’ feelings of connection with and trust in their colleagues, leading to greater satisfaction and motivation* (Shipman, et al., 2021).

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