

## **Effects of post-pandemic telework on productivity and workplace welfare**

### **Efectos del teletrabajo postpandemia en la productividad y el bienestar laboral**

**Juan Alfredo Lino Gamiño\***

**Itzel Alejandra Lino Robles♦**

**Paola Berenice Uribe Villegas♥**

**Ernesto Sandoval Fermín▲**

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to the health crisis caused by COVID-19, has become a structural modality that is redefining labor and organizational dynamics. This study analyzes the effects of post-pandemic telework on productivity and workplace welfare, considering the benefits and risks that this form of work organization represents in various contexts. While advantages such as flexible working hours, autonomy, and reduced commuting times have been recognized, challenges related to isolation, technostress, and the blurring of boundaries between personal and professional life have also been identified. To address these phenomena, a qualitative methodology was adopted, based on content analysis of fifteen peer-reviewed scientific articles published between 2014 and 2023. The research was exploratory, descriptive, and documentary in nature, employing thematic coding and hermeneutic reading techniques to identify key categories such as productivity, welfare, adaptation, technology, and innovation. Sources were selected from academic databases including Scopus, MDPI, SAGE, and Elsevier, ensuring their relevance in the post-pandemic context. The results indicate that telework has had a positive impact on efficiency and job satisfaction, provided that adequate organizational conditions, efficient technological infrastructure, and effective virtual leadership are in place. However, its implementation has also generated psychosocial tensions that require strategic

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\* *University of Colima de Colima, School of Accounting and Administration of Tecoman, [jlino@uacol.mx](mailto:jlino@uacol.mx), <https://orcid.org/0000-0002-7022-5438>*

*<https://orcid.org/0000-0002-7022-5438>*

♦ *University of Colima, School of Economics, [llino@uacol.mx](mailto:llino@uacol.mx), <https://orcid.org/0009-0008-0736-1710>*

♥ *University of Colima de Colima, School of Accounting and Administration of Tecoman, [puribe1@uacol.mx](mailto:puribe1@uacol.mx), <https://orcid.org/0009-0005-9064-3919>*

▲ *University of Colima de Colima, School of Accounting and Administration of Tecoman, [esandoval14@uacol.mx](mailto:esandoval14@uacol.mx), <https://orcid.org/0009-0003-7688-4826>*



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attention. In conclusion, telework represents a transformative opportunity, as long as it is managed with a systemic and integrative vision

**Key words:** Telework, Labor Productivity, Psychosocial Welfare, Organizational Transformation

**Clasificación JEL:** J24, J81, O83, M15, D23

**Resumen.** El teletrabajo, adoptado inicialmente como una medida de emergencia en respuesta a la crisis sanitaria provocada por el COVID-19, se ha convertido en una modalidad estructural que está redefiniendo las dinámicas laborales y organizacionales. Este estudio analiza los efectos del teletrabajo pospandemia en la productividad y el bienestar en el lugar de trabajo, considerando los beneficios y riesgos que esta forma de organización laboral representa en diversos contextos. Si bien se han reconocido ventajas como los horarios flexibles, la autonomía y la reducción en los tiempos de traslado, también se han identificado desafíos relacionados con el aislamiento, el tecnoestrés y la difuminación de los límites entre la vida personal y profesional. Para abordar estos fenómenos, se adoptó una metodología cualitativa, basada en el análisis de contenido de quince artículos científicos revisados por pares, publicados entre 2014 y 2023. La investigación tuvo un carácter exploratorio, descriptivo y documental, utilizando técnicas de codificación temática y lectura hermenéutica para identificar categorías clave como productividad, bienestar, adaptación, tecnología e innovación. Las fuentes se seleccionaron de bases de datos académicas como Scopus, MDPI, SAGE y Elsevier, asegurando su relevancia en el contexto pospandemia. Los resultados indican que el teletrabajo ha tenido un impacto positivo en la eficiencia y la satisfacción laboral, siempre que existan condiciones organizacionales adecuadas, una infraestructura tecnológica eficiente y un liderazgo virtual efectivo. Sin embargo, su implementación también ha generado tensiones psicosociales que requieren atención estratégica. En conclusión, el teletrabajo representa una oportunidad transformadora, siempre y cuando se gestione con una visión sistémica e integradora.

**Palabras Clave:** Teletrabajo, Productividad Laboral, Bienestar Psicosocial, Transformación Organizacional

**JEL Code:** J24, J81, O83, M15, D23

## Introduction

The COVID-19 pandemic radically transformed traditional work organization models, forcing millions of people worldwide to adopt telework as an immediate solution to maintain operational continuity amid a global health crisis. This modality, driven by urgency and facilitated by information and communication technologies (ICT), became an unprecedented phenomenon that reconfigured not only workspaces but also the dynamics between professional and personal

life. The International Labour Organization (ILO) estimated that, at the peak of the pandemic, more than 80% of the global workforce was affected by restrictions, leading to an unprecedented global experiment in remote work (Sanhokwe et al., 2022)

In the post-pandemic context, the debate has shifted from the technical feasibility of teleworking to its sustained impacts on organizational productivity and worker welfare. While significant benefits have been documented, such as reduced commuting times, greater autonomy, and improved work-life balance (Vayre et al., 2022), important challenges have also emerged. These include increased mental workload, the blurring of boundaries between work and personal life, and a rise in psychosocial risks stemming from prolonged isolation and lack of professional integration (Miglioretti et al., 2021).

Recent studies show that not all telework arrangements yield the same outcomes. For example, research conducted in Europe reveals that high-quality telework—characterized by virtual leadership, flexibility, and adequate resources—is associated with higher levels of engagement and work-family balance, whereas its low-quality counterpart may produce adverse effects on mental health and performance (Miglioretti et al., 2021). Likewise, evidence suggests that the impact of telework also depends on the economic sector, the type of organization, and the degree of technological and organizational preparedness of companies (Yorulmaz et al., 2023a)

From an organizational perspective, telework has proven to be a facilitator of resilience, especially for small and medium-sized enterprises (SMEs), by enabling them to maintain operational continuity in contexts of volatility and uncertainty. According to Yorulmaz, Baykal, and Eti (2023), systematic and well-structured telework schemes have significantly contributed to organizational resilience, particularly when accompanied by strategic orientations such as digitalization and continuous innovation.

However, telework cannot be analyzed solely from the standpoint of its efficiency benefits. Its impact on worker welfare encompasses more complex dimensions. On one hand, improvements in nutrition and access to professional development have been evidenced (Čiarnienė et al., 2023); on the other hand, increased household energy costs and a higher incidence of physical and mental health problems related to isolation, sedentary behavior, and stress have been reported (Sanhokwe et al., 2022).

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This study aims to analyze the effects of telework on productivity and workplace welfare during the post-pandemic period, adopting a critical, integrative perspective grounded in empirical evidence. It is premised on the understanding that telework, beyond being a temporary measure, represents a structural shift in the way labor relations are conceived and managed, with profound implications for organizational culture, quality of work life, and the sustainability of work in the digital era.

### *General objective:*

- Analyze the effects of telework during the post-pandemic period on workers' productivity and workplace welfare, considering organizational, technological, and psychosocial factors.
- Specific objectives:
- Identify the benefits and risks of teleworking on job performance and efficiency.
- Evaluate the impact of remote work on mental health, stress, and work-family balance.
- Compare perceptions of teleworking according to the type of organization (public or private) and the quality of the digital environment.
- Propose recommendations for the implementation of sustainable telework models in the post-pandemic work context.

### *Research question.*

What effects has post-pandemic telework had on labor productivity and the psychosocial welfare of workers, and what conditions favor its sustainability within organizations?

### *Hypothesis*

H1: Post-pandemic telework has a positive effect on workers' productivity and workplace well-being when implemented under adequate organizational conditions, efficient technological infrastructure, and effective virtual leadership characterized by transparent communication, clear expectation setting, emotional support, and the promotion of autonomy.

## Theoretical Framework

In recent years, telework has ceased to be a provisional solution to health crises or disruptive events and has become a structural practice within organizations. This transformation has been driven not only by the need to ensure operational continuity during the pandemic but also by the recognition of its potential benefits in terms of efficiency, autonomy, and sustainability. According to López et al. (2014), in contexts such as Spain, the adoption of telework has faced cultural and organizational barriers, particularly related to distrust and hierarchical control. However, Sanhokwe et al. (2022) note that once these resistances are overcome, telework has redefined forms of labor engagement, promoting more horizontal and results-oriented schemes.

Closely related to the above, technology has played a fundamental role as an enabler of this new labor paradigm. Thanks to advances in information and communication technologies (ICT), remote work has been executed with relative effectiveness, even in traditionally on-site sectors. According to Austin-Egole et al. (2021), technological innovation has helped demystify previous beliefs about the impossibility of working from home, enabling new forms of interaction, supervision, and productivity. In this regard, technology not only represents an operational tool but also a strategic enabling system that, in turn, demands digital skills, robust infrastructure, and equitable access for all workers.

However, the transition to remote work has not been without challenges, especially concerning employees' psychological well-being. Numerous studies have documented increases in stress, anxiety, and burnout levels as a result of blurred boundaries between work and personal life, social isolation, and digital overexposure. Rojas Rincón et al. (2023), through a sentiment analysis of social media, identified that although there is a predominantly positive perception of telework, negative emotions such as fatigue, constant pressure, and difficulty disconnecting from the work environment also emerge. These findings suggest that telework can have ambivalent effects on mental health, which demands strategic attention from human talent management.

On the other hand, adaptability has been key to consolidating telework as a sustainable practice. Sanhokwe et al. (2022) argue that this modality requires more than technological equipment; it demands a profound transformation in organizational culture as well as a redefinition of labor

relations. In their study, the authors propose that the success of telework is conditioned by the level of organizational support, perceptions of labor justice, and the capacity of the family environment to facilitate remote work. If managed properly, these variables can reinforce employee commitment and improve performance.

In parallel, innovation has emerged as a transversal axis across all the aforementioned processes. It is not merely about adopting new technologies but about redesigning business models, rethinking hierarchical structures, and developing more empathetic and results-oriented leadership styles. According to Austin-Egole et al. (2021), telework has fostered a more open, flexible, and resilient organizational culture, where creativity and adaptability are essential competencies. This vision aligns with the need for organizations to operate efficiently in VUCA environments (volatile, uncertain, complex, and ambiguous), strengthening their capacity to respond to scenarios of high uncertainty.

In conclusion, telework must be understood as a complex and multidimensional phenomenon that integrates technological, psychological, cultural, and strategic factors. Its consolidation as a sustainable practice requires a comprehensive planning approach that considers both the objective conditions of the environment and the subjective conditions of the worker. Only through a balanced approach—combining technological infrastructure, psychosocial welfare, adaptive capacity, and continuous innovation—will it be possible to build more equitable, efficient, and resilient work environments in the post-pandemic era.

### Methodology

This study adopts a qualitative approach based on content analysis of peer-reviewed scientific articles, aiming to understand the effects of telework on productivity and workplace welfare in the post-pandemic context. This methodology allows for the identification of patterns, contradictions, and emerging perspectives in recent academic literature.

The research is exploratory, descriptive, and documentary in nature. It is exploratory because it addresses a contemporary and evolving phenomenon; descriptive because it interprets the content of scientific sources; and documentary as it relies on the review of articles published in indexed journals.

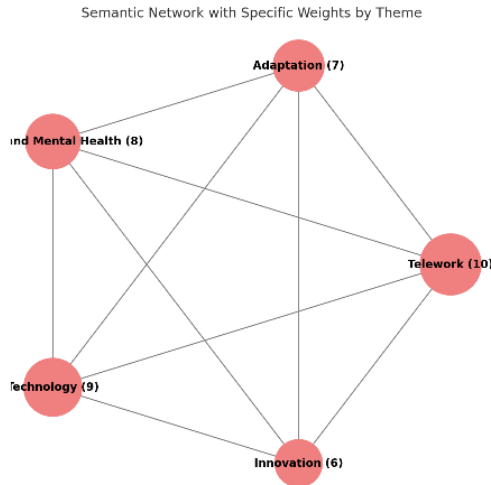
The corpus of analysis consists of 15 scientific articles published between 2014 and 2023, with an emphasis on the years following the pandemic. Documents were selected from databases such as Scopus, MDPI, SAGE, Springer, and Elsevier. Inclusion criteria were studies on telework related to productivity and/or workplace welfare; qualitative, mixed-methods, or systematic review approaches; post-pandemic relevance (2020–2023); and academic significance.

The analytical strategy was based on qualitative content analysis through hermeneutic and inductive reading. Four phases were developed: (1) corpus selection; (2) exploratory and analytical reading to identify categories such as productivity, welfare, leadership, and psychosocial risks; (3) thematic coding grouping relevant excerpts into theoretical categories such as benefits, challenges, or sustainability of the model; and (4) interpretative synthesis contrasting findings, agreements, and divergences among studies.

The process was conducted manually, supported by tools such as Zotero and Mendeley for reference management, and Atlas.ti for organizing thematic categories. This methodology enabled the construction of a critical and well-founded view of telework in the post-pandemic stage.

## Results

**Figure 1.** Semantic Network of Authors and Theories by Weight



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Figure 1 presents a visual semantic network representing the relationships among the main topics addressed in the study of post-pandemic telework. Each node in the network represents a key theme, while the lines or edges indicate the co-occurrence and conceptual connection between them in the analyzed literature. The size of the nodes is determined by their specific weight, which reflects the frequency and relevance with which each theme appears in the reviewed articles.

### *Description of Nodes and Weights:*

- Telework (10): This is the central and highest-weighted node, indicating its pivotal role and dominant presence in the studies.
- Technology (9): Positioned as a key structural axis for the implementation and sustainability of telework.
- Stress and Mental Health (8): Represents one of the most discussed topics, linked to the psychosocial risks of remote work.
- Adaptation (7): Reflects the importance of organizational and personal adjustment processes in response to the remote work modality.
- Innovation (6): Although with lower weight, it appears closely connected to other themes, especially technology and adaptation.

### *General Interpretation:*

Figure 1 illustrates that all topics are interconnected, suggesting a multidimensional approach to the analysis of telework. Similarly, the table functioned as a qualitative analysis tool that facilitated the open coding of texts, enabling the grouping of contributions into theoretical and empirical categories relevant to the research objective. The network further reveals that the effectiveness of remote work depends not only on technological advancements but also on human, organizational, and strategic factors. This visualization underscores the need for comprehensive telework management to foster sustainable and healthy work environments.

**Table 1. Main authors and their concepts**

Autor	Tema	Cita
Barouki et al. (2021)	COVID-19 and Environmental Change	The COVID-19 pandemic has highlighted the need for research on the relationship between environmental health, urbanization, climate change, and chronic diseases.

Čiarnienė et al. (2023)	Telework and Sustainable Behavior	Telework during the pandemic modifies employee behavior in economic, social, and environmental dimensions, improving access to healthy food but also increasing household costs.
Yorulmaz et al. (2023b)	Telework and Organizational Resilience	Strategic orientations such as technological orientation significantly influence organizational resilience, with systematic teleworking being more effective than occasional telework.
Yorulmaz et al. (2023a)	COVID-19 and Travel Behaviors	During the pandemic, individual transport use increased and public transport use decreased in Izmir, Turkey, influenced by risk perceptions and insufficient health protection measures.
Miglioretti et al. (2021)	Quality of Telework	High-quality teleworking is associated with greater work engagement and work-family balance, while low-quality or absent telework reduces these benefits.
Messenger et al. (2017)	Global Telework and Work Effects	Telework improves work-life balance and productivity but can also cause work intensification and difficulties separating work from personal life.
Segbenya & Okorley (2022)	Working Conditions and Telework	Telework significantly affects working conditions, highlighting job security and schedules as key predictors of well-being during pandemics.
Hassankhani et al. (2021)	Smart Cities and Resilience	Smart technologies strengthen urban resilience and community well-being during crises such as COVID-19 but can also deepen digital divides and exclusion.
Vayre et al. (2022)	Advantages and Risks of Telework	Telework offers autonomy and productivity but can also lead to social isolation and difficulties disconnecting from work.
Karácsóny (2021)	Job Satisfaction in Telework	Telework increases job satisfaction in Slovakia, associated with improvements in supervisor-subordinate relationships and work-life balance.

## Discussion

Regarding the work in general, the theoretical model, **methodology**, the scope of the objectives, the difficulties and recommendations for future researchers on the topic, the main findings and recommendations for the analyzed sector, as well as reflections on the subject.

Based on the theoretical and documentary analysis carried out, it is possible to affirm that telework has ceased to be a temporary response to the COVID-19 health crisis and has become a structural and strategic modality within the contemporary labor world. This transition has not been merely technical or logistical but has involved a profound transformation in organizational culture, in human talent management processes, and in the **way**, organizations relate to their environment.

First, it is important to highlight that the sustained implementation of telework has made it possible to evidence its multiple benefits, among which are flexible working hours, reduced commuting times, cost savings, and the possibility of better work-life balance. However, these benefits are neither automatic nor universal. On the contrary, they largely depend on the

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technological, organizational, and personal conditions under which remote work is carried out.

In this regard, technology has proven to be an essential enabler of telework, not only because it allows the execution of tasks remotely but because it constitutes the basis upon which communication, supervision, and collaboration among distributed teams are articulated. However, it has also been evidenced that unequal access to digital resources, both at the organizational and individual levels, can become a significant barrier to labor equity. Therefore, the design of policies that promote digital inclusion and strengthen the technological competencies of personnel becomes indispensable.

On the other hand, telework has also exposed new forms of emotional and psychological vulnerability. While it has facilitated greater autonomy and flexibility, it has also generated negative effects on the mental health of many workers. Social isolation, increased workload, the lack of boundaries between professional and personal life, as well as constant exposure to digital environments, have contributed to increased stress, fatigue, and so-called technostress. Hence, it is urgent to integrate preventive actions aimed at caring for psychosocial well-being, especially in contexts of prolonged work from home.

Furthermore, it is recognized that the adaptive capacity of individuals and organizations has been a key variable for the effectiveness of telework. It is not only a matter of having adequate technology but of transforming leadership styles, supervision methods, and performance evaluation models. Flexibility, empathy, horizontal communication, and trust consolidate as central elements in this new labor scenario.

Likewise, the telework experience has served as a catalyst for organizational innovation processes. Many companies have been forced to redesign their structures, rethink their routines, and explore new productivity and collaboration strategies. In this context, innovation is not limited to the use of technological tools but manifests in the capacity to rethink work, create more open organizational cultures, and adapt to uncertain environments.

In conclusion, teleworking presents both opportunities and challenges. Its successful implementation demands a strategic and integrative vision that articulates technology with well-being, efficiency with empathy, and innovation

with sustainability. Only those organizations that understand this complexity and act accordingly will be able to build resilient, inclusive work environments adapted to the challenges of the post-pandemic world.

### **Response to the research question.**

Post-pandemic teleworking has had multidimensional effects on workers, combining positive impacts on productivity with significant challenges for psychosocial well-being. On one hand, multiple studies agree that remote work has improved performance in various tasks by allowing greater autonomy, reduced commuting times, and concentration in controlled environments (Karácsony, 2021; Sanhokwe et al., 2022). Additionally, it has facilitated greater flexibility in working hours, which has been positively valued by a large portion of the workforce.

However, an increase in psychosocial risks has also been observed. Research such as that by Rojas Rincón et al. (2023) and Vayre et al. (2022) shows that isolation, digital overload, technostress, and difficulty establishing boundaries between work and personal life directly affect workers' mental health. These effects are especially intense in contexts where clear mechanisms for digital disconnection and sufficient organizational support are lacking.

In this context, the sustainability of telework depends not only on technological infrastructure but also on factors such as empathetic leadership, an organizational culture based on trust, continuous digital training, and the design of comprehensive well-being policies. Organizations that have adopted a strategic approach integrating innovation, adaptation, and occupational health have succeeded in transforming telework into a productive and sustainable practice.

In summary, post-pandemic telework can be consolidated as an efficient and humane work modality if managed with a systemic vision oriented both toward productivity and the comprehensive care of the worker.

### **Extend of the objective's achievement**

1. Identify the benefits and risks of teleworking on job performance and efficiency

*Objective fully achieved.*

The analyzed studies clearly show that telework offers benefits such as increased productivity, reduced absenteeism, improved concentration, and greater worker autonomy (Karácsony, 2021; Segbenya & Okorley, 2022). At the same time, risks such as time mismanagement, lack of direct supervision, and work overload are identified, which can negatively affect performance. Therefore, this objective has been extensively addressed in the reviewed literature.

2. Evaluate the impact of remote work on mental health, stress, and work-family balance

*Objective fully achieved.*

The effects of telework on psychosocial well-being have been a central topic in multiple studies. An increase in stress, digital fatigue, isolation, and technostress is documented (Rojas Rincón et al., 2023; Miglioretti et al., 2021). At the same time, benefits such as flexibility to attend to family responsibilities are recognized, although these depend on factors such as gender, presence of children at home, and level of organizational support. Therefore, this objective has also been fully met.

3. Compare perceptions of telework according to the type of organization (public or private) and the quality of the digital environment

*Objective partially achieved.*

Although some studies refer to differences between public and private sectors (for example, in terms of technological access or administrative rigidity), the available evidence is not sufficiently detailed or comparative to generalize solid conclusions. Likewise, although inequalities in access to digital infrastructure are mentioned, not all analyzed studies delve deeply into this variable. Therefore, this objective has been partially developed and requires complementary empirical research.

4. Propose recommendations for the implementation of sustainable telework models in the post-pandemic work context

*Objective fully achieved.*

Throughout the theoretical framework and conclusions, multiple recommendations have been formulated, such as strengthening digital competencies, regulating working hours, the need for digital disconnection policies, organizational support, and investment in secure collaborative platforms. These suggestions are supported by evidence and guide organizations toward telework sustainability. Therefore, this objective has been fully achieved.

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