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Remote and Hybrid Work as Digital Management Systems: An Integrative Review of Coordination, Trust, Productivity, and Employee Well-Being

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Abstract

Remote and hybrid work have become enduring features of contemporary organizational life. What initially appeared to be an emergency response to pandemic disruption has increasingly developed into a structural transformation of how work is designed, coordinated, supervised, and experienced. This shift has created new managerial challenges that extend beyond questions of where employees work. The central problem addressed in this review is that remote and hybrid work are still often discussed as flexible work arrangements rather than as digitally mediated management systems. Such a narrow framing underestimates how digital platforms, communication routines, monitoring practices, and performance expectations reshape the relationship between employees, managers, teams, and organizations. The implications are particularly significant for coordination, trust, productivity, and employee well-being. The objective of this integrative review is to synthesise peer-reviewed evidence on remote and hybrid work as digital management systems. The review brings together literature from management, information systems, human resource management, organizational behaviour, and organizational psychology. It focuses on how remote and hybrid work reconfigure managerial practice through technology-mediated coordination, altered trust relations, changing productivity assumptions, and new well-being risks. The review finds that remote and hybrid work function as complex digital management systems rather than simple location choices. They require intentional design of coordination mechanisms, explicit communication norms, trust-based accountability, careful use of monitoring technologies, and active protection of employee well-being. The review concludes that digital managers must adopt a systemic approach that treats coordination, trust, productivity, and well-being as interdependent rather than separate managerial concerns.

Keywords Remote work, Hybrid work, Digital management systems, Coordination, Trust, Productivity

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Introduction

Remote and hybrid work have moved from the margins of flexible work policy to the centre of organizational design. Earlier research on virtual work already showed that distributed work was not a single phenomenon but a cluster of arrangements involving technology, geography, social interaction, and organizational structure [1]. The acceleration of remote work during and after the COVID-19 pandemic made these arrangements more visible, but it also revealed that their managerial consequences were deeper than emergency telework practices alone. As hybrid work becomes normalized, organizations face the challenge of governing work that is simultaneously physical, digital, synchronous, asynchronous, individual, and collaborative.

A central limitation in much discussion of remote and hybrid work is the tendency to frame them as location shifts. The work design perspective developed by Wang, Liu, Qian, and Parker shows that remote work changes task characteristics, social support, autonomy, feedback, and work demands, rather than simply relocating employees from office to home [2]. Similarly, boundary management research demonstrates that working from home reshapes the interface between work and nonwork roles, requiring employees to actively manage temporal, spatial, and psychological boundaries [3]. These findings suggest that remote and hybrid work should be interpreted as reconfigured management systems rather than merely flexible scheduling options.

The managerial significance of remote and hybrid work becomes clearer when the four core outcomes of this review are considered together. Coordination depends on digital communication tools, shared norms, and collaboration infrastructures; trust depends on how managers balance autonomy, visibility, and accountability; productivity depends on task design, interruptions, work intensity, and collaboration costs; and well-being depends on health, isolation, technostress, boundary control, and social support [4]. Studies of remote e-workers' well-being show that work outcomes are multidimensional and cannot be reduced to either satisfaction or productivity alone [4]. Therefore, any integrative account must examine how these outcomes interact within technology-mediated systems.

This review aims to integrate evidence across management, information systems, human resource management, and organizational psychology to explain remote and hybrid work as digital management systems. It builds on research showing that remote work affects collaboration patterns among information workers, productivity under geographic flexibility, and employee health and well-being in home-based work arrangements [5-7]. The review does not report new empirical data; instead, it synthesises existing evidence to develop a practical and analytical understanding of how managers can design more effective digital work systems. Its central argument is that remote and hybrid work require systemic managerial design across coordination, trust, productivity, and well-being.

Integrative Review Approach

This article adopts an integrative review approach because the literature on remote and hybrid work is distributed across several research streams. Virtual work research provides conceptual foundations for understanding distributed teams, while information systems scholarship explains the role of collaboration platforms and digital affordances in shaping work practices [1, 8]. Organizational psychology and occupational health research contribute evidence on well-being, stress, work–family boundaries, and employee adjustment to remote work [4, 9]. Human resource management and management research further clarify how leaders, organizations, and performance systems adapt to digitally mediated work [10].

The reference base consists of 30 peer-reviewed journal articles published between 2017 and 2025. The selection focused on studies addressing remote work, hybrid work, virtual teams, coordination, communication, trust, electronic monitoring, control, productivity, work–life balance, burnout, engagement, and well-being. Studies were included when they contributed directly to understanding remote or hybrid work as an organizational and managerial phenomenon rather than only as a technical or policy issue. Reviews, conceptual frameworks, empirical studies, and longitudinal or diary-based investigations were retained where they advanced the integrative synthesis.

The analytic approach was thematic rather than statistical because the purpose of the article is conceptual integration rather than meta-analysis. The review reads the selected literature through four linked dimensions: coordination and communication mechanisms, trust and managerial control, productivity outcomes, and employee well-being outcomes. This approach follows the logic of integrative synthesis by combining evidence from different methods and disciplines to generate a broader interpretive framework. It is especially appropriate because research on enforced telework, collaboration affordances, remote worker resources, and electronic performance monitoring uses diverse methods yet speaks to a common managerial transformation [11-13].

Remote and Hybrid Work as Digital Management Systems

Remote and hybrid work can be understood as digital management systems because technology mediates many of the functions previously embedded in physical co-presence. In co-located settings, coordination, supervision,

informal learning, social visibility, and managerial feedback often occur through spatial proximity and routine encounters. In remote and hybrid settings, these functions are reorganized through video meetings, messaging systems, shared documents, analytics dashboards, project management tools, and platform-mediated interaction. Waizenegger, McKenna, Cai, and Bendz show that enforced working from home reshaped team collaboration through the affordances of digital tools rather than simply transferring office routines online [8].

This systems perspective also clarifies why remote and hybrid work generate both flexibility and constraint. Employees may gain autonomy over location, scheduling, and focused work, yet they may also experience intensified digital communication, increased self-management demands, and blurred boundaries between work and private life [3]. Carillo, Cachat-Rosset, Marsan, Saba, and Klarsfeld demonstrate that adjustment to epidemic-induced telework depended on how workers adapted to new technological, organizational, and personal conditions [11]. Remote and hybrid work therefore create a managerial system in which autonomy, technology dependence, and organizational expectations are tightly connected.

The digital management system is also shaped by changing assumptions about visibility and performance. In traditional settings, managers often rely on physical presence, informal observation, and immediate interaction as proxies for engagement and accountability. In distributed work, those proxies become weaker, encouraging organizations either to redesign performance around outputs or to introduce digital monitoring and analytic forms of control [13]. Research on electronic performance monitoring shows that monitoring technologies can support feedback and accountability but may also create pressure, mistrust, and psychological strain when implemented without transparency or employee voice [13].

Finally, remote and hybrid work systems are experienced through their combined effects on work design, social connection, productivity, and health. Rapid reviews of working from home show that health effects depend on ergonomic conditions, workload, social support, autonomy, boundary management, and organizational practices [9]. Systematic evidence on telework and health similarly indicates that outcomes vary according to job characteristics, work intensity, social isolation, and the degree of control employees have over their work arrangements [7]. These findings support the core premise of this review: remote and hybrid work are not isolated HR policies but digitally mediated management systems that must be designed, governed, and continuously adjusted.

Figure 1 presents remote and hybrid work as a digital management system that reconfigures coordination, trust, productivity, and employee well-being.

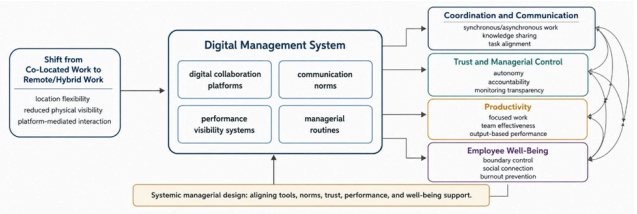

Figure 1. Remote and Hybrid Work as a Digital Management System: Integrative Framework of Coordination, Trust, Productivity, and Employee Well-Being

Coordination and Communication Mechanisms

Coordination in remote and hybrid work depends on replacing proximity-based interaction with deliberately designed digital communication routines. Virtual work scholarship shows that distributed collaboration requires more than technology access; it requires shared expectations about task interdependence, response timing, knowledge visibility, and team membership [1]. Research on collaboration among information workers demonstrates that remote work can reduce cross-group communication and weaken bridging ties, even when digital communication volume remains high [5]. This means that coordination failure may occur not because employees stop communicating, but because communication becomes narrower, more scheduled, and less socially generative.

Digital collaboration tools create new coordination affordances, but these affordances must be actively organized by managers and teams. Waizenegger, McKenna, Cai, and Bendz show that video conferencing, shared documents, messaging platforms, and collaborative systems can support distributed teamwork when teams learn how to combine synchronous and asynchronous practices [8]. However, Carillo, Cachat-Rosset, Marsan, Saba, and Klarsfeld indicate that telework adjustment also depends on employees' ability to adapt to changed communication norms and technological routines [11]. The managerial issue is therefore not simply tool adoption but

the design of communication architectures that reduce ambiguity and prevent overload.

The shift toward remote and hybrid work also changes the balance between synchronous and asynchronous coordination. Synchronous meetings can sustain immediacy, shared attention, and relational connection, but excessive video meetings may intensify interruptions and reduce focused work time [14]. Asynchronous coordination can protect concentration and support flexibility, yet it may also create delays, misunderstanding, and uneven information access if documentation norms are weak. **Table 1** summarises the key coordination and communication mechanisms in remote and hybrid work.

Table 1. Coordination and Communication Mechanisms in Remote and Hybrid Work: Digital Tools, Practices, and Challenges

Coordination mechanism	Main digital tools or practices	Managerial value	Main cha
Synchronous communication	Video meetings, live chats, virtual stand-ups	Supports immediacy, alignment, rapid clarification, and social presence	Meet overload, interrupti reduced wor
Asynchronous communication	Shared documents, project boards, recorded updates, threaded discussions	Supports flexibility, documentation, time-zone inclusion, and focused work	Dela misinterpr wea participati fragme knowle
Knowledge sharing	Digital repositories, collaborative files, searchable archives	Preserves institutional memory and reduces dependence on informal office encounters	Knowledg outda documen uneven v
Task coordination	Project management software, workflow boards, digital task tracking	Clarifies responsibilities, deadlines, dependencies, and progress	Ove standard surveill concern tool dupl
Relational coordination	Virtual check-ins, informal digital spaces, team rituals	Maintains trust, belonging, and psychological connection	Artifi interacti participati exclusi periph memb

Coordination also depends on cultural and interpersonal adaptation. Research on global virtual teams shows that communication accommodation and cultural intelligence affect interpersonal process effectiveness in distributed collaboration [15]. Studies of team virtuality further suggest that not all teams experience remote work in the same way, because work characteristics, interdependence, and perceived virtuality shape how teams interpret collaboration demands [16]. These findings indicate that coordination mechanisms must be adapted to team type, task complexity, cultural diversity, and hybrid participation patterns rather than imposed as universal digital routines.

Trust and Managerial Control in Distributed Work

Remote and hybrid work reconfigure trust because managers and employees no longer rely on the same forms of everyday visibility. In co-located workplaces, trust is often reinforced through informal interaction, shared routines, and direct observation of effort. In distributed work, managers must decide whether to trust employees through autonomy and output-based accountability or to recreate visibility through digital monitoring [13]. This creates a core digital management dilemma: the same technologies that enable flexibility can also be used to intensify surveillance.

Electronic performance monitoring has become especially relevant in distributed work because it promises managerial visibility when physical observation is reduced. Ravid, Tomczak, White, and Behrend show that electronic performance monitoring can provide data for feedback and performance management, but its effects depend on transparency, purpose, perceived fairness, and employee control [13]. Broader research on workplace surveillance also indicates that monitoring can damage trust when employees interpret it as suspicion rather than support [17].

Trust and control therefore operate as an interdependent system rather than as opposing managerial choices.

Algorithmic and digital control extend this dilemma by embedding managerial authority into systems, metrics, and automated evaluations. Kellogg, Valentine, and Christin argue that algorithms create new contested terrain at work because they reorganize control through data, classification, and system-mediated discipline [18]. Recent research on remote workers under electronic monitoring further suggests that being watched can affect psychological safety, especially when monitoring reduces employees' sense of autonomy and voice [19]. **Table 2** synthesises the trust and control dynamics in distributed work environments.

Table 2. Trust and Managerial Control in Remote and Hybrid Work: Dimensions, Dilemmas, and Management Approaches

Trust-control dimension	Distributed work dilemma	Risks of poor management	Constru manage approa
Autonomy	Employees need discretion, but managers need accountability	Micromanagement, disengagement, hidden resistance, and reduced initiative	Defir outcom decision and esca rules cl
Visibility	Managers need work insight, but physical presence is reduced	Presenteeism substitutes, surveillance pressure, and performative availability	Use transpa progre indicator output-b revie
Electronic monitoring	Data can support feedback, but it can also signal distrust	Psychological insecurity, reduced trust, and privacy concerns	Limi monitori legitim purpose explain data are
Algorithmic control	Digital systems can standardise	Reduced voice, opaque evaluation,	Maint human re appe
	decisions, but they may obscure responsibility	and contested authority	mechan and manag accounta
Relational trust	Informal contact declines, but collaboration still depends on goodwill	Isolation, weak identification, and lower knowledge sharing	Create re relatio check-in psycholo safe communi

Trust in remote and hybrid work must be actively produced through managerial behaviour, not merely assumed as an employee trait. Leading virtually requires clarity, empathy, communication discipline, and the ability to build shared purpose without constant physical presence [10]. This is particularly important because the autonomy associated with remote work can become paradoxical when employees experience flexibility alongside intensified digital control [20]. Effective digital managers therefore need to balance trust, accountability, and transparency so that control systems support performance without undermining the social foundations of distributed work.

Productivity and Employee Well-Being Outcomes

Productivity in remote and hybrid work is complex because it depends on the interaction between individual focus, collaboration costs, task type, and organizational design. Evidence from work-from-anywhere arrangements suggests that geographic flexibility can improve productivity under certain conditions, especially when work is suited to independent execution and performance is assessed through outputs [6]. Personnel and analytics evidence from information technology professionals also shows that working from home may alter productivity through changes in working hours, communication patterns, and work intensity [21]. These findings caution against simple claims that remote work is either universally more productive or inherently less effective.

Hybrid work adds another layer of complexity because it combines flexibility with periodic co-presence. Bloom, Han, and Liang provide evidence that hybrid working from home can improve retention without damaging performance, suggesting that hybrid arrangements may preserve some benefits of flexibility while maintaining organizational connection [22]. At the same time, conceptual work on

hybrid work warns that the term itself requires clarity because hybrid arrangements vary by schedule, location choice, coordination design, managerial expectations, and employee discretion [23]. Productivity outcomes therefore depend less on the label “remote” or “hybrid” than on how the work system is configured.

Employee well-being outcomes are similarly mixed and contingent. Reviews of telework and remote e-work show that well-being is shaped by autonomy, workload, social isolation, ergonomic conditions, boundary control, and organizational support [4, 24]. Technostress research during remote work indicates that technology use can create well-being costs when employees experience overload, invasion, complexity, or constant connectivity [25]. **Table 3** integrates the evidence on productivity and well-being outcomes in remote and hybrid work.

Table 3. Productivity and Employee Well-Being Outcomes in Remote and Hybrid Work: Evidence, Contingencies, and Interrelationships

Outcome domain	Evidence pattern	Key contingencies	Pote nega effe
Individual productivity	Can improve when employees gain focus, autonomy, and reduced commuting time	Task autonomy, role clarity, digital competence, home conditions	Overv longer redu recove self-im pres
Team productivity	Depends on coordination quality, knowledge sharing, and communication norms	Task interdependence, team virtuality, documentation, meeting design	Collabo delays, innovati and forma
Work-life balance	Can improve through flexibility but deteriorate when boundaries collapse	Boundary control, family demands, schedule control, manager expectations	Work- conf interru and co availa
Engagement	Can remain strong when employees feel supported, trusted, and connected	Social support, hope, autonomy, meaningful work, leadership quality	Loneli detach redu identifi an disenga
Health and well-being	Varies according to workload, isolation, technology demands, and recovery opportunities	Ergonomics, workload control, social support, digital literacy	Burn stress, f an psycho stra

The relationship between productivity and well-being is reciprocal rather than sequential. Longitudinal diary evidence shows that resources such as support and perceived productivity are linked to remote worker engagement and well-being over time [12]. Research on work-family strategies during COVID-19 also demonstrates that household conditions and gender dynamics shaped how employees experienced remote work demands [26]. Studies of loneliness, hope, and remote work further show that engagement depends on psychological and social resources, not only on task efficiency [27].

Practical Implications for Digital Managers

Digital managers should first treat coordination as a design responsibility rather than as a natural outcome of tool availability. Research on interruptions during home-based work shows that unmanaged communication demands can fragment attention and reduce the quality of work experience [14]. Managers therefore need to establish explicit norms for meeting purpose, documentation, response expectations, escalation, and decision ownership. A systemic coordination checklist should include which work requires synchronous discussion, which work should be asynchronous, where decisions are recorded, how knowledge is shared, and how cross-team ties are maintained.

Second, managers should balance trust and accountability through transparent performance systems. Electronic monitoring and algorithmic control can generate defensiveness when employees do not understand what is measured, why it is measured, or how the data will be used

[13, 18]. Instead of relying on digital surveillance to compensate for reduced visibility, managers should define outputs, clarify responsibilities, and create fair review processes. This approach allows accountability to be maintained without converting remote and hybrid work into systems of suspicion.

Third, managers must protect well-being as a core condition of sustainable productivity. Studies of work–family boundary changes show that remote work can reshape employees' role transitions, conflict patterns, and recovery opportunities [28]. Research on social isolation and remote work satisfaction also shows that stress and isolation can affect perceived productivity, meaning that well-being risks eventually become performance risks [29]. Practical management should therefore include workload monitoring, boundary-respecting communication norms, ergonomic support, social connection routines, and early identification of burnout signals.

Finally, digital managers should adapt performance management to hybrid contexts rather than applying office-based assumptions to distributed systems. Supporting remote workers requires attention to productivity, well-being, autonomy, communication, and managerial support as an integrated set of practices [30]. Hybrid work should not be managed through equal office attendance alone, because different tasks require different degrees of co-presence, concentration, and collaboration. A systemic digital management checklist should ask whether coordination routines are clear, trust mechanisms are transparent, monitoring is proportionate, productivity measures are output-oriented, and well-being supports are embedded in daily work design.

Figure 2 translates the review findings into a practical managerial pathway for designing sustainable remote and hybrid work systems.

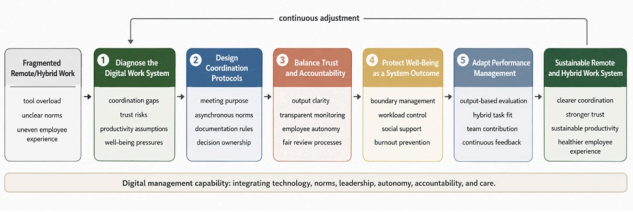

Figure 2. Managerial Pathway for Sustainable Remote and Hybrid Work Systems: From Tool Adoption to Integrated Digital Work Design

Conclusion

This integrative review has argued that remote and hybrid work should be understood as digital management systems rather than as simple changes in work location. When work becomes mediated through digital platforms, managerial functions such as coordination, communication, supervision, trust-building, performance assessment, and employee support are reorganized. This reorganization requires managers to think systemically about how work is structured and experienced.

The review contributes an integrative framework centred on coordination, trust, productivity, and employee well-being. These dimensions are not separate outcomes but mutually reinforcing elements of distributed work systems. Poor coordination can weaken trust, excessive control can damage well-being, and unmanaged well-being risks can undermine productivity.

Future research and practice should continue to examine how remote and hybrid work evolve as organizations experiment with new digital arrangements. The central managerial challenge is not whether remote and hybrid work should exist, but how they should be designed responsibly and sustainably. Effective digital management will depend on aligning technology, autonomy, accountability, social connection, and well-being into coherent work systems.

Acknowledgements

None

Conflict of interest

None

Financial support

None

Ethics statement

None

Received: 15 Nov 2024 Revised: 25 Dec 2024 Accepted: 05 Feb 2025
Published online: 18 March 2025

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